

## Vision and Directional Focus

Vision and Directional Focus looks at the extent to which individuals have clear and coherent ideas about where the team is heading, why, and what milestones exist along the way. It asks the question: "How well do you and the team understand your purpose and direction and how effectively is this knowledge used to set an appropriate course to reach relevant targets or goals?"

1. I know the ongoing purpose of my team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

2. I share my thoughts about future direction with my fellow teammates.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

3. My team pulls together in the same broad general direction.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

4. If unsure, I ask questions to clarify the goal.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

5. I check that my personal goals are consistent with the team and those of the wider organization.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

6. I translate the overall vision of the organization into goals that are meaningful to me.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

7. I know exactly where the milestones are when I am trying to reach each team target.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

8. I reflect on general strategies and discuss how we might get there with my teammates.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

9. I actively use the vision as a "binding force" to help the team work together.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

10. I challenge any short-term actions that seem to be inconsistent with long-term goals.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

11. I use task milestones to check overall direction then make any necessary adjustments.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

12. I avoid working on tasks or projects unless they are broadly aligned with overall team direction.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Alignment of Values

Alignment of Values looks at the extent to which the values of individuals in the team and in the organization are understood, and effort has been made to ensure consistency. It asks the question: "How much effort have you invested in the process of appreciating both what the wider organization (or team) and the individual team member values to ensure that as much alignment as possible is brought about?"

13. I am absolutely clear about my own personal beliefs and views.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

14. I understand the values that are important to the wider organization or team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

15. I openly discuss differences in values or beliefs.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

16. I like to ask people how they feel about decisions or actions that are taken.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

17. I question important organizational values to ensure personal clarity.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

18. I listen to the views of other people around me in order to understand their perspective.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

19. I openly share my own values and opinions with others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

20. I invest a lot of personal time and effort in talking about different beliefs and opinions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

21. I do not pre-judge what people might think or believe.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

22. I challenge actions that appear to be inconsistent with organizational values.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

23. I discourage secrecy and hidden agendas among team members.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

24. I try to reconcile differences between individual values and organizational values.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Team Role and Competency Clarity

Team Role and Competency Clarity looks at the extent to which the specific job roles and skills of individual team members are fully appreciated and effectively drawn upon. It asks the question: "How clear are you about the job accountabilities and competencies of other team members to ensure that people are best matched to tasks and tasks are best matched to people?"

25. I am clear about my own personal work style and preferences.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

26. I know my own strengths, weaknesses, and capabilities.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

27. I can identify the work preferences of other people on my team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

28. I familiarize myself with the general skills that people around me possess.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

29. I actively try to discover other people's hidden talents.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

30. I understand the responsibilities of every member of my team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

31. I am fully aware of my own accountabilities, as well as those of others on the team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

32. I quickly identify people who have similar or complementary skills or abilities.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

33. I am clear about tasks that require joint skills or effort from several people.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

34. I readily identify people's capabilities to perform specific tasks.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

35. I delegate tasks carefully, keeping in mind an individual's capability and preferences.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

36. I encourage team discussion about responsibilities in order to prevent conflict or overlap.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Ground Rules Determination

Ground Rules Determination looks at the extent to which decision-making, problem-solving, and team action procedures and systems have been pre-agreed and are consistently and fairly deployed. It asks the question: "How well do you understand the behavioral standards and boundaries that should prevail when the team makes decisions or takes action in any given situation?"

37. I understand and support the way in which the team prefers to solve problems.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

38. I identify behaviors and actions that would be unacceptable to my wider team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

39. I encourage discussion about how decisions should be made and communicated.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

40. I know which behaviors are valued by the team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

41. I make sure that everyone knows what sanctions exist for unacceptable behavior or performance.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

42. I seek to empower others to make decisions based on a clear framework for action.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

43. I encourage pre-agreement on team leadership practices.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

44. When the pressure is on, I know exactly what I have to do and what others have to do.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

45. I make sure that the rewards and recognition for individual effort and success on the team are fair.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

46. I know when I need to take individual responsibility or ask for a team meeting.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

47. I avoid publicly criticizing other people's opinions during team meetings.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

48. I understand how the team's delegation processes work.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Performance Appraisal Effectiveness

Performance Appraisal Effectiveness looks at the extent to which individuals and the team measure or track their own progress against objectives and both rewards and corrects performance according to appraisal feedback. It asks the question: "How honestly, fairly, and consistently do you and the team assess individual and group performance and make the necessary adjustments quickly and straightforwardly?"

49. I set clear, specific, and concise goals for myself and/or for others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

50. I establish appropriate milestone points when task progress will be discussed.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

51. I develop appropriately relevant and effective measures for each objective.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

52. I participate in periodic discussions about performance in order to prevent end-of-year surprises.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

53. I understand how my performance and the performance of others will be assessed.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

54. Performance appraisal is honestly and fairly carried out on the team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

55. Outstanding individual/group performance is appreciated and recognized or rewarded.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

56. I make sure that performance shortfalls are quickly recognized and acted upon.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

57. I try to ensure consistency of approach in measuring overall performance.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

58. I suggest performance indicators that might apply more accurately, where necessary.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

59. I do not accept poor or mediocre performance from myself or from others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

60. I openly recognize and applaud the performance successes of others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Team Learning and Results Focus

Team Learning and Results Focus looks at the extent to which the team engages in a planned process to capture ongoing learning and identifies the most optimal ways to achieve the outcomes it seeks. It asks the question: "How efficiently do you and the team learn from your successes and mistakes in order to make tactical changes that help to achieve results more effectively?"

61. I understand my own and the team's learning style preferences.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

62. I carefully plan how group and individual learning will take place.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

63. I invite others to share their experiences in order to help us improve.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

64. I let people learn from their mistakes so they will get a better result in the future.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

65. I participate in debriefings, post-project focus groups, and brainstorming sessions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

66. I record and share with the team the lessons I learn from individual projects.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

67. I actively engage people in debate about what would have created a better outcome.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

68. I carry out a formal assessment after major projects are complete.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

69. I challenge others on the team to ask whether or not value has really been added.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

70. I offer guidance and coaching to help people achieve a better result.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

71. I encourage the team to look for the underlying causes of its successes and mistakes.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

72. I try to incorporate lessons learned into standard operating methods.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Boundary Management

Boundary Management looks at how well individuals recognize the ongoing presence of threats and opportunities at, or beyond, team boundaries, and how well the team understands its role in the supplier-to-customer chain. It asks the question: "How well do you and the team understand the processes that lie at the edge of the team's 'normal' boundaries that might have a significant and uncontrolled impact if not assessed and coordinated properly?"

73. I know who I can depend on to supply me with what I need to do my job well.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

74. I understand what customers might need that my team cannot control or provide.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

75. I take an interest in the next steps in a process after the team does its part.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

76. I actively discuss what "early warning" processes need to be in place in order to prevent surprises.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

77. The team and I are well prepared to handle the unexpected.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

78. I build in contingency plans for events that occur outside the team's control.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

79. I know where to go to get help when unusual team problems or threats arise.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

80. I actively solicit feedback from my team's suppliers and customers.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

81. I look for ways to collaborate with other individuals and other groups.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

82. I reflect on the forward consequences of my actions and the actions of the team.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

83. I network actively outside my team in order to understand the wider organizational processes.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

84. I make sure that at least one member of the team is looking at the big picture, rather than at the day-to-day issues.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always