

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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

15. I openly discuss differences in values or beliefs.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	----------------------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input checked="" type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------

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

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
-----------------------	--------------	-----------------------	--------------	-----------------------	------------	-----------------------	-----------------	-----------------------	---------------