

Individual Team Member Assessment mid-term

Criteria	Grade					
	Excellent (5)	Good (4)	Fair/OK (3)	Needs to improve (2)	Unacceptable (1)	Missing (0)
1. Physical and psychological presence.	Is always present and engaged. In the rare occasion being away, always catches up afterwards. Always lets team members know if there is a problem.	Is usually present and when so always engaged. If being away, usually catches up afterwards. Almost always lets team members know if there is a problem.	Is usually present and engaged. If being away, most times catches up afterwards. Usually lets team members know if there is a problem.	Is too often away. Quite often zones out or is too tired to contribute. Quite often forgets to let team members know if there is a problem.	Is very often away from meetings and is almost always unengaged when present. Very often zones out a lot or is too tired to contribute.	Never shows up nor contributes
2. Contributing in meetings	Always contributes to the issues at hand. Facts and results but also opinions, hopes, feelings. Thoughtful selection of what is the right contribution at the time	Usually contributes to the issues at hand. Often but not always with all of facts and results, opinions hopes and feelings.	Usually contributes to the issues at hand. Often but not always with all of facts and results, opinions hopes and feelings. Sometimes too much or too little.	Either contributes too little or too much.	Either contributes almost nothing or way too much, dominating meetings entirely.	Never shows up nor contributes.
3 Listening & including in meetings	Always listens attentively when others speak. Often actively encourages others to contribute.	Usually listens attentively when others speak. Sometimes encourages others to contribute.	Mostly listens attentively when others speak. Now and then encourages others to contribute.	Sometimes listens attentively. Not very active in encouraging others to contribute.	Is mostly inattentive when others speak. Never encourages others to contribute.	Never shows up nor contributes.
4. Connecting and integrating in meetings	Often asks clarifying questions. Often integrates what has been said previously & brings things together. Makes sure everyone is on board.	Sometimes asks clarifying questions. Now and then Integrates what has been said previously. Sometimes brings things together.	Now and then asks clarifying questions. Occasionally integrates what has been said previously.	Rarely asks clarifying questions. Never integrates what has been said before.	Never asks clarifying questions. Shows no effort in integrating nor bringing things together.	Never shows up nor contributes

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5a Individual contribution outside meetings – delivery	Always completes tasks as agreed.	Almost always completes tasks as agreed.	Usually completes tasks as agreed	Sometimes completes tasks as agreed.	Rarely completes tasks as agreed.	Never shows up nor contributes
5b. Individual contribution outside meetings – quality and relevance	Quality of contribution is exceptional and advances the project.	Quality of contribution is solid and most of the time advances the project.	Quality of contribution is fair and often, but not always, advances the project.	Quality of contribution is inconsistent.	Quality of contribution is poor	Never shows up nor contributes
6. Proactive behavior and initiative	Always thinks proactively about what needs to be done next. Proactively helps others to complete their tasks. Takes the initiative when needed.	Usually thinks proactively about what needs to be done next. Sometimes sees what other needs. Shows quite a bit of initiative.	Sometimes thinks proactively about what needs to be done next. Shows some initiative.	Rarely thinks proactively about what needs to be done next. Lets the other take the lead. Shows little initiative	Never thinks proactively about what needs to be done. Lets the others in the think ahead. Shows no initiative.	Never shows up nor contributes
7. Respect	Always treats team members respectfully by being both polite and constructive in communication. Always follows the agreed team rules from team agreement. Proactively brings up any issues regarding behavior or norms in team.	Always treats team members respectfully by being both polite and constructive in communication. Almost always follows the agreed team rules from team agreement.	Almost always treats team members respectfully by being both polite and constructive in communication. Mostly follows the agreed team rules from team agreement.	Mostly treats team members respectfully by being both polite and constructive in communication. Sort of follows the agreed team rules from team agreement.	Often fails in treating team members respectfully, by being both polite and constructive in communication. Lacks in following the agreed team rules from team agreement.	Never shows up nor contributes

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8. Differences and conflicts	Addresses task and norm differences and conflicts directly and constructively and helps to manage/resolve them, even if they do not involve her/himself.	Identifies and acknowledges task and norm differences and conflicts and differences and stays engaged with them. Helps manage and resolve them.	Acknowledges task and norm differences and conflicts and stays engaged with them.	Mainly passively accepts differences. Some times creates personal conflicts.	Passively accepts alternative viewpoints/ideas/ opinions or creates/increases personal conflicts.	Never shows up nor contributes
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