Transition Processes

To what extent does our team actively work to . . .

Mission Analysis

1. Identify our main tasks?  
\*2. Identify the key challenges that we expect to face?

3. Determine the resources that we need to be successful?  
4. Develop a shared understanding of our purpose or mission?  
5. Understand the needs of our primary stakeholders (e.g., customers, top management, other organizational units)?

Goal Specification

6. Set goals for the team?  
\*7. Ensure that everyone on our team clearly understands our goals?

8. Link our goals with the strategic direction of the organization?

9. Prioritize our goals?  
10. Set specific timelines for each of our goals?

Strategy Formulation and Planning

\*11. Develop an overall strategy to guide our team activities?  
12. Prepare contingency (“if-then”) plans to deal with uncertain situations?  
13. Know when to stick with a given working plan, and when to adopt a different one? 14. Periodically re-evaluate the quality of our working plans?  
15. Specify the sequence in which work products should be accomplished?

Action Processes

To what extent does our team actively work to . . .

Monitoring Progress Toward Goals

16. Regularly monitor how well we are meeting our team goals?

17. Use clearly defined metrics to assess our progress?  
\*18. Seek timely feedback from stakeholders (e.g., customers, top management, other

organizational units) about how well we are meeting our goals?  
19. Know whether we are on pace for meeting our goals?  
20. Let team members know when we have accomplished our goals?

Systems Monitoring

21. Monitor and manage our resources (e.g., financial, equipment, etc.)?  
\*22. Monitor important aspects of our work environment (e.g., inventories, equipment and

process operations, information flows)?

23. Monitor events and conditions outside the team that influence our operations? 24. Ensure the team has access to the right information to perform well?  
25. Manage our personnel resources?

Team Monitoring and Backup

26. Develop standards for acceptable team member performance?

27. Balance the workload among our team members? \*28. Assist each other when help is needed?

29. Inform team members if their work does not meet standards? 30. Seek to understand each other’s strengths and weaknesses?

Coordination

31. Communicate well with each other?

32. Smoothly integrate our work efforts?  
\*33. Coordinate our activities with one another?

34. Re-establish coordination when things go wrong? 35. Have work products ready when others need them?

Interpersonal Processes

To what extent does our team actively work to . . .

Conflict Management

\*36. Deal with personal conflicts in fair and equitable ways?  
37. Show respect for one another?  
38. Maintain group harmony?  
39. Work hard to minimize dysfunctional conflict among members? 40. Encourage healthy debate and exchange of ideas?

Motivating and Confidence Building

41. Take pride in our accomplishments?

42. Develop confidence in our team’s ability to perform well? \*43. Encourage each other to perform our very best?

44. Stay motivated, even when things are difficult?  
45. Reward performance achievement among team members?

Affect Management

46. Share a sense of togetherness and cohesion?

47. Manage stress?  
\*48. Keep a good emotional balance in the team?

49. Keep each other from getting overly emotional or frustrated? 50. Maintain positive work attitudes?

Note: The first three items listed under each subscale represent the 30-item shorter form.  
The \* items represent the 10-item short form.  
Response scale: 1 1⁄4 not at all; 2 1⁄4 very little; 3 1⁄4 to some extent; 4 1⁄4 to a great extent; 5 1⁄4 to a very great extent.  
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