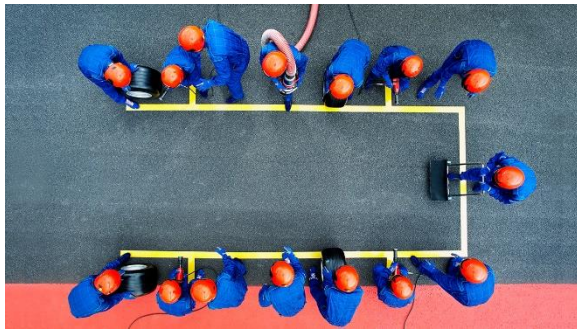


# Assessment: How Well Does Your Team Function?

<https://hbr.org/2019/02/assessment-how-well-does-your-team-function>



Teams are a critical part of today's workforce — but they're often unsuccessful. One wide-ranging study looking across industries found that [75% of cross-department teams are dysfunctional](#). Some of the [reasons](#) for failure include problems with coordination, motivation, and competition — as well as [waiting too long](#) to address these issues.

How do you know if your team is working at the highest level? We crafted an [assessment](#) of 23 items designed to help members of a team become more aware of how it functions. By assessing a series of factors known to influence a team's success — such as [team purpose](#), [commitment](#), [talent](#), [norms](#), [goals](#), [morale](#), and [rewards](#) — you can examine how well your team is functioning and see what levers might be most effective for improving productivity and satisfaction.

Our tool has been validated by both current team theory and existing team assessments, and we've deployed it within 14 teams at a large-scale health care organization. We've received positive initial feedback that it helped those teams diagnose where they need to focus to be more effective.

Using a scale from 0 to 10, please rate the following items as they best describe the current state of your team.

## SCALE

To what extent does the statement describe your team:

- 0 = Not at all, this is almost never true for the majority of the team members
- 3 = This is occasionally true for the majority of the team members
- 5 = Moderately well, this is true about half of the time for the majority of the team members
- 7 = This is usually true for the majority of the team members
- 10 = Extremely well, this is true almost all of the time for all of the team members

**PURPOSE:** Purpose is the core reason the team exists.

- |   | 0                     | 3                     | 5                     | 7                     | 10                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Our group shares a clearly understood common purpose.                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Our group has the sense that our work is important to the institution right now. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**COMMITMENT:** Commitment is evident when each member cooperates, learning and doing what is needed to succeed.

- |  | 0                     | 3                     | 5                     | 7                     | 10                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Each group member is equally committed to the group's success.                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Each group member understands how individual contribution relates to group performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**COMPLEMENTARY SKILLS AND TALENTS:** Teams need a mix of technical skills, functional skills, people skills, and problem-solving skills. When teams hit roadblocks, complementary skills and talents offer a diversity of viewpoints to help drive breakthroughs.

- |   | 0                     | 3                     | 5                     | 7                     | 10                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Our members have a good blend of complementary skills and talents. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Group members tap into each other's skills when needed.            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**NORMS AND RULES:** Teams need a set of guidelines for expected behaviors and work standards, both of which define the performance level of a team.

- |  | 0                     | 3                     | 5                     | 7                     | 10                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Our group jointly takes ownership of how things get done.     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Our group uses time-efficient processes to complete our work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**GOALS AND ACCOUNTABILITY:** Team members need a clear map of what the team is trying to accomplish. Accountability for those goals is everyone's job -- team members share mutual responsibility for achievements, and members are not afraid to acknowledge missteps and get back on track.

- |  | 0                     | 3                     | 5                     | 7                     | 10                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Each group member clearly understands the group's performance expectations. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Each group member contributes equivalent amounts of high-quality work.      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Each group member acknowledges when they have made a mistake.               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**MORALE:** Team morale captures the enthusiasm, trust, and openness among members and their efforts. High morale can improve productivity, promote collaboration, and decrease turnover and absenteeism, allowing a team to perform at their very best.

- |  | 0                     | 3                     | 5                     | 7                     | 10                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Non-group members can quickly see and feel the high level of enthusiasm among our group.          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Our group is generally positive and motivated, even in difficult times.                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Our group has open, constructive discussions about disagreements or problems.                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d) Our group is vulnerable with one another and trusts that actions are from a place of good intent. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**CHALLENGE, RECOGNITION, AND REWARD:** High-performing teams consistently question what they know and stretch themselves with new projects. Team members acknowledge and appreciate outstanding efforts and outcomes, reinforcing how they want the team to operate.

- |  | 0                     | 3                     | 5                     | 7                     | 10                    |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Our group regularly seeks out new information and challenges.                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Each group member has a strong personal commitment to one another's growth and success. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) Our group celebrates victories and rewards as a group.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**MEASURING RESULTS:** Teams need processes to regularly monitor ongoing methods and results, with an eye toward continuous improvement.

- |   | 0                     | 3                     | 5                     | 7                     | 10                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) Our work approach allows for regular modification and improvement over time.           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) Our results tend to exceed clients' expectations of quantity, quality, and timeliness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**LEADER COACHING:** Team leaders have to exhibit behaviors that coach and support the team, so that it can function at its highest potential.

- |   | 0                     | 3                     | 5                     | 7                     | 10                    |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a) The leader engages and energizes the group to successfully launch projects.        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b) The leader provides guidance and feedback at the right time to aid group progress. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c) The leader consults with team members to remove barriers to group performance.     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |                       |                       |