

The Team Diagnosis Questionnaire

Team Name _____ Date _____

Instructions. This instrument measures your project team's performance on eight factors of team effectiveness. For each factor, read the four statements and then circle the number that best describes the level of effectiveness of your team on that factor.

RESULTS – *The extent to which the project team has achieved good results*

- 1. No results.** The team has achieved no measurable results. Team members have little success accomplishing project tasks correctly and/or on time. Major project milestones have not been met or are in jeopardy.
- 2. Minor results.** The team has achieved minor success on problems that have resulted in some progress on the project plan. Team members are beginning to experience success in accomplishing some important project tasks. The team is beginning to get "on track" with the project plan, but the team is often behind schedule and there is lots of room for improvement.
- 3. Good results.** The team has solved significant problems resulting in substantial progress on the project. The team completes project tasks in the time allowed, and is on track to accomplish major project milestones.
- 4. Excellent results.** The team meets or exceeds expectations on project task performance. The team is on schedule or ahead of the project schedule most of the time. The team has accomplished significant milestones already and is performing extremely well.

OWNERSHIP/MORALE – *the extent to which the team has good morale and cohesiveness*

- 1. No ownership.** Morale on the team is very low. There are feelings of frustration and dissatisfaction among team members. Many team members don't really feel a sense of "ownership" or dedication to the project and do not get involved in team activities.
- 2. Some ownership.** Morale on the team is OK, but not what it should be. Some team members believe in the team concept, while others remain negative about working together as a team. Not everyone feels a sense of "ownership" and dedication to the project.
- 3. Ownership.** Morale on the team is good. Team members feel a growing sense of teamwork and self-confidence as they learn to work together. Most team members feel a sense of "ownership" in the project and get involved in team activities.
- 4. High ownership.** Morale on the team is excellent. All team members believe in the team concept, are involved in team activities, and are highly dedicated to project success.

FOCUS - *The extent to which the project team has a clear focus*

1. **Not focused.** Members do not understand or do not agree on the mission and direction of the project team. Individual team member responsibilities are not well defined. The team is not focused on the most important project tasks.
2. **Somewhat focused.** It is still not clear if all team members understand the mission and direction of the project. Some members of the team seem to be focused on the necessary project tasks, but others aren't.
3. **Focused.** The mission and direction of the project team is clear to most team members. Critical project tasks are known and are being addressed. Most of the team efforts are focused on mission accomplishment.
4. **Highly focused.** Each member knows and is committed to the mission of the team. All the team's efforts are highly focused on accomplishing the most critical project tasks and meeting project milestones on time.

TEAM PROCESSES – *the extent to which the project team uses good team processes*

1. **Poor team processes.** Team process skills are poor. Little is accomplished at project team meetings. The team does not use formal problem solving or decision making tools. The team is not good at achieving real consensus decisions.
2. **Emerging processes.** Team process skills are improving. Project team meetings are sometimes efficient. Members are beginning to use formal problem solving and decision making tools, although they are not particularly good at it. The team tries to make most decisions by consensus, but sometimes consensus is not really achieved.
3. **Good processes.** Team process skills are good. The team meetings are effective most of the time. Use of meeting roles and meeting tools are evident. Team members are fairly accomplished at solving problems and making decisions. The team does a pretty good job of making decisions that all can support.
4. **Excellent processes.** Team process skills are outstanding. Meetings are extremely effective; the team is highly accomplished at solving problems, making decisions, and reaching consensus in a group setting. The team is highly disciplined in group processes.

COMMUNICATION – *the extent to which the project team communicates well*

1. **Poor communication.** The project team members do not communicate well among themselves or with their external stakeholders. There is no open communication, team members do not demonstrate listening, and conflict is not handled well. Stakeholders are given information at the last minute, if at all.
2. **Some communication.** The project team members are beginning to communicate among themselves and with their stakeholders, although there is a lot of room for improvement. Internally, discussions are usually guarded and team members do not "open up" to each other. Externally, stakeholders sometimes get good quality information in a timely manner, and sometimes they don't.
3. **Good communication.** The project team members do a fairly good job of communicating among themselves and with external stakeholders. Most team members share ideas openly and are supportive of one another. The team has a good communication plan and stakeholders are kept fairly well abreast on team progress, milestone dates, and other issues that affect stakeholders.
4. **Excellent communication.** The project team members do an excellent job of communicating within the team and with external stakeholders. Team members are tactful, but express themselves openly and honestly. Members listen to each other, express concern and understanding, and demonstrate respect for each other. The team has a communication plan for external stakeholders, and executes it flawlessly. Stakeholders always feel as though they are involved and consulted on major project issues and milestones.

LEADERSHIP SHARING – *the extent to which team members assume responsibility*

1. **No leadership sharing.** There is no sharing of the project team leadership role. Generally one or two people on the team do most of the project work of the team. The team leader performs most of the leadership tasks; leadership responsibility is not assigned to others nor is leadership responsibility assumed by others.
2. **Some leadership sharing.** There is occasionally some leadership sharing on the project, but mostly team members are cautious in accepting leadership responsibilities. From time to time people will step forward and take some of the responsibility for moving the project forward, but not often. Usually the team leader must take the ownership for driving the team toward its goals.
3. **Good leadership sharing.** Several project team members have been known to step forward and accept leadership responsibilities when needed. The team is becoming self-motivated and less dependent on the team leader as the source of direction and inspiration.
4. **Excellent leadership sharing.** The project team practically runs itself. Team members themselves assume leadership responsibilities, including volunteering for assignments, giving recognition and praise to each other, and carrying out tasks that need to be carried without having to be asked. The team leader is more of a facilitator than a supervisor.

EXTERNAL SUPPORT – *the extent to which the project team is supported by management*

1. **No support.** The project team receives no help or gets no resources from management or the project sponsor. Management seems unconcerned about this project. Project teams are seen as a distraction to getting everyday work done.
2. **Minimal support.** The project team receives some verbal support and some minimal resources from management or the project sponsor. Management knows the importance of the project team, but management is often consumed by other issues in the organization.
3. **Good support.** The project team receives strong support in time and other resources from management. Many of the project team's ideas are given serious consideration, and quite a few ideas are implemented. Management believes the work of the project team is mission-critical to the organization.
4. **Strong support.** The project team receives all the resources it needs to be successful on the project. The project sponsor is a strong champion and advocate for the team. The sponsor will on occasion even attend team meetings. The contributions made by the project team are both valued and recognized by all of management.

STRUCTURE – *the extent to which the project team is structured correctly*

1. **Poorly structured.** The project team is poorly structured. The team lacks the appropriate functional or cross-functional representation. The team's size is unmanageable and/or inappropriate for the task at hand. Skill sets needed by project team members have not been defined and assessed.
2. **Partially structured.** The project team has some good elements of structure, but it still needs a lot of improvement. For example, some skill sets may be defined and assessed, but others haven't. Therefore, not all team members have the necessary skills and resources. The project team still may not have the appropriate functional and cross-functional representation. The team size still may not be what is required for the project team to function well.
3. **Fairly well structured.** For the most part, skill needs have been much better defined and assessed; team members and resources to the team generally have the skill sets needed to accomplish the goals and objectives of the project team. The functional or cross-functional representation is fairly well appropriate for the assignment. The team's size is much more appropriate for the task at hand.
4. **Very well structured.** In every instance, the skill needs of the team have been defined and assessed; team members and people resources to the teams have all the skills needed for the team to accomplish its goals and objectives. The functional and/or cross-functional representation is perfect for the assignment. The team's size is manageable and suitable for the task.

You have now completed the **Team Diagnosis Questionnaire**. Please plot your scores on the **Team Profile Scoresheet** and then consult the **How to use the Team Diagnosis Questionnaire** document to learn how to interpret scores from this instrument.