

This survey is meant to provide insight into the phase in which your team may be operating. Ideally, the results from this survey should be used in conjunction with the Tuckman Team Model to help understand your team and how to move it through the various stages of development.

Directions

This questionnaire contains statements about teamwork. Next to each question, indicate how often your team displays each behavior by using the following scoring system:

1	2	3	4	5
Almost never	Seldom	Occasionally	Frequently	Almost always

Questionnaire

1. We try to have set processes and procedures to ensure that goals and tasks run smoothly.
2. We are quick to get on with tasks and do not spend too much time in the planning stage.
3. Our team feels that we are all in it together and shares responsibilities for the team's success or failure.
4. We have thorough procedures for agreeing on our objectives and planning the way we will perform our tasks.
5. Team members may take on more than they should or do not like to ask others for help.
6. We take our team's goals and objectives literally and assume a shared understanding.
7. The team leader tries to keep order and contributes to the task at hand.
8. We make up procedures as the project or task progresses.

1	2	3	4	5
Almost never	Seldom	Occasionally	Frequently	Almost always

9. We generate lots of ideas, but we do not use many because we fail to listen to them and reject them without fully understanding them.
10. Team members do not fully trust the other members and closely monitor others who are working on a specific task.
11. The team leader ensures that we follow the procedures, do not argue, do not interrupt, and keep to the point.
12. We enjoy working together; we have a fun and productive time.
13. We have accepted each other as members of the team.
14. The team leader is democratic and collaborative.
15. We are trying to define the goal and what tasks need to be accomplished.
16. Many of the team members have their own ideas about the process and personal agendas are rampant.
17. We fully accept each other's strengths and weaknesses.
18. We assign specific roles to team members (e.g., team leader, facilitator, time keeper, note taker, etc.).
19. We try to achieve harmony by avoiding conflict.
20. The tasks are very different from what we imagined and seem very difficult to accomplish.

1	2	3	4	5
Almost never	Seldom	Occasionally	Frequently	Almost always

21. There are many abstract discussions of the concepts and issues, which make some members impatient with these conversations.
22. We are able to work through group problems.
23. We argue a lot; although, we agree on the real issues.
24. The team is often tempted to go above the original scope of the project.
25. We express criticism of others constructively.
26. There is a close attachment to the team.
27. It seems as if little is being accomplished with the team's and project's goals.
28. The goals we have established seem unrealistic.
29. Although we are not totally sure of the project's goals and issues, we are excited and proud to be on the team.
30. We often share personal problems with each other.
31. There is a lot of resistance for the tasks we need to accomplish and quality improvement approaches.
32. We get a lot of work done.

Scoring

Next to each survey item number below, the score that you provided should automatically populate onto the corresponding line. In addition, the columns will automatically add up on the “total” line, and generally the column with the highest score is the stage in which you see your team operating the most. Additional scoring interpretation instructions are on the subsequent page.

Item	Score	Item	Score	Item	Score	Item	Score
1.		2.		4.		3.	
5.		7.		6.		8.	
10.		9.		11.		12.	
15.		16.		13.		14.	
18.		20.		19.		17.	
21.		23.		24.		22.	
27.		28.		25.		26.	
29.		31.		30.		32.	
TOTAL		TOTAL		TOTAL		TOTAL	
FORMING STAGE		STORMING STAGE		NORMING STAGE		PERFORMING STAGE	



- Donald Clark

Scoring Interpretation (Reading Results)

- This questionnaire is to help you assess your team's current stage. It is based on the "Tuckman" model of Forming, Storming, Norming, Performing, and Transforming. The lowest score possible for a stage is 8 (Almost never) while the highest score possible for a stage is 40 (Almost always).
- The highest of the four scores indicates which stage you perceive your team to normally operate. If your highest score is 32 or more, it is a strong indicator of the stage your team is in.
- The lowest of the three scores is an indicator of the stage your team is least like. If your lowest score is 16 or less, it is a strong indicator that your team does not operate this way.
- If two of the scores are close to the same (three points or less), you are probably going through a transition phase, except:
 - If you score high in both the Forming and Storming Phases, then you are probably in the Storming Phase.
 - If you score high in both the Norming and Performing Phases, then you are probably in the Performing Stage.
- If there is only a small difference between three or four scores, then this indicates that you have no clear perception of the way your team operates, the team's performance is highly variable, or you are probably in the storming phase (this phase can be extremely volatile with high and low points).

Team Development Debrief

- What stage is your team in right now?
- What behaviors have you observed?
- What are the challenges of this stage?
- What can you do to develop your team and move them through this stage?