

Teamwork Survey

For Work Groups



**Anonymous
50 Question Survey
Of Teamwork**

For Intact Work Groups

Team Atmosphere
Team Commitment
Team Inclusion
Teamwork Skills
Team Coordination
Team Synergy
Team Identity
Team Excellence
Team Growth
Team Maturity

About the Teamwork Survey For Work Groups

This powerful instrument is ideally utilized with intact work teams who have been together for three months or more. The Teamwork Survey For Work Groups reviews a wide range of the most common issues and teamwork factors that teams of all kinds face regularly.

This instrument was developed based on experience measuring teamwork with tens of thousands of survey participants from many different industries. It is ideal for any department, management team, or even entire companies. Minimum group size for administration is 6 people to retain anonymity.

The strengths of this instrument are several:

- 1) Provides a comprehensive review of a range of 50 common teamwork factors.
- 2) Creates the opportunity for all team members to be heard from and to share opinions honestly without being 'put on the spot' or feeling uncomfortable sharing their perspectives in front of others.
- 3) Numeric measurement and statistical analysis insure that the collective attitude of the entire work group is captured and that appropriate emphasis is given to issues in common rather than individual opinions or statistical outliers.
- 4) The Teamwork Survey captures opinions of everyone and insures that typically louder or more domineering team members do not stifle the quieter ones and everyone participates.
- 5) The design of the instrument identifies overall scores and teamwork performance, as well as analyzing teamwork by category and by individual question. The Teamwork Survey Impact Chart graphically represents the overall results against the results for each question and category where the obvious strengths and weaknesses and their effects can be easily recognized.
- 6) One of the biggest benefits of the Teamwork Survey for Work Groups is that it allows team members to identify and discuss their issues and challenges in an open and constructive way – giving them permission and the proper space to address any shortcomings. This process often provides the 'release valve' for pent up tensions individuals may have been harboring for some time.
- 7) The Teamwork Survey For Work Groups process is often a critical step in any team building process to allow members to identify and constructively vent about their issues, so they are then willing psychologically to move forward and make changes or try new behaviors such as those taught in a team development training program.
- 8) The Teamwork Survey For Work Groups is also a great issue identification tool that will effectively guide decisionmaking about what type of team building activities or training will best fit the developmental needs of the team.

Teamwork Survey For Work Groups Administration, Calculation And Reporting Guidelines

Follow these administration guidelines for best results with this instrument.

Introducing the Teamwork Survey

Work teams who need team development and other busy employees and managers will often be resistant to new and unfamiliar processes such as filling out a survey about themselves. Groups with existing issues or those who have low trust in the organizational culture will often be suspicious, derogatory or in other ways resist participating in surveys. Many team members might say they are too busy or that surveying teamwork is not valid for them.

For these reasons it is often preferable to announce the upcoming administration of the Teamwork Survey with the endorsement or at the direction of a senior manager in the organization whose signature might appear on the letter introducing the process. Clearly state in any announcement that everyone is expected to participate and complete the survey.

It is also good when introducing the Teamwork Survey to emphasize the fact that it will be anonymous, provide them an opportunity to express opinions that will all be read and included, and that this is a proactive/professional developmental step that all teams benefit from whether they are low performing or the highest producing work groups or departments.

Always emphasize that all responses will be kept confidential and not shared with anyone outside of the team. Encourage team members to be honest and frank.

Administering TheTeamwork Survey For Work Groups

Method 1) The most preferable method is to collect the entire work group together and pass out a printed version of The Team Work Survey For Work Groups. A quiet, uninterrupted room or space should be utilized with adequate time to complete the survey. Most teams will easily complete the survey in 30 minutes or less.

Administering the survey in person is best because you can assure that all team members complete it, and turn them in as expeditiously as possible.

Method 2) If it is not possible to get the group together in one place or commit the time it takes to fill out the survey, you will be tempted to distribute the surveys ahead of time to individuals on the team with the direction to return them to you by a certain date etc.

This method is effective when all team members cooperate and meet your deadlines, but many times they do not. It is common for team members to procrastinate, to fill out the survey at the last minute without reading it thoroughly or taking it seriously, lose the survey or never turn it in at all. These and other unforeseen collection issues will affect your results and make presentation of the team's data less reliable and incomplete. Prepare for more diligence on your part to insure all surveys are collected *and filled out completely* from each team member.

When you use method 1 or 2 it is also good to let team members see you put each survey into a large envelope or have a deposit box for them to drop them off into where they feel a sense of confidentiality and privacy.

Method 3) San Diego Corporate Training offers an online administration option where Team Survey Participants go to our hosted site online and fill out the survey from their computer. This method is appropriate and efficient where team members might be geographically dispersed or are tough to schedule together or as a particularly large group or are made up of a collection of smaller teams, departments or locations.

The benefit if the online survey administration is that SDCT does all of the calculations and develops the report for you which can reflect scores for each individual sub-group compared against the scores for the team or organization as a whole. [CONTACT Bart Allen Berry Consulting](#) directly to set up a your Teamwork Survey Online.

Collecting surveys online still has the challenge of insuring that all team members complete the survey, and often a date range is provided for all team members to complete the instrument. Reminder emails can be sent along the date range to support full collection of the survey sample. This often works well when an all hands meeting or offsite conference where the entire team will attend is already scheduled and where there is an expectation that the team work survey results will be presented.

In any case survey administration should be scheduled within a maximum of three weeks of when the findings and report will be presented. This insures that current issues and concerns are included and that the survey report will be addressing what is appropriate now rather than factors which may have been recently changed.

Always allow a few extra days of flex time if special collection methods are needed and to make sure you have time to calculate the results of the surveys and prepare the findings report. ***In rare cases*** data from the survey might identify harsh criticism about a particular individual or team leaders and you might want to confidentially give those person(s) a 'heads up' to prepare them for what might turn into an intense feedback session when reviewing the survey data. More on this in '*facilitation guidelines*' section below.

Calculation and Tabulation Of The Teamwork Survey For Work Groups

The Teamwork Survey For Work Groups is purposely designed to be mathematically based, rather than creating some arbitrary set of semantic labels (challenger, contributor etc.). Mathematics is a universal clear language without ambiguity that everyone understands and utilizes every day.

The 1 to 10 Likert-style scale is applied for several reasons: It allows for more precise definition of someone's opinion than a 1 to 5 scale, makes the survey results easier to calculate and understand and converts well to percentages of 100%. A 'one to ten scale' is a popular and familiar way to rate things from satisfaction with a meal in a restaurant to the appearance of a member of the opposite sex.

An Excel spread sheet has already been populated with the questions and categories from the survey and is provided for your convenience to allow you to transfer all of the data from the pen and paper instruments once you have collected them all. This process goes relatively quickly and once question by question data is entered you can utilize the features of Excel for totals and averages needed in your summary report.

Overall Mean Score And Individual Question Mean Scores

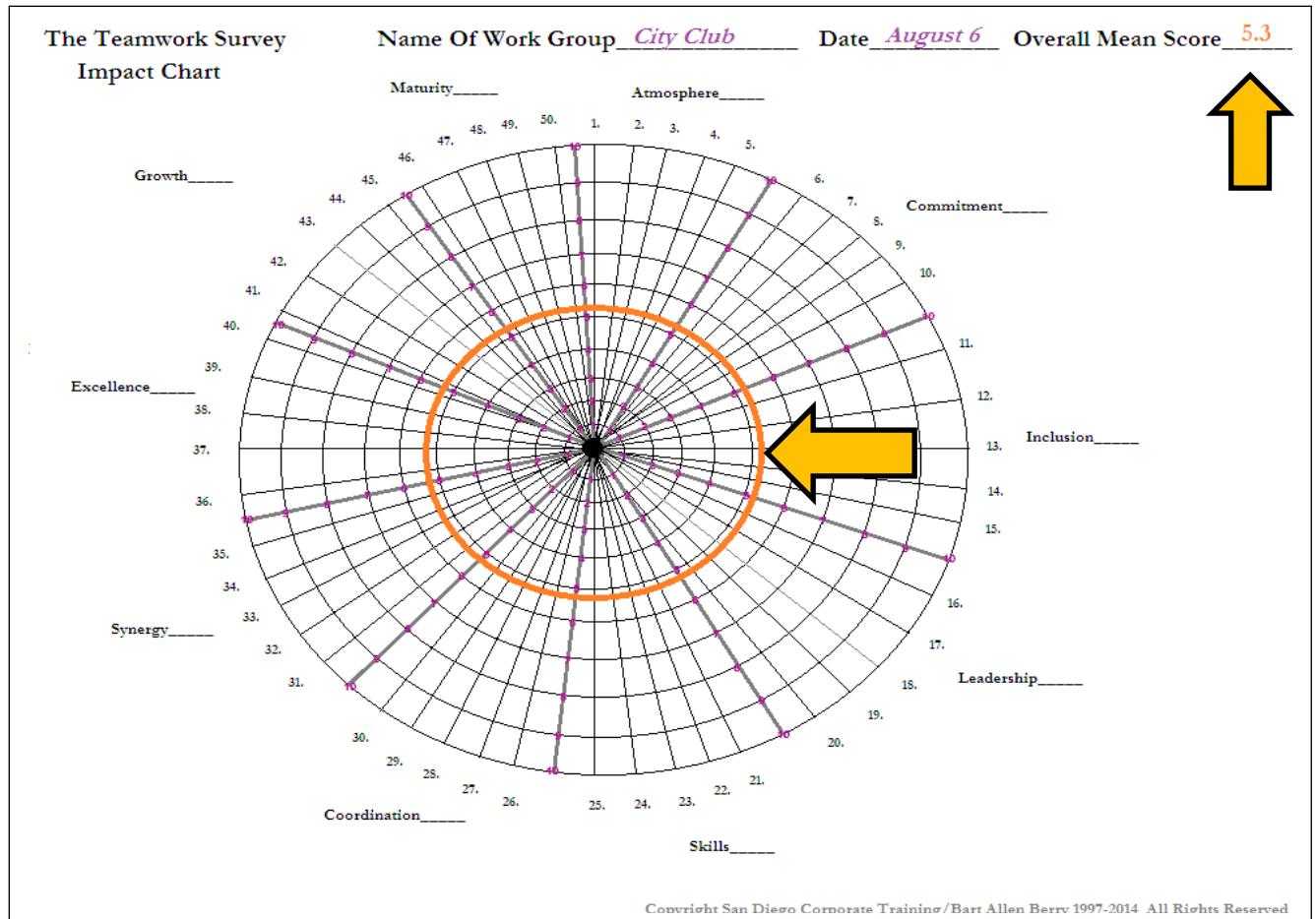
To calculate the overall mean score add together all respondent scores from each question and divide the total for each question by the number of respondents in your teamwork survey. (This gives you an average score for each question as well). Now add together all of these averages and divide by 50 (the number of questions on the survey) and you will come up with your overall mean score.

Category Mean Scores

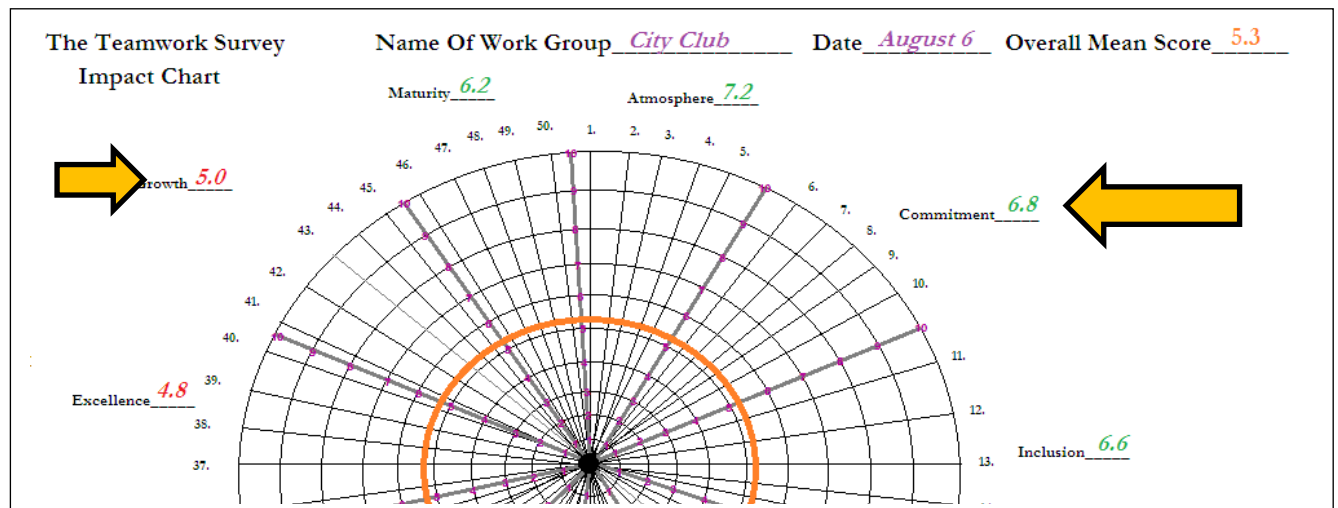
Add together the mean scores for each group of 5 question in each category and divide by 5 for a category mean score.

The objective is to see the overall teamwork effect (overall Mean Score), see which categories affect it and how and trace those effects down to the specific question or factor that effects the score most. Use The Teamwork Survey For Work Groups Impact Chart to represent the data.

Plotting Your Results On The Teamwork Survey Impact Chart



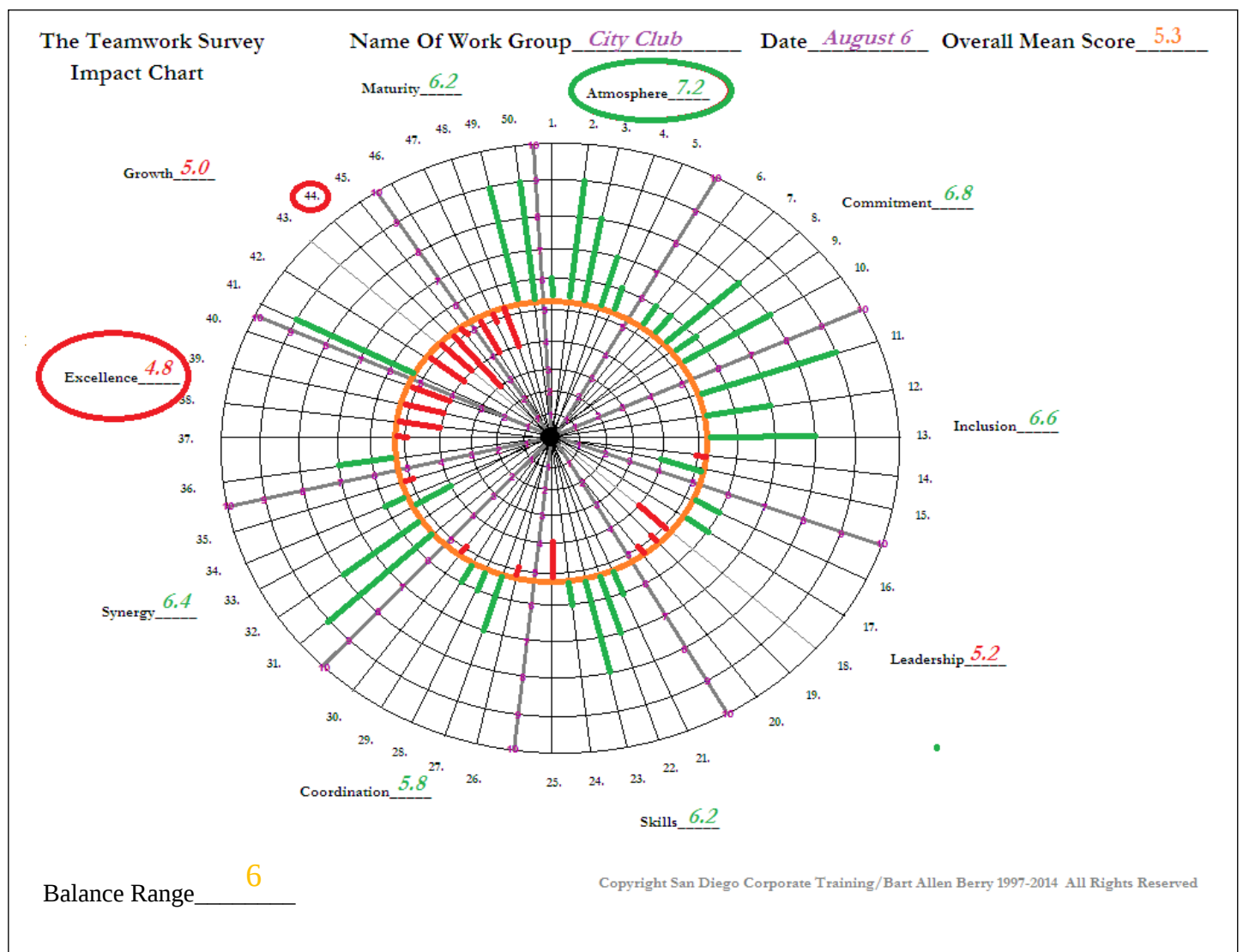
- 1) First add your Overall Teamwork Survey Mean Score to the top of the chart and then draw an ORANGE circle corresponding to the overall mean score
- 2) Next add the category mean scores where indicated; In GREEN if the category score is above the Overall Teamwork Mean Score, in RED if the category score is below the Overall teamwork Mean Score.



You might even want to circle the highest and lowest categories and questions for additional emphasis.

This chart can be populated by hand with magic markers or open the blank chart provided and use the simple Microsoft Paint program where it is easy to drag these lines etc.

- 3) Next, plot a line for each question mean score from the entire Teamwork Survey. First plot the points, and then plot the lines **from the overall mean to the point** as shown. If the question mean score is above the overall teamwork mean, make the line GREEN. If the question mean score is below the overall teamwork mean make the line RED. See example below.



This chart will be easier to see when you present it in full page view

With the completed Teamwork Survey Impact Chart it is very easy to get a holistic picture of the team and where they are strong and where they are weak. With the help of this chart you can talk about each category of teamwork, see which individual factors are bringing numbers down the most and where there might be strengths to be built upon.

Balance Range

An additional calculation you might want to make is the difference between the highest question score and the lowest question score- In our example here, the highest individual question score is a '9' and the lowest is a '3' giving this team a balance range of '6'.

Balance range is a measure of the volatility of a team. The ideal would be high scores across the board where the question scores are grouped more tightly around the mean score without so much variation and which reflect attention and development to each teamwork factor. Teams with more volatility will have individual questions scores that call out for attention by differing significantly from the other scores.

If you have a significant balance range of 3 or more, add it to your chart in the lower left corner.

Question Summary

Each participant will want to reference the questions represented on the chart as they analyze it for themselves. Your full report for team members should include a list of all the questions and their respective mean scores. This can be attached or printed on the back of the impact chart for each team member. We have provided a full report sample file for you to populate and which will make it simple to prepare your Team Work Survey For Work Groups report presentation.

Open Ended Comments

The final element of your Teamwork Survey report will be the inclusion of the raw comments shared at the end of the Teamwork Survey. You should list these 'as is' unless you have a large survey sample of 50 or more. It is OK to paraphrase, just make sure you don't lose the content of what the individual is saying (more on this in the facilitation section).

If you have a large survey sample size with a lot of repeat comments you might consider doing a histogram or pareto chart to reflect the most commonly occurring comments (so you don't have to re-type each one) but make sure to include each comment because individuals will always look to see that their comments have been included.

So in preparation for Facilitation of The Teamwork Survey For Workgroups and sharing your findings you should prepare a report with the following:

1. Introduction
 - a. About the Teamwork Survey
 - b. Demographics- how many sampled/who
 - c. Data collection method
2. Overall Question Summary and Scores
3. Teamwork Survey Impact Chart
4. Open Ended Comments List
5. Findings Summary Page
 - a. Overall Mean
 - b. Top Strengths
 - c. Lowest Weaknesses
 - d. Highest Individual Question Score(s)
 - e. Lowest Individual Question Score(s)

You will then be prepared to lead the facilitated discussion of the Teamwork Survey for the work group you have administered it to.

There is a blank formatted report included for your convenience. Be sure to watch the video coaching module for further guidance on how to administer and facilitate the Teamwork Survey For Work Groups.

Facilitating The Teamwork Survey For Work Groups

With preparation of your Teamwork Survey Report you will be ready to share the survey data and lead a facilitated discussion with the work group.

Preparing yourself and the group to get the most out of the Teamwork Survey

- 1) Arrange the group in a private meeting space with no interruptions if possible. Ideally a circle or U shape where team members can see and hear one another is ideal and also helps when you go around the group for comment one at a time. Contract with the group to turn off their cell phones and to let others know they will not be available during the discussion meeting. For this and other reasons, an offsite location is ideal for teamwork discussions.
- 2) Allow adequate time. Two to three hours is not unusual for discussion time needed for the Teamwork Survey. Single issues can be charged with emotions, tied to history and events and need sorting out as you go. Not giving enough time or attention to the group's most important issues can waste the entire teamwork survey effort and not provide a satisfactory outcome.
- 3) Create expectations and ground rules to insure participation. One speaker at a time, respect for one another's opinions, and re-emphasis of confidentiality will all help.
- 4) Keep the atmosphere light and professional with an emphasis on the team being proactive about developing themselves and working better together because it will be more productive and because team members themselves will be more satisfied with how they work together. Remember to stay objective yourself and let the data speak for itself.
- 5) Prepare to tie teamwork of this work group to organizational priorities, productivity and performance. Rationale for working better together is always logical when tied to better results. Low levels of teamwork can affect not only the team itself but other departments, customers and suppliers.
- 6) Review the survey data ahead of time with a plan for how you will handle tougher issues and which points you will be emphasizing most.
- 7) Clarify your own process and outcomes in your own mind first. Will you simply share the data with no next steps? Is your outcome to get the work group to commit to further development? Is your motivation to get tough issues on the table so that individuals become more aware of their behavior? Are you leading an intervention to try and get the entire teamwork dimension to turn around? Chances are, there is a set of outcomes you are responsible for helping deliver, issues to fix or awareness to create – all in the hopes of changing the team's way of operating together. Make a plan for how you will transition from sharing the survey data to logical next steps and what that process will look like. Beware of trying to do too much in the teamwork survey feedback process in one session as it can be emotionally charged and the team will need a break afterwards.
- 8) Refreshments, flip charts, A/V equip and printed reports should all be prepared ahead.

Facilitation Objectives

- 1) **Participants read and understand the Teamwork Survey Data.** The instrument is not all that complex but it might take some a few reads to understand the overall relationship of the mean score to individual questions and categories. Understanding how the data is presented will create many '*aha's*' without you having to do too much explaining once they get it.
- 2) **Participants take ownership of the survey data.** It is important to clarify that you did not come up with the survey data arbitrarily. One of the primary reasons for using the numeric scales and sole emphasis on mathematical interpretation is that team members will have no target outside of themselves to disagree with. Semantic based instruments are always open to interpretation and many will resist being 'labeled' with a particular descriptive such as '*challenger*', '*contributor*' etc. as so many assessment instruments and surveys try to do. During the process continually re-emphasize that this is their data and their voice (as a team) alone is represented in the Teamwork Survey report.
- 3) **Clarify the main points and their relationship to a more 'ideal' way of operating.** This is another way of saying that there is always room for improvement, but if a group has an overall teamwork mean score of 7.3 for instance, then they are in effect saying that there are areas where they are not doing as well as they could. This can be said of each category and individual question that is not scored as a 9 or 10. Rather than spending time discussing every detail however, at a minimum it should be your objective for the group to understand their overall teamwork score and their biggest strengths and biggest weaknesses as a team as represented by the survey results.
- 4) **Identify and explore the three or four biggest issues.** This might be the lowest individual question scores on the teamwork survey, or it might be an entire category, or it might be a nerve that you hit as discussions progress. Keep in mind that the process of simply acknowledging and validating various issues which might have been repressed previously can be a helpful process in itself. Once the group gets over the fear of discussing sensitive topics that are facilitated tactfully by you, they will feel as if a load has been lifted and can perhaps see a way to move forward or change behaviors. Don't get bogged down or stuck on one issue too long or the group may get fatigued.

- 5) **Keep the discussion moving along and get to a logical end point.** Often the sharing of the survey data will take a certain amount of time and the summarizing and contracting with the group for change will take an equal amount of time. Simply identifying problems with teamwork does not serve the group unless they can use the data presented to do something about it.

Contracting with the group to begin exploring things differently is an artful process in itself. Also beware of the facilitator's trap of 'just trying to fix something because you want to' when the group in effect might be saying – *"Yes we are mediocre, and we're not really willing to change much"*. It's Ok to create general awareness of how they are doing as a team, and emphasizing the things the team is doing well if this is the only outcome they are willing to accept. In the end, it is up to the team themselves how they want to operate and what they want to change.

- 6) **Don't be afraid to contract with the group to re-schedule the day if necessary to go longer.** Once a group gets into deep discussion they may find it very valuable and be willing to go to lunch later, or suspend another activity so they can get all the value from the Teamwork Survey process. This happens often in team building programs where the Teamwork Survey comes before team building activities. This is totally justified as you will be gaining the clarity of purpose and direction necessary to get more of team development activities to follow.

Facilitation Steps Presenting The Teamwork Survey For Work Groups

- 1) Re-emphasize that the Teamwork Survey For Work Groups is a proactive process and the team should be acknowledged for participating in a process all about their intention to work more effectively as a team together. Checking in with how they are doing on a regular basis is a professional step any team can benefit from in the interest of increasing organizational performance. Also remind them that thousands before them have utilized this survey and process and have survived- and benefitted from the experience.
- 2) Remind the group that this is their confidential data representing their opinions about themselves and how they are working together. Each team member's opinion is given equal weight and the data reflects the collective opinion of the entire group. It is valid therefore, because it is their own real opinion about themselves.
- 3) Re-introduce the 1 to 10 scale. Emphasize that every factor on the Teamwork Survey is measured by 'you the team' by scoring each in comparison with as good as it could be or a 'ten'. If the team has scored something lower than a ten then they have a reason for doing so, and *"we'd like to explore and come to an understanding of why that might be to see if something can be done by the team about it"*.
- 4) Share the Teamwork Survey Report and draw their attention first to the Teamwork Survey Impact Chart. Explain the Overall Teamwork Mean Score and how it is made up of all of the individual question scores from the survey. Point out the relationship between the mean score (orange circle on the chart) and the red and green lines that correlate with each question. Direct the team to the supplementary summary sheet that lists all of the questions so they can reference each individual line on the chart with its corresponding questions. Re-emphasize that *"Overall, this is what you are saying about teamwork in this work group. Let's examine more closely how this overall score was developed"*.
- 5) Start with the positives. Emphasize the strongest categories first and then look at the highest individual scoring questions within each of the highest scoring categories. It is good to begin with the group feeling good about their strengths as part of their identity as a team.
- 6) Look at the lowest scoring categories next. Ask the team for their reactions to each category and lower scoring question as you go. A question you might repeat many times during the facilitation process is: *"Why did you give this question a 4?"* etc. Give each person who wants to, a chance to define why they scored the team low in a particular area. Beware of the team leader or other individual getting defensive and 'speaking for the group' in an attempt to rationalize an external reason why this particular score is low,

or to dominate the group's discussion and stifle the opinions of others who might feel differently. The more team members who share their opinions, the more it will validate the topic as an issue for the group. It is important to continually emphasize that every work group where human beings have to work together has issues. It would be statistically impossible to expect that each individual would get along perfectly with every other and that everything would be harmony all the time. The key is not to let normal friction in relationships or lack of team skills in one area or another polarize the group. It just means there is an area where the team can grow more. No team is perfect.

- 7) Digging Deeper. A few areas will stand out as the biggest possibilities for growth and it will be important to re-emphasize these and attempt to get agreement once again with the team that these are areas the team can benefit from working on. At this point you can begin to transition from pure issue identification to a look down the road to better alternatives. A good question at this point might be to ask the group: *"If this question/factor was a '10', what would it look like?"* Once the group begins to paint a picture describing a different way of operating, you can begin to question them further- and ask them *"What it would take to get from where they are today, to that better state in the future"*. It is appropriate to capture these ideas as the beginnings of agreement on what the team is deciding it wants to work on.
- 8) Summarizing. Keeping an eye on your watch, it will serve the process well if you continually summarize what the team has learned from the Teamwork Survey Process to help them move toward making commitments for change. *"So we are saying that these are some areas where the team already has some great strengths. How can we make some of these high scoring areas even stronger?"* OR *"These are the areas you have identified as your biggest opportunities for improvement. What are the things that the team can do to make a direct positive impact on these scores?"* OR *"When you look at all this data that you have shared about how you work together, what do you see as the one or two critical things this team needs to do so it can work better together?"*
- 9) Depending upon your charter for change with the team – (you might be an internal company employee or an external consultant) and might need to gauge how much license you have to ask the team to make commitments in their way of operating. This is the point where you can transition to listing specific commitments by the team, who will follow through, what schedule, how they will measure change etc. See our 'story boarding' process for helping to capture team commitments to change as a way to help guarantee transference and follow through with teamwork commitments.
- 10) Finally, congratulate the group for taking the time and having the willingness to look at themselves in a proactive way. Acknowledge their challenges and recognize them for

their courage and commitments to working better together. Let them know that they are in good company with other high performing teams who see the value in measuring how they are working together, making improvements and involving everyone on the team so everyone understands what is happening and can get involved in doing their part to build a stronger and more capable team.

Of course every teamwork situation is different and you probably wouldn't be using this instrument if you didn't already have facilitation skills. The main facilitation points have been outlined here but you will ultimately have the artistic license to read the facilitation situation and respond as best you are able. You will find the Teamwork Survey For Work Groups as a rich tool that gives you many targets and directions to approach team development with every intact work team.

San Diego Corporate Training is a 30 year old training and development firm that has delivered teamwork programs for more than 200,000 employers and managers from the world's finest companies and organizations in 6 countries. SDCT has operated their own corporate learning centers in Palm Springs, Newport Beach, San Diego and Baja Mexico since 1983. SDCT was the first to bring experiential team building methods to The Sultanate of Oman, Mexico and South Korea where their programs, licensed to Samsung are utilized with virtually every new employee and many executive groups. SDCT specializes in Teamwork, Leadership & Customer Satisfaction consulting and training.

SDCT offers their own facilitated and experiential team development programs for groups from 5 to 3000. For more info: [BART ALLEN BERRY Consulting](#)