

How to Assess Project Team Development



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HOW TO ASSESS PROJECT TEAM DEVELOPMENT

Project managers can assess the development of project teams by periodically having them answer the following questions. This self-assessment questionnaire is adapted from a modified version of B. W. Tuckman's stages of group development.¹ Based on these assessments a team profile can be plotted on page 13, and can be used to establish a team improvement plan.

STAGE 1 ASSESSMENT: FORMING STAGE

No.	QUESTION	YES	NO
1	Our team has a clear purpose.		
2	Our team purpose is understood by all team members.		
3	Our team has begun discussing its goal in light of its designated purpose.		
4	Our team has a specific performance challenge.		
5	Our team size is optimal.		
6	Each member of the team can independently describe our goal in a consistent manner.		
7	We are beginning to meet regularly as a team.		
8	We have collectively developed a Team Plan.		
9	All team members are committed to the Team Plan.		
10	Each member has a clear understanding of their roles as described in the Team Plan.		
11	Our team has the right mix of complementary skills and abilities needed to successfully reach our goal(s).		

¹ Tuckman, B. W. (1965). *Developmental Sequences in Small Groups*. *Psychological Bulletin*, 63, 384-399.

12	Our team understands how its goal fits into the “big picture.”		
13	Work is evenly distributed among the team members.		
14	The team leader is making every effort to get the resources needed to reach the team goal(s).		
15	All members are collocated in the same area and are within 30 feet of each other.		
16	Our team has begun to meet regularly to discuss how effective it is in reaching the team goal(s).		
17	Every effort has been made to connect the team goals to personal goals.		
18	Generally the team feels good about the way decisions are being made as a team.		
19	Our team is occasionally evaluating the effectiveness of its regular meetings.		
20	The team leader is seen by other team members as having the right skills needed to get the team organized and off to a good start.		
TOTAL			

List and describe those areas which need the most attention:

STAGE 2 ASSESSMENT: STORMING STAGE

No.	QUESTION	YES	NO
1	Our team goal is specific, measurable, achievable, relevant, and has a time-line (SMART).		
2	As conflicts arise, they are being resolved in a timely manner.		
3	Conflicts are being resolved in a manner which is bringing about team confidence.		
4	Power struggles between team members are minimal or absent.		
5	Competition over leadership is absent and is not affecting the team's performance.		
6	Team priorities (schedule, cost, quality, etc.) are clearly defined and understood by all.		
7	The team is not undergoing an excessive shifting of goals and priorities.		
8	The team is not continually reorganizing itself in a way which is affecting its performance.		
9	The team feels that its goal(s) and purpose is still clear to everyone.		
10	Resources needed by the team to reach its goal(s) have been obtained and are available.		
11	During important team discussions, there is an absence of excessive diverting.		
12	During important team discussions, there is an absence of excessive labeling.		
13	During important team discussions, there is an absence of excessive nay-saying.		
14	During important team discussions, there is an absence of excessive dominating.		

15	During important team discussions, there is an absence of excessive yes-butting.		
16	Team members understand the need to “disassociate” ideas, suggestions, and thoughts, and are beginning to practice this.		
17	Team members are treating each other in a mutually non-competitive manner.		
18	There is good information sharing between team members.		
19	There is an absence of cliques within the team.		
20	The team recognizes the need for open constructive conflict and is handling it in a cooperative mode.		
TOTAL			

List and describe those areas which need the most attention:

STAGE 3 ASSESSMENT: CONVERGING STAGE

No.	QUESTION	YES	NO
1	Our team is beginning to see themselves as a group of interdependent members instead of individuals doing their own thing.		
2	Team meetings are still being occasionally evaluated for effectiveness, and efforts are being made to correct any deficient areas.		
3	Team members are being recognized for exceptional accomplishments.		
4	Opportunities for advancement have been reviewed with team members who are doing exceptional work.		
5	The team feels that good direction and leadership is present.		
6	Responsibility among team members is perceived as being acceptable by all.		
7	The team is rewarded when it completes significant milestones.		
8	Communication among team members is often accomplished in the assertive-responsive manner.		
9	The team is becoming aware of “communication noise” and is taking steps to minimize it.		
10	Active listening is consistently present when team members discuss complex or intense topics.		
11	When team members discuss key issues, the method of expression is usually acceptable.		
12	When issues are discussed among team members, there is a general absence of excessive defensiveness.		
13	Ideas, suggestions, and thoughts are given careful consideration, before they are discarded by the team.		
14	When obstacles or problems arise, the team comes up with good suggestions, often using “idea hopping.”		

15	When team discussions take place, all members are encouraged to contribute.		
16	Team members take the time to understand anyone who may disagree with the team consensus.		
17	The project manager is favorable toward the team's progress and upward accountability.		
18	Emotion is often expressed in a healthy and positive manner when confronting controversial team issues.		
19	The team feels comfortable expressing opposing points of view with each other and the team leader.		
20	Those who were initially reluctant to speak up in team meetings are now actively participating on a regular basis.		
TOTAL			

List and describe those areas which need the most attention:

STAGE 4 ASSESSMENT: OPTIMIZING STAGE

No.	QUESTION	YES	NO
1	Our team is regularly evaluating its effectiveness against the team goal(s).		
2	Our team is regularly evaluating its processes and is finding ways to improve them.		
3	Team strengths have been discussed and are clearly recognized by all team members.		
4	The team often looks ahead to determine what potential problem areas may arise.		
5	Steps are being taken by the team to prevent potential problems from happening.		
6	Individual team member performances are being periodically evaluated by the entire team, or the team leader.		
7	There is a prevailing results-oriented attitude among the team members.		
8	There is a prevailing concern for quality among the team members.		
9	The team is consistently demonstrating a high degree of innovativeness and creativity when faced with challenges.		
10	When necessary changes occur there is a willingness to accept them.		
11	The team is demonstrating the ability to work synergistically.		
12	Job rotation and cross training is beginning to take place.		
13	Generally there is a prevailing good team spirit.		
14	Mutual trust and support is consistently present.		
15	Team members are looking into mentoring others in their skill areas when it is beneficial.		
16	The team leader has consistently demonstrated necessary and appropriate delegation.		

17	The team leader is still viewed by the team members as playing a vital role.		
18	Team members have been made aware of the four basic personality traits and how they can affect team communications.		
19	The team is working well with other teams and providing any necessary integration.		
20	The mix of team skills and capabilities is being evaluated, and necessary changes are being made.		
TOTAL			

List and describe those areas which need the most attention:

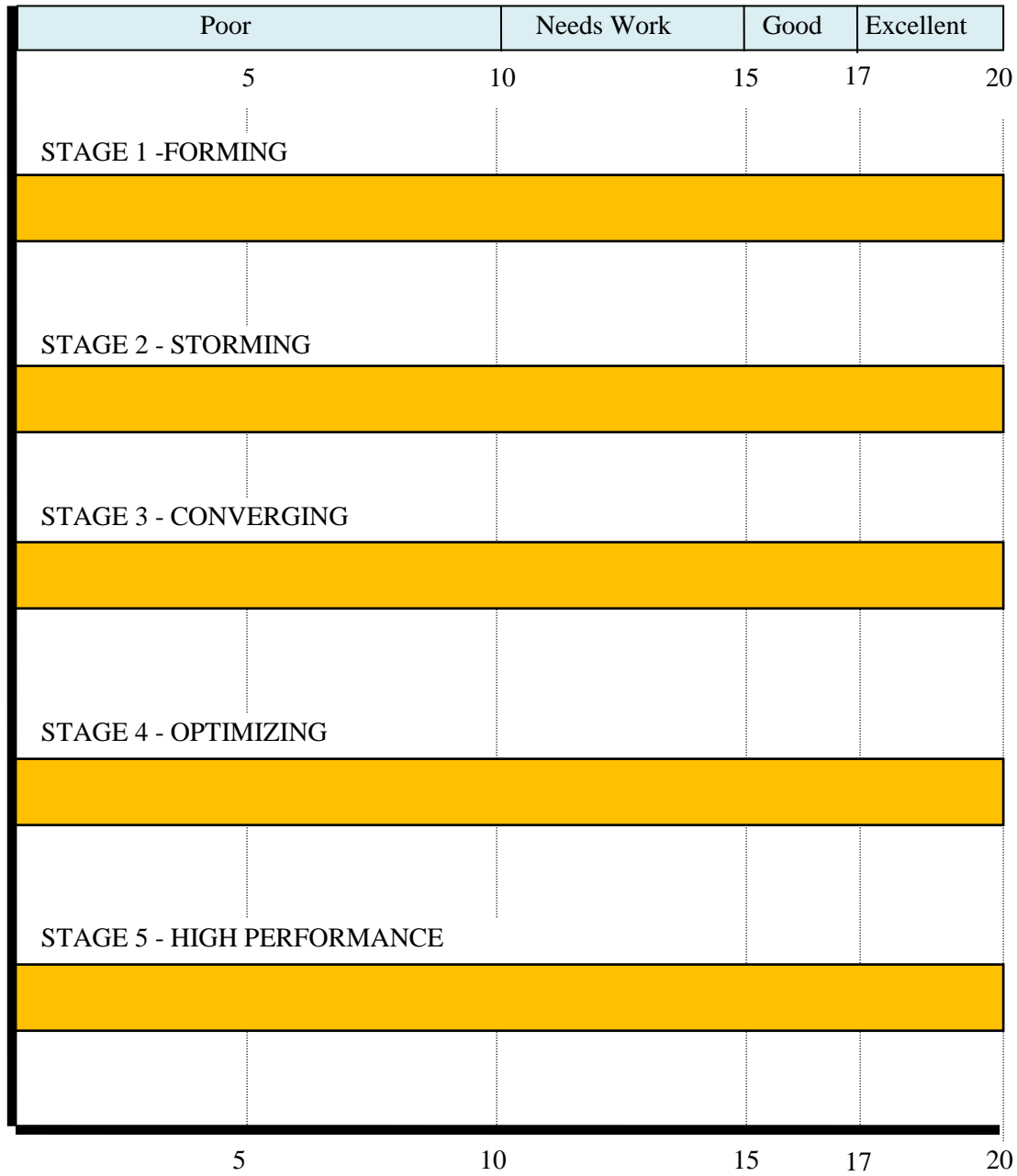
STAGE 5 ASSESSMENT: HIGH PERFORMANCE STAGE

No.	QUESTION	YES	NO
1	Leadership is being shared.		
2	The designated leader is becoming more of a facilitator.		
3	Tasks are being identified and assigned by the team.		
4	Mutual accountability is continuing.		
5	Information once “owned” by the team leader, or the project manager, is now being supplied directly to the team.		
6	The “customer” is appropriately connected to the team’s activities.		
7	Team members are receiving training in technical skills, interpersonal skills, and/or problem-solving skills.		
8	The team is consistently succeeding at handling the entire job (full responsibility).		
9	The team’s power base is shared by all and is based on competence.		
10	The team leader feels confident in acting as a facilitator, rather than a leader.		
11	The team leader is allowing the team to operate in a way to reach its goal(s) which may be different from his/hers.		
12	The team leader often makes suggestions to the team rather than dictating what must be done.		
13	When problems arise, the team leader keeps the burden of problem solving on the team members rather than fixing it for them.		
14	“Solution space” has been provided to the team in reaching its goal(s).		
15	Team members are consistently demonstrating that they are committed to each other.		
16	There are high energy levels and enthusiasm among the team members.		

17	Information continues to flow freely up, down, and laterally.		
18	Jobs are consistently getting done on time and within budget.		
19	Team members possess a variety of skills and can often perform interchangeably.		
20	The needs of the team's customer are consistently being met or exceeded.		
TOTAL			

List and describe those areas which need the most attention:

TEAM CHARACTERISTICS PROFILE CHART
(Total Number of Yes's)



Overall Team Score

