# Team Trust Assessment

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do team leaders stand by the goals and objectives that the team sets for itself?</td>
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<tr>
<td>2. Do team members feel that others on the team work just as hard as they do?</td>
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<tr>
<td>3. Are team members sure that all other team members are qualified to adequately perform their jobs?</td>
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<tr>
<td>4. Are team members willing to ask for help from others to complete a task if needed?</td>
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<tr>
<td>5. Do team members have strong, agreed upon beliefs about how to achieve success?</td>
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<tr>
<td>6. Do team members avoid writing a lot of emails to each other?</td>
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<tr>
<td>7. Do team members feel that the team leader and other team members adequately share information with them?</td>
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<tr>
<td>8. During discussions and meetings, do team members contribute fairly equally rather than having one or two people dominate?</td>
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<tr>
<td>9. Are team members comfortable sharing opinions that differ from the ideas of other team members?</td>
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<td></td>
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<tr>
<td>10. Do team members put team interests ahead of their own interests?</td>
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<tr>
<td>11. Are team members aware of how their behavior impacts other team members and the organization as a whole?</td>
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<tr>
<td>12. Do team members follow through with their commitments including meeting attendance and tasks?</td>
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<tr>
<td>13. Is there a great deal of support for other team members when there is a crisis?</td>
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<tr>
<td>14. If team members were each asked to list team priorities, would the lists be very similar?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Do team members have roles that are clearly defined and accepted by all team members?</td>
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</tbody>
</table>

**THE TRUST QUIZ - HOW DOES YOUR TEAM RATE? SCORING KEY:**

- Add the number of checkmarks you placed in the “NO” column. If you answered “no” to 3 or less of the questions, then the team you selected is probably functioning well and achieving a fairly high level of results. However, there are still areas where it could use some development.
- If you answered “no” to between 4 and 6 of the questions, your team is likely achieving its potential performance but needs more work in trust building. Further assessment is needed to specifically identify areas in need of improvement.
- If you answered “no” to more than 7 of the questions, your team may be in need of help. This type of low trust level left unchecked will lead to frustration, decreased levels of performance, and wasted resources.

For questions, email gabrielle@gabrielleconsulting.com
Tuckman's Team Development Stages Model

Hersey and Blanchard's Situational Leadership Model

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10 Steps to Great Decisions

1. Enlist everyone.
2. Discover shared hopes.
3. Uncover the real issues.
4. Identify all options.
5. Gather the right information.
7. Write down choices that support shared hopes.
8. Map the solutions.
10. Stay charged up.


Team Effectiveness Model

<table>
<thead>
<tr>
<th>Organizational and Team Environment</th>
<th>Team Design</th>
<th>Team Processes</th>
<th>Team Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reward systems</td>
<td>Design of work</td>
<td>Team development</td>
<td>Product acceptable to clients</td>
</tr>
<tr>
<td>Communication systems</td>
<td>Team size</td>
<td>Team norms</td>
<td>Team grows in capability</td>
</tr>
<tr>
<td>Physical space</td>
<td>Team composition</td>
<td>Team roles</td>
<td>Individual members learn</td>
</tr>
<tr>
<td>Organizational environment</td>
<td></td>
<td>Team cohesiveness</td>
<td></td>
</tr>
<tr>
<td>Organizational structure</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Organizational leadership</td>
<td></td>
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</tbody>
</table>

McShane and Glinow (2003). *Organizational behavior: emerging realities for the workplace revolution.*
# High Performing Team Assessment

1 = Disagree Strongly  
2 = Disagree  
3 = Neutral  
4 = Agree  
5 = Agree Strongly

Using the scale, please check the number that *honestly* describes your assessment of each statement.

```
    1. Members are clear about group goals.    |  1  |  2  |  3  |  4  |  5  |
    2. Members agree with group goals.       |  1  |  2  |  3  |  4  |  5  |
    3. Group tasks require members to work together. |  1  |  2  |  3  |  4  |  5  |
    4. Members are clear about their roles.  |  1  |  2  |  3  |  4  |  5  |
    5. Members accept their roles.           |  1  |  2  |  3  |  4  |  5  |
    6. Member assignments match their abilities. |  1  |  2  |  3  |  4  |  5  |
    7. The group leader’s style changes when necessary to meet emerging group needs. |  1  |  2  |  3  |  4  |  5  |
    8. There is an open communication structure that allows all members to contribute and participate. |  1  |  2  |  3  |  4  |  5  |
    9. The group receives regular feedback about its productivity. |  1  |  2  |  3  |  4  |  5  |
   10. Members give each other constructive feedback.   |  1  |  2  |  3  |  4  |  5  |
   11. The group uses feedback about its effectiveness to make improvements in how it is performing. |  1  |  2  |  3  |  4  |  5  |
   12. The group spends time defining and discussing problems it must solve. |  1  |  2  |  3  |  4  |  5  |
   13. Members spend time planning how they will solve problems and make decisions. |  1  |  2  |  3  |  4  |  5  |
   14. The group implements its solutions and decisions. |  1  |  2  |  3  |  4  |  5  |
   15. The group develops methods to evaluate its solutions and decisions. |  1  |  2  |  3  |  4  |  5  |
   16. The group accepts members who behave differently, as long as their behavior is perceived as helpful to task accomplishment. |  1  |  2  |  3  |  4  |  5  |
   17. Group norms encourage high performance, quality, and success. |  1  |  2  |  3  |  4  |  5  |
   18. Everyone feels like an equally valued member of the team. |  1  |  2  |  3  |  4  |  5  |
   19. The group is highly cohesive and cooperative. |  1  |  2  |  3  |  4  |  5  |
   20. Periods of conflict, even when frequent, are brief. |  1  |  2  |  3  |  4  |  5  |
```

Adapted from Wheelan (2010). *Creating effective teams: a guide for members and leaders.*

For questions, email [gabrielle@gabrielleconsulting.com](mailto:gabrielle@gabrielleconsulting.com)
Creative Problem Solving Activity

The Problem to Solve
There are an odd number of stepping papers and one less number of people than papers. Half the people are standing on the left-hand papers, facing the center, and on the other side, half stand on the right-hand papers, also facing the center. The center paper is not occupied.

The Challenge: Exchanging Roles
Everyone must move so that the people originally standing on the right-hand stepping papers are on the left-hand papers, and those originally standing on the left-hand stepping papers are on the right-hand papers, with the center paper again unoccupied. Each team should try to solve the problem with the least number of moves.

Rules for Finding the Solution
1. After each move, each person must be standing on a stepping paper.
2. If you start on the left, you may only move to the right. If you start on the right, you may only move to the left.
3. You may "jump" another person if there is an empty paper on the other side.
4. You may not "jump" more than one person.
5. Only one person can move at a time.

Try It:
# Team Meeting Climate Survey

To make this simple tool useful, hand it out at one of your meetings to assess how you are doing as a group and how effective your meetings are. Once participants have responded, you can see where your climate is thriving and where it also might need improvement.

<table>
<thead>
<tr>
<th>Almost Always (AA) - Sometimes (S) - Never (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The meeting environment is easy and comfortable, even when discussing difficult issues.</td>
</tr>
<tr>
<td>2. Enthusiasm and participation are high at meetings.</td>
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<tr>
<td>3. New and unconventional ideas are suggested.</td>
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<tr>
<td>4. Different points of view on issues are welcomed and encouraged.</td>
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<tr>
<td>5. Many ideas are cultivated; none are ridiculed.</td>
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<tr>
<td>6. People are engaged in meetings and speak their minds.</td>
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<td>7. It is no secret where everyone stands on the issues that arise.</td>
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<tr>
<td>8. There is respect for principles of others, however unpopular the view.</td>
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<tr>
<td>9. Clarifying and sometimes challenging questions are asked in tones that are not hostile.</td>
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<tr>
<td>10. Positions change as a result of discussions on the issues.</td>
</tr>
<tr>
<td>11. Feedback is given constructively and thoughtfully.</td>
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<tr>
<td>12. Relevant and appropriate self-disclosure occurs on issues.</td>
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<tr>
<td>13. Group members build on the ideas of others, and they volunteer to help when needed.</td>
</tr>
<tr>
<td>14. People respect meeting ground rules.</td>
</tr>
<tr>
<td>15. Meeting participants follow through with their responsibilities including responding promptly to meeting requests, preparing for meetings by reading relevant documentation, and completing any assigned tasks.</td>
</tr>
<tr>
<td>16. Meetings are scheduled and don’t have to be rescheduled.</td>
</tr>
<tr>
<td>17. Meetings are run efficiently and effectively.</td>
</tr>
<tr>
<td>18. There are clear roles in meetings including timekeeper, note taker, and meeting leader.</td>
</tr>
</tbody>
</table>

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Scoring Instructions for Team Meeting Climate Survey

Record the appropriate point count for each of your answers.
- Each "Almost always" answer is 3 points.
- Each "Sometimes" answer is 2 points.
- Each "Almost never" answer is 1 point.

1. __________ 6. __________ 11. __________
2. __________ 7. __________ 12. __________
3. __________ 8. __________ 13. __________
4. __________ 9. __________ 14. __________
5. __________ 10. __________ 15. __________
16. __________ 17. __________ 18. __________

Total: __________

The closer your score is to 45, the more open your climate is.

Climate Areas Corresponding Questions
Trust and respect numbers 1, 7, 10
Morale numbers 2, 11, 14, 17
Responsibility numbers 3, 6, 15, 16, 18
Support numbers 4, 9, 13
Freedom numbers 5, 8, 12

Trust and respect: The amount of safety and security one feels in giving an honest opinion and trusting these views will be valued and respected; this also looks at how open participants are to new ideas.

Morale: The feelings of confidence in the group's ability to accomplish its goals and get the job done in the face of the predictable roadblocks. There is also the sense that differences will be dealt with in sensitive and productive ways.

Responsibility: The willingness of participants to follow through on their tasks and be held accountable; also the willingness to take initiative in putting forth ideas and voicing reactions to any ideas suggested.

Support: Both emotional and task support are involved. The first shows appreciation for the person who sticks his neck out to say something unpopular. The latter involves taking the initiative without being asked.

Freedom: A real tolerance for differences without fear of recrimination or ostracism; the feeling that you can be honest about ideas or reactions and it won't cost you in your relationships or opportunities.

The questionnaire evaluates your group in these five areas. The information you get will show you how open and trusting your climate is. Once you get the diagnosis from the group, you can then determine appropriate course of action.

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How to Build Trust in the Workplace
Gabrielle K. Gabrielli, Ph.D.

1. Give trust to gain trust.
2. Communicate effectively.
3. Respect others.
4. Be competent and confident.
5. Listen to others and seek their input.
6. Show gratitude.
7. Encourage others to reach their potential.
8. Continually strive to improve.
9. Take responsibility for your actions.
10. Give credit to others who have achieved success.
11. Be enthusiastic about work opportunities and challenges.
12. Be self-motivated as well as motivate others.
13. Mean what you say and say what you do; be dependable.
14. Have a positive and optimistic attitude.

At the core of every high performing team is communication, followed by Trust, Enthusiasm, Accountability, and Motivation (TEAM).

Coming together is a beginning.
Keeping together is progress.
Working together is success.
- Henry Ford

Talent wins games, but teamwork and intelligence wins championships.
- Michael Jordan

Organizations exist only for one purpose: to help people reach ends together that they couldn’t achieve individually.
- Robert H. Waterman

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