

High Performance Teams and Leaders

Directions: Read each statement carefully and check the appropriate column. Each numbered item has three parts: Part A of each statement is an assessment about the team and its members, Part B is an assessment of the team leader, and Part C is your self-assessment.

Rate on a scale of 1 to 5: 1 = Not at all, 2 = Seldom, 3 = Sometimes, 4 = Frequently, 5 = Consistently

Assessment Items		1	2	3	4	5
1	A. Team members listen to one another without judging, taking positions, or attacking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader listens to all team members without judging, taking positions or attacking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I listen to all team members without judging, taking positions, or attacking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	A. Team members are intellectually and emotionally engaged; they are fully on board and energized about achieving the best results possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader is intellectually and emotionally engaged; he/she is fully on board and energized about achieving the best results possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I am intellectually and emotionally engaged; I am fully on board and energized about achieving the best results possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	A. Team members take accountability for delivering results and they do not blame people, circumstances, or the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader takes accountability for delivering results and he/she does not blame people, circumstances, or the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I take accountability for delivering results and I do not blame people, circumstances, or the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	A. Team members build and maintain strong partnerships with all other team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader builds and maintains strong relationships with each team member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I build and maintain strong relationships with each team member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	A. Team members hold themselves and each team member accountable for both business results and their impact on people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader holds himself/herself and each team member accountable for both business results and impact on people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I hold myself and each team member accountable for both business results and impact on people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	A. Team members fully support enterprise objectives and initiatives; they willingly set aside their personal agenda and self-interests to support the larger mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader fully supports enterprise objectives and initiatives; he/she willingly sets aside his/her personal agenda and self-interests to support the larger mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I fully support enterprise objectives and initiatives; I willingly set aside my personal agenda and self-interests to support the larger mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assessment Items		1	2	3	4	5
7	A. Team members support group decisions both privately and publicly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader supports group decisions both privately and publicly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I support group decisions both privately and publicly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	A. Team members immediately address and resolve conflicts and problems with the appropriate person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader immediately addresses and resolves conflicts and problems with the appropriate person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I immediately address and resolve conflicts and problems with the appropriate person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	A. Team members are committed to the success of each member and the team leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader is committed to the success of each team member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I am committed to the success of each team member and the team leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	A. Team members are open and transparent; they do not withhold information, ideas, concerns, or enthusiasm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader is open and transparent; he/she does not withhold information, ideas, concerns, or enthusiasm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I am open and transparent; I do not withhold information, ideas, concerns, or enthusiasm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	A. Team members make and keep their agreements and commitments—both large and small.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader makes and keeps his/her agreements and commitments—both large and small.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I make and keep my agreements and commitments—both large and small.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	A. Team members are receptive to feedback and input from all members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader is receptive to feedback and input from all team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I am receptive to feedback and input from all team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	A. Team members trust each other and the team leader without exception.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader trusts each team member and the team as a whole, without exception.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I trust each team member and the team leader without exception.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	A. Team members support one another and do not engage in conspiracies against individuals, groups, or initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader supports each team member and does not engage in conspiracies against individuals, groups, or initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I support each team member and do not engage in conspiracies against individuals, groups, or initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assessment Items		1	2	3	4	5
15	A. Team members create a constructive environment where people feel safe to speak up and fully contribute.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader creates a constructive environment where people feel safe to speak up and fully contribute.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I create a constructive environment where people feel safe to speak up and fully contribute.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	A. Team members build and maintain strong partnerships throughout the organization and work effectively across all areas of the enterprise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader builds strong partnerships throughout the organization and works effectively across all areas of the enterprise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I build and maintain strong partnerships throughout the organization and work effectively across all areas of the enterprise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	A. Team members effectively implement decisions by maintaining alignment from start to finish.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader effectively implements decisions by maintaining alignment from start to finish.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I effectively implement decisions by maintaining my alignment from start to finish.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	A. Team members work with a sense of urgency; they take decisive action, seize opportunities, and find new ways to solve problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader works with a sense of urgency; he/she takes decisive action, seizes opportunities, and finds new ways to solve problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I work with a sense of urgency; I take decisive action, seize opportunities, and find new ways to solve problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	A. Team members are inspired and enthusiastic about their ability to shape the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader is inspired and enthusiastic about his/her ability to shape the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I am inspired and enthusiastic about my ability to shape the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	A. Team members take accountability for making sure that meetings are productive, efficient, and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	B. The team leader takes accountability for making sure that meetings are productive, efficient, and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	C. I take accountability for making sure that meetings are productive, efficient, and effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW

Behavior drives business results; how teams work together determines the success or failure of the business mission and objectives. To achieve greater organizational performance, the first area that must be examined is behavior—how people relate to the business and one another.

High performance teams are known for the speed at which they produce results, innovate, and generate new opportunities. Their resiliency, agility, and adaptability are remarkable because of the extraordinary way in which they work together. These teams consistently demonstrate four characteristics: 1) they are actively engaged and committed, 2) they take accountability for business results and their impact on people, 3) they build and maintain strong partnerships, and 4) they are emotionally and intellectually aligned.

Each statement on the assessment reveals specific behaviors that when absent or inconsistently applied, undermine and sabotage team and leadership effectiveness. An average score of less than 4 in any of the major categories indicates a significant gap between current behavioral norms and high performance behavior.

Note: This written assessment is an introduction to behaviors of high performance teams and leaders. An in-depth assessment is accomplished with private interviews of individuals in a target group or team. During the interview-based assessment, skilled behavioral experts accurately uncover and target the underlying problems that prevent high performance and recommend solutions for quickly resolving them.

DIRECTIONS FOR SCORING

- Step 1.** Each assessment item is recorded under one of the four characteristics of high performance teams. Complete the tables below by recording your score for each item.
- Step 2.** Using your assessment scores, calculate your average score for team members, team leader, and self-assessment. Record average individual score.
- Step 3.** (optional) Using the combined average totals from team members and team leader, calculate the group assessment. Record average group score.

Characteristic I: Actively Engaged and Committed

Summary of Assessment Items		A. Team Members	B. Team Leader	C. Self
2	Intellectually and emotionally engaged			
9	Committed to the success of each team member and team leader			
10	Open and transparent			
14	Supporting each other and not engaging in conspiracies against individuals, groups, or initiatives			
19	Inspired and enthusiastic about ability to shape the future			
Average Individual Score				
Average Group Score				

Characteristic II: Taking Accountability for Business Results and Impact On People

Summary of Assessment Items		A. Team Members	B. Team Leader	C. Self
3	Taking accountability for delivering results; not blaming people, circumstances, or the company			
5	Holding self and others accountable for both business results and impact on people			
8	Immediately addressing and resolving conflict and problems with the appropriate person			
11	Making and keeping agreements and commitments—both large and small			
Average Individual Score				
Average Group Score				

Characteristic III: Building and Maintaining Strong Partnerships

Summary of Assessment Items		A. Team Members	B. Team Leader	C. Self
1	Listening without judging, taking positions, or attacking			
4	Building and maintaining strong partnerships within the team			
12	Receptive to feedback and input			
13	Trusting one another			
16	Building and maintaining strong partnerships throughout the organization			
Average Individual Score				
Average Group Score				

Characteristic IV: Emotionally and Intellectually Aligned

Summary of Assessment Items		A. Team Members	B. Team Leader	C. Self
6	Supporting enterprise objectives and setting aside personal agenda and self-interests			
7	Supporting group decisions privately and publicly			
17	Effectively implementing decisions by maintaining alignment from start to finish			
18	Working with urgency; taking decisive action, seizing opportunities, and finding new ways to solve problems			
20	Taking accountability for productive, efficient, and effective meetings.			
Average Individual Score				
Average Group Score				