

# TEAM DEVELOPMENT QUESTIONNAIRE

This Questionnaire will assist you to focus on your own work team and its' stage of development.

Describe your work team and its' expected performance:

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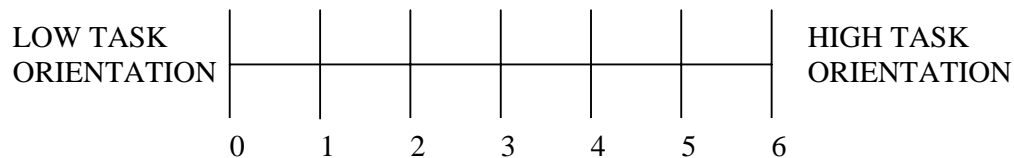
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Place a mark on the line which indicates your view of the present stage of development of the team in relation to the factors described below:

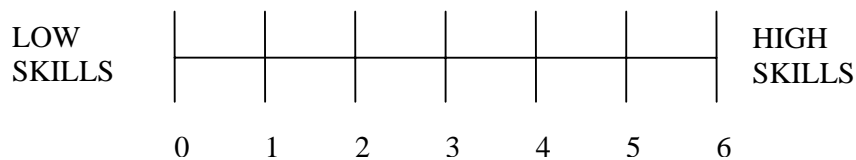
## 1. Task Orientation

The degree to which the team identifies with its task and positions itself appropriately.



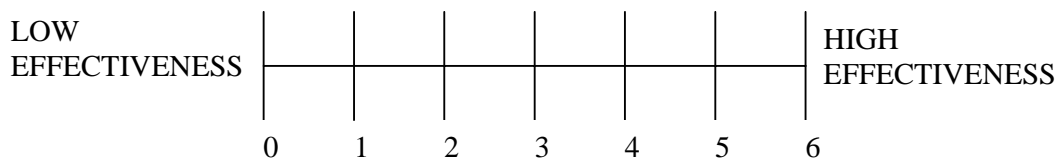
## 2. Technical Skill

The degree to which team members possess the technical competence necessary to do the job.



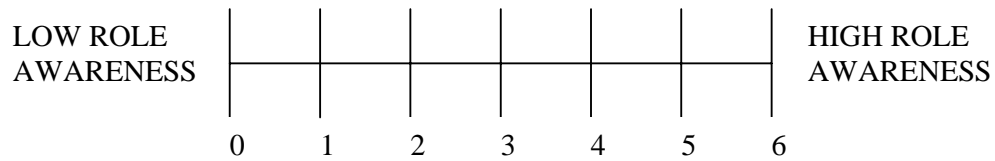
## 3. Effectiveness

The degree to which the team is capable of a high level of achievement in output and quality.



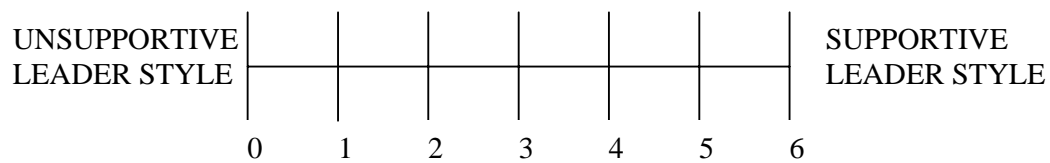
#### 4. Role Awareness

The degree to which the team members are aware of their roles and expectations.



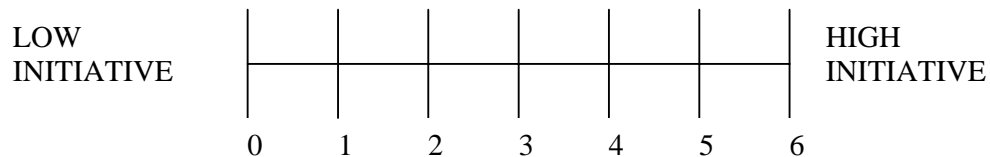
#### 5. Leadership Style

The degree to which the leader's personality and skills promote a team approach



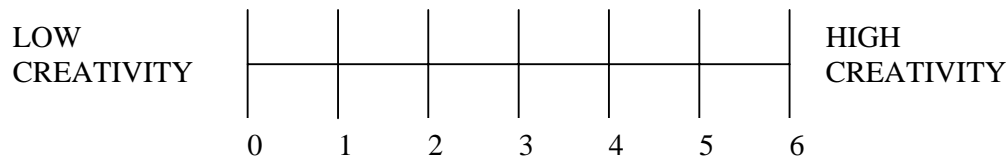
#### 6. Initiative

The degree to which the team will carry out work and resolve problems without constant monitoring.



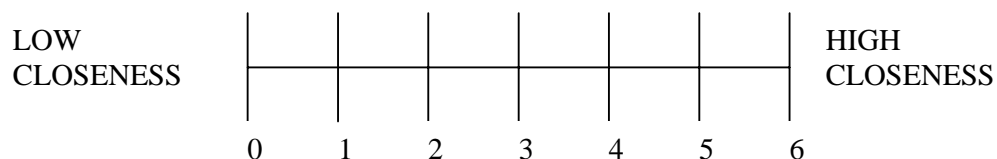
#### 7. Creativity

The degree to which the team is able to tackle complex problems or create new processes.



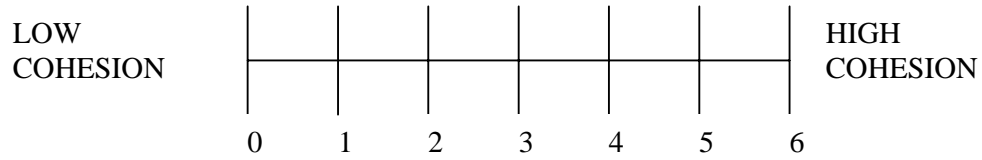
#### 8. Closeness

The degree to which team members are open and friendly with each other.



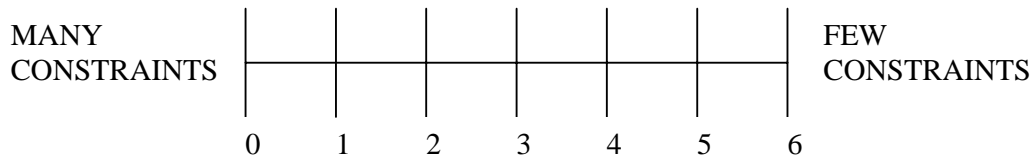
## 9. Cohesion

The degree to which members develop a team approach and are positive about the team and its work.



## 10. External Environment

The degree to which there are external factors which undermine the development of a team approach.



## Scoring

Add up your scores and mark the total on the line below.

	STAGE 1	STAGE 2	STAGE 3	STAGE 4	
0	15	30	45	60	

## Exercises

1. Where is your work team in relation to the stages of development?

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2. What do you have to do to get all of your team members to the “PERFORMING” stage?

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### NOTE :

While this Questionnaire will give you an indication of the broad stage of development of your work team, please bear in mind that each individual member of that team may be at a different stage of personal development in relation to the team and its performance.

These different stages of personal development must be considered when working with individuals.



## **Stages of Team Development**

Growth of teams can be understood and described. The stages of team development do not follow a set step-by-step sequence, but can oscillate from stage to stage as internal and external influences are applied.

### **Stage One: Forming**

Here the group discovers what behaviour is right within the group. The group members also work out the group's task. They define group limits and ground rules based on the set of explanations among the members. There is a natural wariness towards each other due to their lack of comfort in each other's company.

This stage is also known as the dependency stage. Group members rely heavily on the leadership provided by the leader and the direction provided by that leader.

### **Stage Two: Storming**

Members are emotional in this stage. There is open competition and feelings of hostility, as the members emotionally jostle for the dominant position in the group.

The group begins to find new ways of operating, within their acceptance of a "Pecking order".

Actually, all issues relate to control, and three questions are asked:

- Who controls the team?
- How is control exercised?
- What happens to anyone who is "guilty"?

This stage is also known as counter dependency. Group members rely less heavily on the leader's direction but needs some encouragement to proceed.

### **Stage Three: Norming (Integration)**

Here group members feel that "they have arrived" at the intradependent stage. It is called the norming phase because the group watches member behaviour very closely. There is a sense of closeness; a communication system that ties various roles into a task unit. Rules and procedures are developed to conform to group norms.

The team has yet to grow in its ability to handle problems creatively, flexibly and effectively. The group requires the participation of the leader, but not direction.



### **Stage Four: Performing**

The final stage is the effective, problem solving, well integrated group. Group members can now deal with complexity, disagreement, and obstacles in new ways. The team is now able to work close to its full extent – where the efforts of the team are greater than the efforts of the individuals. The members are fully interdependent and can operate, as a team, independent of the leader.

- What do you believe is the current stage of development of your small group/team?

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*Source: Forming, Storming, Norming, Performing” partly adapted from “Team Development Manual” by Mike Woodcock, Tupman and others.*

