

Team communication

Most of our working life is spent as part of a team. This can be a highly-rewarding experience if the team works well, particularly around the area of communication. However, there are some pitfalls to team performance that can create dissatisfaction for everyone, and which impact the performance of the team. A common trigger for stress can be relationships within a team.

Team health audit

This is a self-assessment exercise and ideally each team member should complete the audit at the same time. Before you start, everyone involved should know which team is being considered. Identify or describe the team here.

The team being audited is:

Scoring

Look at each item and give it a score according to the scale below. Answer by considering only the team defined above. Be honest; the audit is only useful if it provides genuine material for analysis. Record your answers alongside the items.

This is always true: 5 points

This is often true: 3 points

This is true 50% of the time: 2 points

This is largely untrue: 1 point

This is totally untrue: 0 points

- | | |
|---|--------------------------|
| 1. We have all the skills we need to get the job done | <input type="checkbox"/> |
| 2. Team members are open with each other | <input type="checkbox"/> |
| 3. Contributions from everybody are encouraged at our meetings | <input type="checkbox"/> |
| 4. The team is crystal clear about its role | <input type="checkbox"/> |
| 5. Each member of the team understands what their contribution should be | <input type="checkbox"/> |
| 6. The team leader adopts the best style of leadership for the group | <input type="checkbox"/> |
| 7. We have constructive relationships with other teams | <input type="checkbox"/> |
| 8. Team members get great satisfaction from being involved | <input type="checkbox"/> |
| 9. We are able to question what we are doing to prevent being narrow-minded | <input type="checkbox"/> |
| 10. Team success brings the team a sense of pride | <input type="checkbox"/> |
| 11. There is a good mix of personalities in the team | <input type="checkbox"/> |
| 12. We show a good level of support for each other | <input type="checkbox"/> |
| 13. Our meetings are systematic (they have clear objectives and the discussion is controlled) | <input type="checkbox"/> |
| 14. The team is fired by a sense of mission | <input type="checkbox"/> |
| 15. Team members know what their roles should be | <input type="checkbox"/> |
| 16. The team leader provides the right amount of direction | <input type="checkbox"/> |
| 17. This team actively co-operates with other groups | <input type="checkbox"/> |
| 18. Team members are personally developed through their participation in the team | <input type="checkbox"/> |
| 19. No one could say we are complacent | <input type="checkbox"/> |

20. When we succeed we celebrate
21. We have enough team members to get the job done
22. There is real enthusiasm in this team
23. Our meetings conclude with agreed action points
24. Every member knows what we are aiming to achieve
25. Relationships between team members are co-operative
26. The team leader gives the right amount of support
27. The team is very conscious of its customers' needs
28. Team members' needs are satisfied by membership of the team
29. We regularly step back and criticise our own performance
30. The team takes great pride in doing a good job
31. Taken together, the individual attributes of team members provide all that is needed to perform well
32. Even difficult issues are brought out into the open and discussed
33. Our meetings make good use of time
34. All team members understand the team's aims
35. Everyone knows what their personal objectives are
36. The team leader is good at getting the best from the team
37. We welcome part-time members and visitors into the team
38. If a team member has a problem, they can rely on other team members for help
39. There is tradition of creative thinking in the team
40. The team would describe itself as "a winning team"
41. Individuals' preferred contributions come together well to support the team's performance
42. There is no uneasy tension in the team
43. Our meetings never decay into chaos
44. The team understands clearly its role in the company
45. Individuals' contributions and work efforts never conflict
46. The team leader's role is significant in the team's success
47. The team does not feel that it is in competition with other teams in the company
48. Working in the team provides challenging opportunities
49. New ideas and solutions to problems are welcomed from anyone in the team
50. No one ever says "It's impossible" or "It can't be done"

- 51. There are no gaps in the team
- 52. The team environment is conducive to risk taking
- 53. Team meetings rarely have hidden agendas
- 54. There is never any confusion about where we are going and how we are getting there
- 55. There is never unnecessary duplication of work within the team
- 56. The team leader commands a good deal of respect
- 57. The rest of the company is seen as friendly from within the team
- 58. Self-expression is encouraged inside and outside the team
- 59. The team is easily able to recognise opportunities
- 60. The team is very forward thinking

Transfer the scores to the matrix below and total vertically to give scores on the ten team health factors. Average the scores for all team members and transfer these values to the interpretation table below to give a team health profile.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	<input type="checkbox"/> 10
<input type="checkbox"/> 11	<input type="checkbox"/> 12	<input type="checkbox"/> 13	<input type="checkbox"/> 14	<input type="checkbox"/> 15	<input type="checkbox"/> 16	<input type="checkbox"/> 17	<input type="checkbox"/> 18	<input type="checkbox"/> 19	<input type="checkbox"/> 20
<input type="checkbox"/> 21	<input type="checkbox"/> 22	<input type="checkbox"/> 23	<input type="checkbox"/> 24	<input type="checkbox"/> 25	<input type="checkbox"/> 26	<input type="checkbox"/> 27	<input type="checkbox"/> 28	<input type="checkbox"/> 29	<input type="checkbox"/> 30
<input type="checkbox"/> 31	<input type="checkbox"/> 32	<input type="checkbox"/> 33	<input type="checkbox"/> 34	<input type="checkbox"/> 35	<input type="checkbox"/> 36	<input type="checkbox"/> 37	<input type="checkbox"/> 38	<input type="checkbox"/> 39	<input type="checkbox"/> 40
<input type="checkbox"/> 41	<input type="checkbox"/> 42	<input type="checkbox"/> 43	<input type="checkbox"/> 44	<input type="checkbox"/> 45	<input type="checkbox"/> 46	<input type="checkbox"/> 47	<input type="checkbox"/> 48	<input type="checkbox"/> 49	<input type="checkbox"/> 50
<input type="checkbox"/> 51	<input type="checkbox"/> 52	<input type="checkbox"/> 53	<input type="checkbox"/> 54	<input type="checkbox"/> 55	<input type="checkbox"/> 56	<input type="checkbox"/> 57	<input type="checkbox"/> 58	<input type="checkbox"/> 59	<input type="checkbox"/> 60
<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input type="checkbox"/> H	<input type="checkbox"/> I	<input type="checkbox"/> J

Team health audit interpretation

Team:

A	Unbalanced Team	0	5	10	15	20	25	30	Balanced Team
B	Negative Climate	0	5	10	15	20	25	30	Positive Climate
C	Unproductive Meetings	0	5	10	15	20	25	30	Productive Meetings
D	Unclear Mission	0	5	10	15	20	25	30	Clear Mission
E	Confused Team Roles	0	5	10	15	20	25	30	Organised Team Roles
F	Inappropriate Leader Style	0	5	10	15	20	25	30	Appropriate Leader Style
G	Unhelpful Intergroup Relations	0	5	10	15	20	25	30	Helpful Intergroup Relations
H	Dissatisfied Team Members	0	5	10	15	20	25	30	Satisfied Team Members
I	Closed Thinking	0	5	10	15	20	25	30	Open Thinking
J	Losing Mentality	0	5	10	15	20	25	30	Winning Mentality