

Process Guide: Evaluating Your Team

Purpose

Assess where your team stands and determine gaps, opportunities, and priorities for your teaming work.

Approach

Depending on your role and mandate, you can leverage this guide to define a questionnaire to use in interviews with team members or the team head. If you are part of the team, it can serve as a structure to observe team meetings and interactions, and collect your findings. Thirdly, you can structure a team workshop session around (parts of) the categories and the according tools. In a facilitator role, you may work with this guide in order to come up with a diagnosis to present back to the team in the beginning of a workshop or workshop series.

Go through each of the team dimensions below and note your findings, e.g. using the Kit Board canvas. Start out with the lead question and go deep with the referenced tools and resources, as required.

Team dimension	Lead question	Tools and resources
Purpose	Is there an explicit, aspirational, and shared sense of purpose within the team?	 Purpose and goals trigger questions
Goals	Does the team have a shared understanding of its concrete goals and performance?	

Members	Does your team have the right size?	▶ Team Kit framework section Members and Skills
Skills	Does your team have the potential to build key skills to be successful?	↳ Skills framework tool
Leadership	Is there leadership from members beyond the formal team lead?	↳ Team leader reflection tool
Accountability	Is there a sense of mutual accountability for the team's success?	▶ Team Kit framework section Leadership and Accountability
Rules	What are the implicit and explicit rules and norms in your team?	↳ Core rules tool (must always do vs. must never do)
Behaviors	How do team norms translate into concrete behaviors?	▶ Team Kit framework section Rules & Behaviors
Communication	Is there even and energetic engagement from all team members?	↳ Communication patterns assessment and action tool
Relationships	Are team members safe to speak up and communicate freely within the team?	▶ Team Kit framework section Communication and Relationships
Tensions	Is there frequent and active debate within the team on how to best complete tasks and accomplish goals?	▶ Team Kit framework section Tension and Conflict
Conflict	How are conflicts addressed and handled within the team?	↳ Mapping team conflict tool ↳ Managing team conflict tool

Tips

- Set yourself a time frame within which to conduct your data gathering and analysis.
- Ideally you have at least two to three sources/occasions to gather input on a particular team dimension you want to assess.
- Playing back your consolidated findings to your team, do not miss out on hard data, where available (e.g. dates, team performance data and KPI, meeting attendance), but also share notable anecdotes, stories and quotes that capture the character of the team.