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TAI

TEAM ASSESSMENT INVENTORY

By
Robin L. Elledge
Steven L. Phillips, Ph.D.

**QUESTIONNAIRE &
SCORING BOOKLET**

Name: _____   Date: _____

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OVERVIEW

The Team Assessment Inventory (TAI) is a very effective tool for revealing the team's strengths and weaknesses. The assessment examines six areas: general productivity and climate; goals; roles; processes and procedures; relationships; and leadership. After scoring and interpreting the TAI, teams can plan an appropriate improvement strategy.

INSTRUCTIONS

On the following four pages are sets of statements describing contrasting team behavior. For each set of statements, consider which statement most accurately describes your team's behavior and circle the number that represents how you perceive your team. Wait until you have completed the entire instrument before you begin scoring.

5=	4=	3=	2=	1=
Strongly agree with statement on left	Somewhat agree with statement on left	Both statements represent the team's behavior	Somewhat agree with statement on right	Strongly agree with statement on right

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Section I - General Productivity and Climate

1. The team is productive, completes tasks efficiently, and achieves good results.

   5 4 3 2 1

   The team is unproductive, is inefficient in task completion, and achieves poor results.

2. Team members enjoy their job / the team / their coworkers; morale is high.

   5 4 3 2 1

   Team members are unhappy with their job / the team / their coworkers; morale is low.

3. Team members operate with energy, excitement, and vigor.

   5 4 3 2 1

   Team members operate in a slow, spiritless manner; there is no excitement.

4. The team is characterized by cohesiveness and solidarity; team members pull together.

   5 4 3 2 1

   The team does not operate as a cohesive unit; team members are divided.

5. Team members effectively coordinate efforts; there is a high degree of cooperation.

   5 4 3 2 1

   There is no coordination of efforts among team members; members do not cooperate fully.

6. The team operates informally, shifts resources and attention quickly, and responds easily to situations.

   5 4 3 2 1

   The team is rigidly structured and tightly controlled; the team does not respond quickly to unusual situations.

   Section I Total

Section II - Goals

7. The team's plans and future direction (vision) are very clear and supported by all.

   5 4 3 2 1

   The team's plans and future direction (vision) are unclear and not supported by all.

8. The team has established goals / specific objectives and is working toward achieving them.

   5 4 3 2 1

   Goals and objectives have not been set, or the team is not working toward achieving them.

9. The team is kept informed on progress toward goal achievement, and on the results of its efforts.

   5 4 3 2 1

   Information is not shared regarding how the team is doing on goal attainment, or the results of its efforts.

10. Standards of quality and effectiveness have been set, are reasonable, and well understood by all.

    5 4 3 2 1

    Standards of quality and effectiveness have not been set, are unreasonable, or are not clearly understood.

Section II – Goals (cont'd)

11.	Team members are completely committed to the goals and future plans of the team.	**5 4 3 2 1**	Team members are not committed to the goals and future plans of the team.
12.	Priorities are realistic and established; they change in a timely and appropriate manner.	**5 4 3 2 1**	Priorities are confusing, always changing, or nonexistent.

Section II Total

Section III - Roles

13.	Team members are clear about their duties and responsibilities.	**5 4 3 2 1**	Team members are unclear about what to do, or who is responsible for which task.
14.	Respective job responsibilities are openly discussed, questions are clarified, and adjustments are made as needed.	**5 4 3 2 1**	Discussions are rarely held about how to allocate work; work is inappropriately allocated.
15.	The team is well structured and tasks are organized effectively; there are few gaps or overlaps.	**5 4 3 2 1**	The team is inappropriately structured, tasks are fragmented, and there are gaps and / or overlaps.
16.	Tasks are accomplished as scheduled, nothing falls between the cracks or remains undone.	**5 4 3 2 1**	Things frequently fall between the cracks, are forgotten, or left undone.
17.	Team members are given adequate resources (i.e., time, money, support, training) to successfully perform their job.	**5 4 3 2 1**	Team members are not given the resources needed (i.e., time, money, support, training) to successfully perform their job.
18.	Everyone understands and agrees with what is expected of them as a team member.	**5 4 3 2 1**	Not everyone understands or agrees with what is expected of them as a team member.

Section III Total

Section IV - Processes and Procedures

19.	When decisions are made that affect the team, opinions are sought; there is opportunity for input.	**5 4 3 2 1**	Decisions that affect the team are made without the input of all team members; opinions are not solicited.

Section IV - Processes and Procedures (cont'd)

20. The team makes good decisions and develops creative and appropriate solutions to which the group is committed.

5 4 3 2 1

Decisions are vague, unclear, inappropriate, and lack commitment.

21. Problems are resolved through mutual effort, open com-munication, and understanding.

5 4 3 2 1

When problems occur, they are often unresolved, are ignored, or are resolved inappropriately.

22. The team is willing to experiment and take risks with innovative ways of doing things.

5 4 3 2 1

The team is rigid in its approach, adverse to risk, and not open to innovation.

23. Team members continuously evaluate how they work together; their perceptions are openly discussed in an effort to improve team performance.

5 4 3 2 1

The team never evaluates or discusses how it is functioning or working together; little attention is given to improving team effectiveness.

24. Meetings are held at appropriate intervals and are well-run, stimulating and useful.

5 4 3 2 1

The team does not have meetings, or they are infrequently held, poorly-run and / or unproductive.

Section IV Total

Section V - Relationships

25. There is a high degree of trust and confidence among team members.

5 4 3 2 1

There is little trust and confidence among team members.

26. All team members participate fully, their resources are utilized and their contributions sought; everyone feels included.

5 4 3 2 1

All team members do not participate fully; some members are not included, or are not utilized appropriately.

27. Team members communicate openly and authentically with one another.

5 4 3 2 1

Communication between team members is closed and guarded.

28. Different viewpoints are encouraged, varied behavior is accepted; diversity is fostered.

5 4 3 2 1

The team narrowly defines acceptable behavior and speech; diversity is discouraged.

Section V – Relationships (cont'd)

29. Conflicts are accepted, openly expressed, and worked through appropriately.

5 4 3 2 1

Conflicts are denied, suppressed, avoided, or handled competitively.

30. Team members are friendly and easy to approach, members feel close to one another.

5 4 3 2 1

Team members are disagreeable and unfriendly; tension exists.

Section V Total

Section VI - Leadership

31. Team members feel empowered as partners in the business.

5 4 3 2 1

Team members do not feel they contribute as full business partners.

32. The team leader practices what is preached and serves as a model of what is expected of others.

5 4 3 2 1

The team leader doesn't practice what is preached, does not operate / behave in the manner expected of others.

33. The performance of team members is monitored and evaluated appropriately and fairly.

5 4 3 2 1

The performance of team members is not monitored or evaluated appropriately or fairly.

34. Team members are comfortable going to the team leader with questions and problems; communication between the leader and members is open.

5 4 3 2 1

Team members are not comfortable approaching the team leader with questions and problems; communication between the leader and members is not open.

35. The team leader is flexible in adapting his / her style to fit the needs of the individual.

5 4 3 2 1

The team leader is inflexible and rigid in his / her approach.

36. Team members are able to take on a leadership role when the situation requires it; influence is shared.

5 4 3 2 1

Team members are incapable or un-comfortable taking on a leadership role in the team, influence is held by one or a few team members.

Section VI Total

TEAM EFFECTIVENESS SCORE

After completing the inventory you are now able to compute your personal Team Effectiveness Score. This score compares how you perceive the group versus the optimum it could be. Our experience suggests the following for teams with an Index of :

.75 – 100	Team is outstanding.
.50 – .75	Team is doing things well, but is plagued by one or two problems.
Below .50	Team has serious problems and needs significant attention.

Directions

Step 1: For sections I – VI on the previous pages add the numbers which correspond with your responses and write the total on the line provided at the end of each section.

Step 2: Transfer your section totals to the following table. Add each section total to establish your grand total.

Step 3: Transfer your Grand Total and divide by maximum points possible (180) to compute your personal Team Effectiveness Score.

Section	Dimensions	Section Total
I.	General Productivity and Climate	_____
II.	Goals	_____
III.	Roles	_____
IV.	Processes and Procedures	_____
V.	Relationships	_____
VI.	Leadership	_____

GRAND TOTAL ☐

÷ 180

TEAM EFFECTIVENESS SCORE ☐