
The High Performance Team Assessment Profile II



Our changing workplace requires that we also change the way we work. Today, more than ever before, it's critical to develop a team of individuals pulling together in the same direction.

The *High Performance Team Assessment Profile II* is a self assessment tool designed to help you analyze the performance of your team. It is based on the seven characteristics of a high performance team.

Our research shows that winning teams demonstrate certain characteristics or patterns of behavior that contribute to their success. This instrument will help you determine how frequently and how effectively your team demonstrates these patterns of behavior. It will help you identify strengths that you want to build on, and highlight areas where you have an opportunity for improvement.

Instructions: Please follow these steps carefully to complete the assessment profile;

1. Define your team

Create a clear mental picture of the team you are assessing. If you are completing this profile as pre-work before a workshop or retreat, please read the cover letter carefully. If you are completing this profile during a workshop or retreat, please follow the instructions from the facilitator.

2. Complete the Profile

Read each of the thirty-five sets of statements. Decide which statement more closely describes your team as it exists today. Circle a number from five to one to indicate your rating.

3. Calculate your Team Profile score

Transfer your ratings for each statement to the Tally Box on the last page of the instrument. Add the scores for each characteristic.

4. Create your Assessment Profile Graph

Using the total score for each characteristic, draw a horizontal bar graph in the grid provided in the middle of page 5.

5. Report the results

Report the scores from your Tally Box to your workshop facilitator or team leader as instructed.

High Performance Team Assessment Profile II

The following profile is designed to help you identify certain patterns of behavior which affect the performance of your team. Read each of the thirty-five sets of statements carefully. Decide which statement in each set more closely describes your team as it functions today. Circle a number from five to one to indicate your rating.

Statement A		In Between A and B		Statement B
Just Like A 5	More Like A Than B 4	3	2	Just Like B 1
1. We have a written statement of mission or purpose for our team.				1. We have no written statement of mission or purpose for our team.
2. We have a clearly articulated set of beliefs or values that guide our decisions and our actions.				2. We do not have a clearly articulated set of beliefs or values that guide our decisions and our actions.
3. We have clearly defined the roles and tasks of every member of our team.				3. We have no clearly defined roles and tasks for our team members.
4. We have a clear and complete process for communication within our team.				4. We do not have a clear and complete process for communication within our team.
5. We have a very high level of disclosure trust on our team. This means that people feel free to disclose information about themselves or their area of responsibility without fear that they will be criticized, taken advantage of, or talked about when they are gone.				5. We have a very low level of disclosure trust on our team. This means that people do not feel free to disclose information about themselves or their area of responsibility. They fear that they will be criticized, taken advantage of, or talked about when they are gone.
6. We have clearly defined specific, quantifiable measures of our team's performance - our Critical Measures of Success.				6. We do not have clearly defined specific, quantifiable measures of our team's performance.
7. Our team has the ability to mix work and fun easily. We love to work hard and play hard together.				7. Our team does not have the ability or the interest to mix work and fun easily. We do our jobs but we don't socialize.
8. Everyone has a clear understanding of the purpose of our team, and why it exists.				8. Everyone does not have a clear understanding of the purpose of our team, and why it exists.

Statement A

Statement B

9. We have a clear code of conduct for team members.

9. We do not have a clear code of conduct for team members.

Just Like A

More Like A
Than B

In Between
A and B

More Like B
Than A

Just Like B

5

4

3

2

1

10. Each member of our team knows what skills and abilities are essential to perform our tasks with excellence.

10. Not every member of our team knows what skills and abilities are essential to perform our tasks with excellence.

5

4

3

2

1

11. Each team member receives the information needed to do his or her job effectively and to feel a part of the team.

11. Team members do not usually receive the information needed to do their jobs effectively and to feel a part of the team.

5

4

3

2

1

12. We have a high level of contractual trust on our team. That means that each team member can depend on every other team member to do exactly what they say they will do.

12. We have a low level of contractual trust on our team. That means that each team member cannot depend on other team members to do what they said they would do.

5

4

3

2

1

13. We measure the performance of our team regularly, using specific quantifiable indicators.

13. We don't measure the performance of our team regularly, using specific quantifiable indicators.

5

4

3

2

1

14. We are able to shift easily from a heavy task orientation to a more fun and social orientation once our work is finished.

14. We are not able to shift easily from a task orientation to a more fun and social orientation once our work is finished.

5

4

3

2

1

15. We have a clear vision for the future of our team. Every member of the team shares the same vision.

15. We have no clear vision for the future of our team.

5

4

3

2

1

16. We have very high expectations for performance on our team.

16. We have no expectations for performance on our team.

5

4

3

2

1

17. We focus on learning and mastering the fundamental skills of our jobs. Every team member demonstrates a high level of knowledge and skill.

17. We do not focus on learning and mastering the fundamental skills of our jobs. Most team members do not demonstrate a high level of knowledge and skill.

5

4

3

2

1

Statement A

Statement B

18. We have a process in place for each member of the team to receive feedback about his or her individual performance and the performance of the team.

18. We do not have a process in place for each member of the team to receive feedback about his or her individual performance and the performance of the team.

Just Like A

**More Like A
Than B**

**In Between
A and B**

**More Like B
Than A**

Just Like B

5

4

3

2

1

19. We have a high level of informational trust. That means that each team member is assured of getting complete, accurate and timely information that is relevant to the work we are doing.

19. We have a low level of informational trust. That means that each team member cannot be assured of getting complete, accurate and timely information that is relevant to the work we are doing.

5

4

3

2

1

20. We use our Critical Measures of Success to set quantifiable goals for team performance.

20. We do not set quantifiable goals for team performance.

5

4

3

2

1

21. Our team members demonstrate a high level of enthusiasm and fun. We enjoy what we are doing. We often joke and laugh, even during difficult times.

21. Our team members demonstrate a low level of enthusiasm and fun. We don't often joke and laugh, especially during difficult times.

5

4

3

2

1

22. We have clearly defined common goals for our team. We use those goals to set our priorities on a day-to-day basis.

22. We have no clearly defined common goals for our team. We have difficulty setting priorities on a day-to-day basis.

5

4

3

2

1

23. We have a process for holding each other accountable for the results of the team.

23. We don't have a process for holding each other accountable for the results of the team.

5

4

3

2

1

24. We place very high value on knowledge, skill and attitude development. On-going education and training is a regular part of our team activity.

24. We place a very low value on knowledge, skill and attitude development. On-going education and training are not a part of our team activity.

5

4

3

2

1

25. We have an open, honest communication climate. People deal directly with each other.

25. We have a closed, guarded communication climate. Everyone has to be careful about what they say and do.

5

4

3

2

1

26. Our team members always follow through and complete assignments on time.

26. Our team members seldom or never follow through and complete assignments on time.

5

4

3

2

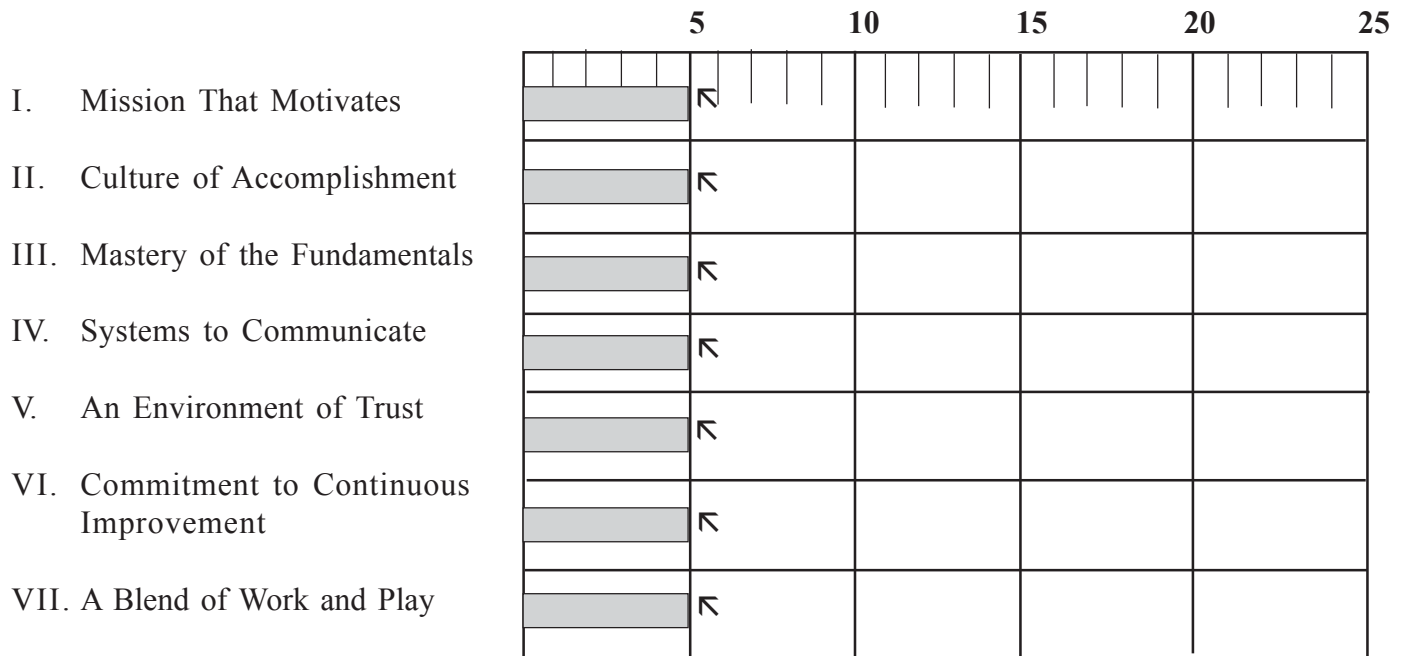
1

Statement A		Statement B		
27. We are constantly course correcting by measuring our progress and adjusting our performance to keep us on track.			27. We do not measure our progress and adjust our performance to keep on track.	
Just Like A	More Like A Than B	In Between A and B	More Like B Than A	Just Like B
5	4	3	2	1
28. Our team members are positive about everything we do, and enjoy coming to work in the morning.			28. Our team members are negative about everything we do. This is not a fun place to work.	
5	4	3	2	1
29. We have clear, detailed action plans to achieve our goals.			29. We do not have clear, detailed action plans to achieve our goals.	
5	4	3	2	1
30. We have a clear understanding of the history and traditions of our organization and how it affects our team. We know what has made us successful.			30. We have no understanding of the history and traditions of our organization and how it affects our team. We don't know what has made us successful.	
5	4	3	2	1
31. We have frequent and regular coaching to help team members master fundamental skills.			31. We do not have coaching to help team members master fundamental skills.	
5	4	3	2	1
32. Our team members are encouraged to speak out and to be receptive to the ideas of others.			32. Team members are not encouraged to speak out and to be receptive to the ideas of others.	
5	4	3	2	1
33. Our team members deal directly with each other on matters of trust.			33. Team members do not deal directly with each other on matters of trust.	
5	4	3	2	1
34. We avoid defensiveness and blaming when trying to understand performance problems or the reasons for being off course. We take suggestions as an opportunity to grow.			34. We use defensiveness and blaming when discussing performance problems or the reasons for being off course. Everyone is always trying to cover his or her tracks.	
5	4	3	2	1
35. We demonstrate a high level of mutual support. Team members cheer each other on when we are doing well and lend emotional support when we are down.			35. We demonstrate a low level of mutual support. Team members are constantly gossiping and criticizing each other, especially when we are down.	
5	4	3	2	1

Tally Box

I. A Mission that Motivates	1	8	15	22	29	Total	
II. A Culture of Accomplishment	2	9	16	23	30	Total	
III. Mastery of the Fundamentals	3	10	17	24	31	Total	
IV. Systems to Communicate	4	11	18	25	32	Total	
V. An Environment of Trust	5	12	19	26	33	Total	
VI. Commitment to Continuous Improvement	6	13	20	27	34	Total	
VII. A Blend of Work and Play	7	14	21	28	35	Total	

High Performance Team Assessment Profile Graph



(Extend the bar for each characteristic to show the total score from the Tally Box)

Name (optional): _____

Organization: _____

Department: _____

Position: Vice President _____
 Director _____
 Manager _____
 Supervisor _____
 Staff _____

Available From:



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