

## Team Functioning Scale

To enact sustainable improvements, team meetings must be structured, focused, and support meaningful communication and shared decision-making. Each team member is asked to respond to this short survey, thinking about the last three team meetings.

<b>Structure</b>	Meeting roles unassigned	1 2 3 4 5	Multiple meeting roles assigned prior to the meeting (e.g., facilitator, note-taker)
	Ever-changing start and stop times (e.g., members straggle in, waiting for leadership, meetings sometimes cancelled)	1 2 3 4 5	Meeting starts and ends on time as scheduled
	Irregular attendance by team members	1 2 3 4 5	Nearly all team members attend regularly
	Nonexistent or limited use of agendas	1 2 3 4 5	Agenda developed and available prior to meetings
	Nonexistent or limited use of meeting minutes/notes	1 2 3 4 5	Minutes/notes taken during meeting and distributed to all team members after the meeting
<b>Communication</b>	Minimal team member engagement (e.g. members off-task, distracted)	1 2 3 4 5	High level of engagement from all team members (e.g., verbal input, attention, willingness to complete tasks)
	Discussions disjointed (e.g., numerous interruptions, sidebar conversations)	1 2 3 4 5	Discussions stay on track; no sidebar conversations
	Poor team member communication (e.g., aggressive tones, lack of listening, disrespect)	1 2 3 4 5	Team members communicate effectively (e.g., speak directly, ask questions, express support, restate ideas)
	Disagreements/conflicts aren't addressed (e.g., disgruntled team members, talking behind backs)	1 2 3 4 5	Disagreements/conflicts are addressed (e.g., problem solving, respect, listening)
	Some members are not valued as important to the team		Members value each other's roles and contributions
	Members are not provided time/forum to share viewpoints; limited discussion time before a decision is made	1 2 3 4 5	All viewpoints shared and given adequate time prior to decision-making (e.g., discussion of options and consequences)
	Final decision made with limited input by team (e.g., one person makes decision, limited influence, no voting)	1 2 3 4 5	Shared decision-making with balanced influence of team members (e.g., voting on decisions, discussion of options)
<b>Focus</b>	Lack of meeting purpose (e.g., meeting "for the sake of meeting")	1 2 3 4 5	Meeting has clear purpose, which is communicated in advance
	Data does not drive decision-making	1 2 3 4 5	Data drives decision-making (i.e., relevant data is reviewed and discussed; decisions clearly influenced by data)
	No reference to past goals/action items	1 2 3 4 5	Status of action items from last meeting is reviewed
	Action items not identified, unclear responsibilities	1 2 3 4 5	Clear action items (e.g., deadlines, person responsible)
	Meetings are not productive and do not result in progress	1 2 3 4 5	Meetings are productive; continual progress focused on purpose

Gaumer Erickson & Noonan (2012). *Team Functioning Scale*. Lawrence, KS: University of Kansas Center for Research on Learning. Adapted in part from *TIPS Fidelity of Implementation Checklist* (Newton et al., 2012) and *Team/Department Meeting Observation Guide and Checklist* (Gunhold, 2009).