Team Functioning Scale

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The *Team Functioning Scale* is a 17-item online survey designed to capture overall functioning of a team implementing an improvement process. To enact sustainable improvements, team meetings must be structured, focused, and support meaningful communication and shared decision making.

The *Team Functioning Scale*:

- Evaluates overall functioning of team meetings.
- Indicates how team members observe team functioning around the subdomains of *Structure*, *Communication*, and *Focus*.
- Is quick and easy to complete, resulting in a high response rate.
- Supports improvement in the quality and functioning of meetings by identifying key areas for improvement.
- Relevant to educators, administrators, community providers, and businesses.

To better understand overall team functioning, the *Team Functioning Scale* provides team members with observable concrete examples of poor team functioning as well as exemplary team functioning. Participants complete a sliding scale (1–5) between the items to relate the observed level of team functioning for each indicator.

Citation:

Gaumer Erickson, A. S., & Noonan, P. M. (2012). *Team Functioning Scale*. Research Collaboration, University of Kansas. https://www.researchcollaboration.org/tools/

Administering the *Team Functioning Scale*

To administer the *Team Functioning Scale*, ask all members of your implementation team to complete this short scale. It can be administered on paper or through a survey platform. All responses are confidential and should be aggregated in reporting. Review and update the sample text for the email to be sent to all members of your implementation team or explain and administer the scale during a team meeting.

Contact Dr. Amy Gaumer Erickson (agaumer@ku.edu) with questions regarding the *Team Functioning Scale*.

Dear Team Member,

As part of our teaming process, it is important to get your input on the current level of functioning of our team. The 17-item *Team Functioning Scale* will provide valuable data that will be used to improve the quality of our ongoing meetings.

Each member of our team will respond to this short survey, thinking about the last three team meetings.

Please go to [link], choose our team from the pull-down menu, and then complete the survey. Submit the online scale by [one week from today]. The data will then be compiled and shared with the team via a summary [at the next team meeting or via email]. No identifying information will be collected or shared throughout this process.

Thank you in advance for completing the survey.

Sincerely,

Interpreting the *Team Functioning Scale* Results

The *Team Functioning Scale* Report provides average team ratings for each item. Furthermore, items are clustered in subdomains of *Structure*, *Communication*, and *Focus*. It is not expected that teams will have high levels of functioning across all items. Instead, the results should be used to identify strengths and prioritize areas for improvement.

Guided Discussion Questions for Implementation Teams

1. Quickly glance through the data. What are your first impressions?
2. Does the number of survey participants adequately represent our team?
3. Celebrate successes: Which items or areas of team functioning are we doing well? What processes are in place that support these high levels of functioning?
4. Prioritize needs: Which items or areas of team functioning are low and need improvement? Which components of team functioning could be improved over the next two meetings?
5. Next steps: How should the results influence our team meeting structure for the next year? What strategies can we implement to improve our team functioning?

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**.

Structure	Meeting roles unassigned	1 2 3 4 5	Multiple meeting roles assigned prior to the meeting (e.g., facilitator, notetaker)
	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
Communication	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	1 2 3 4 5	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)
Focus	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 do not drive decision making	1 2 3 4 5	Data drive decision making (i.e., relevant data are 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

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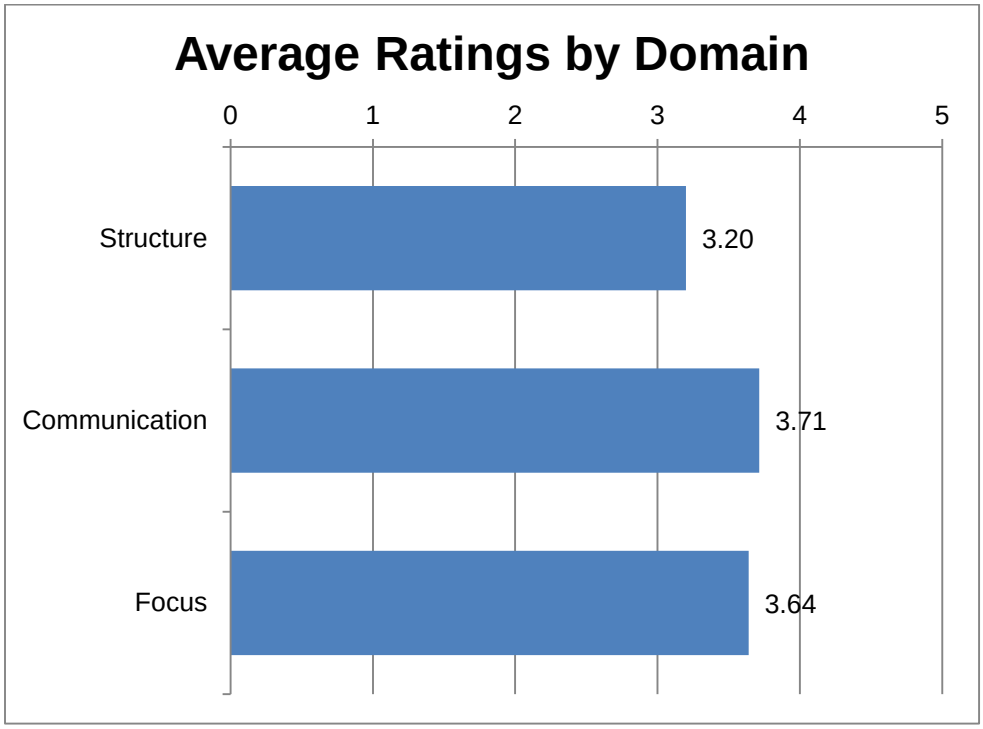
Team Functioning Scale Report

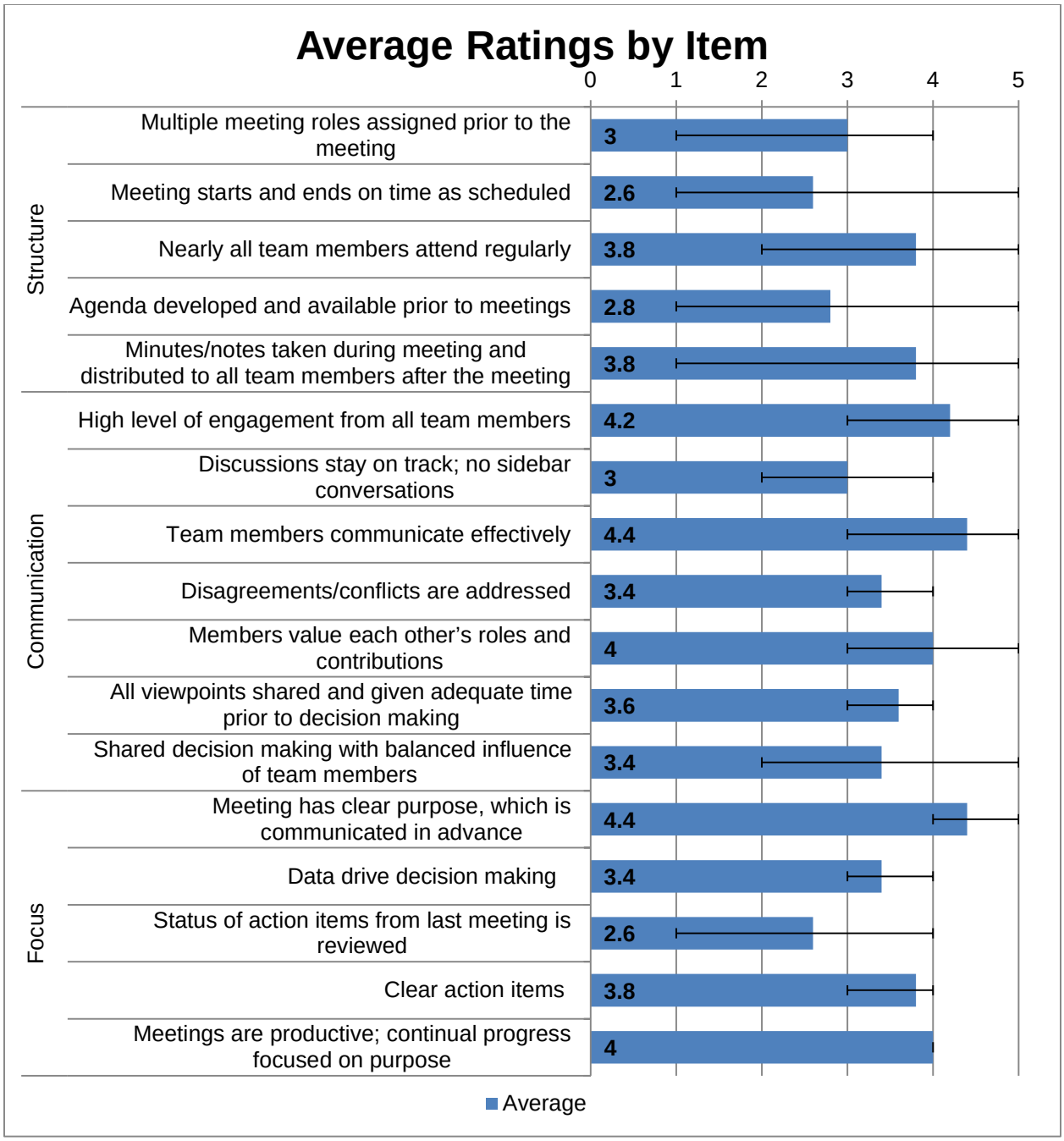
[Team]

[Date]

This report provides a summary of the *Team Functioning Scale* responses. The survey responses provide an average score in each domain (*Structure*, *Communication*, and *Focus*) as well as the average and range of ratings on each survey item.

Number of Respondents: 8




Average Ratings by Item
0
1
2
3
4
5
Structure
Communication
Focus
Multiple meeting roles assigned prior to the meeting
3
Meeting starts and ends on time as scheduled
2.6
Nearly all team members attend regularly
3.8
Agenda developed and available prior to meetings
2.8
Minutes/notes taken during meeting and distributed to all team members after the meeting
3.8
High level of engagement from all team members
4.2
Discussions stay on track; no sidebar conversations
3
Team members communicate effectively
4.4
Disagreements/conflicts are addressed
3.4
Members value each other's roles and contributions
4
All viewpoints shared and given adequate time prior to decision making
3.6
Shared decision making with balanced influence of team members
3.4
Meeting has clear purpose, which is communicated in advance
4.4
Data drive decision making
3.4
Status of action items from last meeting is reviewed
2.6
Clear action items
3.8
Meetings are productive; continual progress focused on purpose
4
Average