

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	Agendas 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 does not drive decision making	1 2 3 4 5	Data drives 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

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