# TEAM
## PERFORMANCE
## CHECKLIST

## INTRODUCTION

Assessing team performance is essential to effective management, contributing significantly to an organization's success. One practical and straightforward way to do this is through a team performance assessment checklist. This tool enables managers to systematically evaluate various aspects of a team's functioning, from collaboration and communication to productivity and creativity. The insights from such a checklist are not just numbers on a scale; they provide an in-depth understanding of team dynamics, informing strategies for improvement and growth. Here are a few reasons why conducting a team performance assessment with a checklist is critical.

You will be able to:

1. Identify Strengths and Weaknesses
2. Promote Dialogue and Understanding
3. Enhance Team Cohesion
4. Set Clear Expectations and Track Progress
5. Boost Performance

This checklist is based on five aspects of high-performing teams identified by Google's Aristotle Project.

# PROJECT
## ARISTOTLE

## HIGH PERFORMING TEAMS

Project Aristotle was a research initiative by Google to understand the dynamics of effective teams. Researchers spent two years studying 180 Google teams. They've conducted 200-plus interviews and analyzed over 250 different team attributes.

They identified five key dynamics that set successful teams apart:

1. **Psychological Safety:** Team members feel safe taking risks without feeling insecure or embarrassed.
2. **Dependability:** Team members reliably complete tasks on time.
3. **Structure and Clarity:** Team members have clear roles, plans, and goals.
4. **Meaning of Work:** Work is personally important to each team member.
5. **Impact of Work:** Team members believe their work matters and create change.

High-performing teams score high on each of these five dynamics. Thousands of companies have been applying these principles to make their teams better. This checklist and scorecard will help you assess where your team stands and give insight into what you can do to transform your team into a high-performing powerhouse.

# PSYCHOLOGICAL SAFETY

## QUESTIONAIRE

**Psychological Safety** is a powerful principle – envision a team culture where fear of judgment or reprisal is absent, an environment that encourages robust discourse, permits calculated risk-taking, and tolerates errors.

- [ ] **Attrition Rate:** Rate at which employees leave your team. Does your team have a high attrition rate?

- [ ] **Personal Connection:** Having a best friend on the team. Do team members avoid hanging out after work?

- [ ] **Meeting Participation:** Sharing ideas in meetings. Do your team members stay mostly quiet during meetings?

- [ ] **Leadership Appeasement:** Not challenging the leader's ideas. Does your team avoid challenging leaders' contentious ideas?

- [ ] **Fear of Failure:** Anxiety about not succeeding in given tasks. Is failing at a task an unacceptable outcome in your team?

- [ ] **Declining Productivity:** Doing the bare minimum on tasks. Have you noticed a decline in your team's productivity levels?

- [ ] **Decisions Indecision:** Being indecisive over trivial things. Are you often asked to decide even the most trivial of topics?

- [ ] **Persistent oversight:** Forced or deliberate micromanagement. Do you have to micromanage your team members constantly?

- [ ] **Fear of Asking:** Being afraid to ask questions or for help. Are your team members afraid to ask for help when stuck?

Count all the checkmarks and write down the number

**Score:** _____

# DEPENDABILITY

**Dependability,** as defined by the landmark study, signifies the certainty that team members will perform their responsibilities accurately and promptly, always maintaining high-quality standards.

- ☐ **Missed Deadlines:** Frequently failing to meet deadlines.
  Are project deadlines frequently missed or extended?

- ☐ **Low-Quality Work:** Work often needs revision or rework.
  Does your team's work often require multiple revisions?

- ☐ **Inconsistent Performance:** Inconsistent quality of output.
  Is the team's productivity and output fluctuating?

- ☐ **Unreliable Commitments:** Continual over-promising.
  Are commitments made frequently not met or unfulfilled?

- ☐ **Lack of Initiative:** Not being proactive at fixing problems.
  Are problem-solving and improvement mandated tasks?

- ☐ **Escalating Conflict:** An increase in unresolved conflicts.
  Are unresolved conflicts among team members escalating?

- ☐ **Frequent Absenteeism:** Being unavailable when needed.
  Is there a high rate of absenteeism or unavailability?

- ☐ **Over-Reliance On Certain Members:** Picking up the slack.
  Are certain members always relied upon to pick up the slack?

- ☐ **Distrust:** Work not given to "weaker" performers.
  Do you give important tasks only to "trusted" employees?

Count all the checkmarks and write down the number

**Score:** _____

# STRUCTURE AND CLAIRTY

## QUESTIONAIRE

**Structure and clarity** refer to the importance of team members understanding their job, fulfilling expectations, and the consequences of their performance. It emphasizes setting clear but challenging and attainable goals.

- [ ] **Role Confusion:** Being unsure about roles and responsibilities. Are your people unsure of their role in the team or business?

- [ ] **Unclear Goals:** Lack of well-defined, clear objectives. Are there frequent moments of confusion about team goals?

- [ ] **Poor Communication:** Lack of regular, clear communication. Do team members often keep each other out of the loop?

- [ ] **Task Overlap:** Multiple people work on the same tasks Are multiple people unknowingly working on the same task?

- [ ] **Unbalanced Workload:** Some have more work than others. Do just one or a few team members carry the whole team?

- [ ] **Low Morale:** There's a sense of frustration or apathy. Have you noticed a sense of disinterest in work outcomes?

- [ ] **Inconsistent Performance:** Work results are hit or miss. Does the team's productivity fluctuate or lack consistency?

- [ ] **Conflict and Tension:** Frequent conflict, tension in the team. Are conflicts and tension a regular occurrence in the team?

- [ ] **Delayed Decision-Making:** Decisions are often postponed. Does doubt over responsibility create delayed decisions?

Count all the checkmarks and write down the number

**Score:** _____

# MEANING OF WORK

## QUESTIONAIRE

**Meaning** describes how significant our work is to us. It is highly personal and diverse. It varies from having the financial stability to solving a world problem. Finding meaning in our work has a profound impact on team effectiveness.

- [ ] **Low Engagement:** Being disengaged or indifferent about work. Do team members seem aloof or uninvolved in their work?

- [ ] **High Turnover:** A high rate of people leaving the team. Is your team experiencing frequent departures?

- [ ] **Lack of Initiative:** No proactive steps to improve work. Are team members seldom proposing new ideas?

- [ ] **Poor Performance:** Work quality is below standard. Is the team consistently producing work below standard?

- [ ] **Absence of Personal Growth:** Little interest in improving. Is there a lack of interest in personal or professional growth?

- [ ] **Lack of Responsibility:** Actively avoiding taking ownership. Do team members frequently avoid taking responsibility?

- [ ] **Frequent Absenteeism:** Missing work on purpose and often. Do team members often miss work or persistently arrive late?

- [ ] **Lack of Collaboration:** Working in silos, avoiding cooperation. Do team members prefer working alone on assigned tasks?

- [ ] **Limited Participation:** Lack of involvement in team activities. Is there reluctance to actively participate in team activities?

Count all the checkmarks and write down the number

**Score:** _____

# IMPACT OF WORK

**Impact** refers to the belief among team members that their work matters and is contributing positively to the organization's goals. When team members feel their work has a significant impact, it boosts morale and increases job satisfaction.

☐ **Reduced Engagement:** Lacking interest in your tasks. Do team members appear disengaged during meetings?

☐ **Declining Work Quality:** Noticeable drop in output quality. Is there a noticeable decline in the team's quality of work?

☐ **Low Job Dedication:** Doing the bare minimum to get by. Do you notice low dedication to work from your team?

☐ **Reduced Helping Behaviour:** Not going the extra mile. Are team members less willing to assist each other?

☐ **Lack of Initiative:** Few suggest new ideas or take the lead. Have you noticed a lack of new ideas coming from the team?

☐ **Impact blindness:** Not seeing the social impact of your work. Are team members unaware of their work's social impact?

☐ **Low Social Worth:** Feeling undervalued or unappreciated. Do team members feel their work isn't appreciated?

☐ **Limited Goal Progress:** Not making significant progress. Have you noticed stagnation or general slow progress?

☐ **Lack of Personal Fulfillment:** No connection to life goals. Is there a lack of connection between work and life goals?

Count all the checkmarks and write down the number

**Score:** _____

# TEAM EFFECTIVENESS SCORECARD

**What is an effective team?** An effective team is one where team members feel safe to take risks. They depend on each other to complete work and understand their roles and goals. They see meaning in their work and believe it matters and creates change.

**Psychological Safety:**
Team members feel safe taking risks without feeling insecure or embarrassed.

**Dependability:**
Team members reliably complete tasks on time.

**Structure and Clarity:**
Team members have clear roles, plans and goals.

**Meaning of Work:**
Work is personally important to each team member.

**Impact of Work:**
Team members believe their work matters and create change.

**Team Effectiveness Score:**
Add the score from each of the five sections.

# TEAM EFFECTIVENESS
## SCORECARD

**The Team Effectiveness Scorecard** is a powerful diagnostic tool designed to measure and guide teams toward optimal performance. By situating your team in one of three stages - Low, Moderate, or High Effectiveness - you can get a snapshot of current strengths and areas for improvement, paving the way for targeted action and continuous growth..

**Developing Team - Low Effectiveness:**
Teams in this stage are currently experiencing challenges that are impacting their effectiveness. This stage requires focused attention on improvement, establishing trust, and setting clear and attainable goals.

**31 – 45**

**Progressing Stage - Moderate Effectiveness:**
Teams at this stage are making progress along the key five dynamics. The focus at this stage should be on reinforcing positive developments and addressing remaining obstacles.

**16 – 30**

**High-Performing - High Effectiveness:**
Teams in the high-performing stage have achieved a strong level of effectiveness across all key dynamics. They demonstrate exceptional collaboration, innovation, and performance, consistently delivering high-quality work and driving positive outcomes.

**0 – 15**

# FIVE STEPS TO IMPROVE TEAM EFFECTIVENESS NOW

**It is going to take time.** And if you're the team leader, the journey to an effective team will begin with you. These five steps will be the beginning of your journey to build an effective team. You will have to repeat and reinforce these steps with many repetitions.

### 1. Psychological Safety:
Next time someone on your team fails at a task, provide praise and guidance publicly. Make sure the whole team knows it's ok to fail.

### 2. Dependability:
When asking your team to complete a task, mention how you depend on everyone to work together and ensure clients and your business is set up for success.

### 3. Structure and Clarity:
Ask your team to write down how they understand your team's business objectives. Review and clarify any misunderstandings, and hold regular goal review sessions.

### 4. Meaning of Work:
Spend time with each member of your team. Ask about their life outside work, family, and what they value most. Ask how their life connects to the work they do.

### 5. Impact of Work:
Whether you call them clients or users, what your team does every day affects real people. Take your team to meet them, and show your team how it makes the difference.