

Team Member Self-Assessment

Note

Please keep in mind that the results from this inventory will be helpful to you only to the extent that they are an accurate reflection of your actual team member behavior. Therefore, it is to your benefit to respond as candidly as possible.

Instructions

- The inventory consists of 36 statements which describe a team member's behavior with his or her team.
- Carefully read the first statement. Keeping in mind your own team member behavior, indicate how often you engage in the behavior along a continuum from *Never* to *Always*.
- Place an X in the circle that corresponds to your choice for each statement. Place an X in only *one* circle per statement. You must make a choice for all 36 statements in order for the assessment to be scored accurately.
- Make your choices based on how you actually behave, not on how you think you should behave. ►

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SKILL ASSESSMENT

- | | Never | | | | Always |
|--|--------------|-----|-----|-----|---------------|
| 1. During team discussions, I like to have both myself and the other team members take charge. | (1) | (2) | (3) | (4) | (5) |
| 2. When solving problems, I avoid “knee-jerk” reactions, and help the team find the root cause of the problem before taking action. | (1) | (2) | (3) | (4) | (5) |
| 3. I help create an atmosphere where all team members respect one another and enjoy working together. | (1) | (2) | (3) | (4) | (5) |
| 4. I help my fellow team members understand the reasons for having the goals we do. | (1) | (2) | (3) | (4) | (5) |
| 5. I make an effort to get to know all my fellow team members as individuals. | (1) | (2) | (3) | (4) | (5) |
| 6. I make a point to keep my team leader informed about what is happening with the team and any successes we’ve had. | (1) | (2) | (3) | (4) | (5) |
| 7. When working on team tasks, I strive to keep my commitments and consistently do what I’ve agreed to. | (1) | (2) | (3) | (4) | (5) |
| 8. I respect and effectively use the differences in style, culture and competence of all the members of our team. | (1) | (2) | (3) | (4) | (5) |
| 9. When differences arise during team meetings, I try and get the opposing team members to understand and state the points of view of the other. | (1) | (2) | (3) | (4) | (5) |
| 10. I strive to create an atmosphere of open, two-way communication between myself and my fellow team members. | (1) | (2) | (3) | (4) | (5) |
| 11. When a problem is identified, I share equally with my fellow team members in solving it. | (1) | (2) | (3) | (4) | (5) |
| 12. I help create an atmosphere where all team members recognize and praise one another for their specific accomplishments. | (1) | (2) | (3) | (4) | (5) |
| 13. I help in the setting of team goals and milestones in order to create a feeling of commitment and ownership. | (1) | (2) | (3) | (4) | (5) |
| 14. I strive to develop a positive and supportive relationship with all my fellow team members. ▶ | (1) | (2) | (3) | (4) | (5) |



SKILL ASSESSMENT

15. When team accomplishments are recognized, I make sure the entire team is recognized and not just selected individuals.
16. I provide regular feedback to my fellow team members to reinforce things they've done well and point out things that need improvement.
17. During team discussions, I help ensure that every team member has an opportunity to state his or her point of view and have it listened to and considered, even if it differs from the norm.
18. When differences arise during team meetings, I try to keep communication open, candid and unguarded between the opposing team members.
19. During team discussions, I respect the ideas offered by my fellow team members and listen to them without interruption.
20. When solving team problems, I use a systematic, no-blame approach to problem solving and decision-making.
21. I help create an atmosphere where all team members recognize that they need one another's knowledge skills and abilities to successfully complete team tasks.
22. I formally and informally demonstrate a strong professional commitment to achieving our team goals.
23. I make it known that I'm available to help if any of my fellow team members encounter difficulties accomplishing a task.
24. I keep my team leader informed on the status of team projects and what additional resources (time, money, equipment, support), if any, are needed to complete the projects.
25. I provide regular feedback to my fellow team members to help them understand what standards of behavior and performance are and are not acceptable.
26. During team discussions, I refuse to participate in any conversations that may be perceived by my fellow team members as derogatory or offensive. ►

Never

Always

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤

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① ② ③ ④ ⑤

① ② ③ ④ ⑤

① ② ③ ④ ⑤



SKILL ASSESSMENT

27. When differences arise during team discussions, I help the opposing team members discover and state explicitly the common interest and goals that they share.

Never **Always**

(1) (2) (3) (4) (5)

28. During team discussions, I acknowledge each team member's point of view and ask questions to get more information.

(1) (2) (3) (4) (5)

29. When solving team problems, I use an approach marked by timely decision-making without procrastination and an appropriate bias toward action.

(1) (2) (3) (4) (5)

30. I help create an atmosphere where all team members are helpful and supportive of one another.

(1) (2) (3) (4) (5)

31. I encourage my fellow team members to feel proud each time we achieve one of our goals.

(1) (2) (3) (4) (5)

32. I keep my promises and respond promptly and willingly to requests from my fellow team members.

(1) (2) (3) (4) (5)

33. I am sensitive to the many pressures faced by upper management and use this perspective to help my fellow team members understand why management makes some of the decisions they do.

(1) (2) (3) (4) (5)

34. When working on team tasks, I willingly face up to my mistakes and accept responsibility for what happened.

(1) (2) (3) (4) (5)

35. If another team member makes a remark or joke that could be perceived as derogatory or offensive, I intervene and point out that such behavior is not appropriate.

(1) (2) (3) (4) (5)

36. During discussions of differences, I help the opposing team members to focus on joint problem solving and identify solutions that are satisfactory to both parties. ■

(1) (2) (3) (4) (5)



YOUR SKILL SCORES

Instructions

• Listed below are the nine dimensions associated with being an effective team member. Numbers to the right represent statements from the assessment. Refer back to statement number one and in the box labeled “1” below, enter the numerical value of the response you chose for that statement. For example, let’s say that for statement one you marked a “3.” In this case, you would enter a

3 in the box labeled “1” below.

- Total the numerical values on each dimension to obtain your skill effectiveness scores.
- After finding your skill effectiveness scores on each dimension, total your scores to determine your Overall Effectiveness.

Dimensions	Statements	Skill Effectiveness
Opening and Clear Communication	1 10 19 28 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Problem Solving and Decision-Making	2 11 20 29 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Cooperative Relationships	3 12 21 30 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Goal Oriented	4 13 22 31 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Trust	5 14 23 32 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Relationship With Team Leader	6 15 24 33 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Accountability	7 16 25 34 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Cross Cultural Sensitivity	8 17 26 35 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____
Managing Conflict	9 18 27 36 <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	= _____

Add the skill effectiveness scores for each dimension to get your Overall Effectiveness score.



What Your Scores Mean

The Team Member Self Assessment is designed to assess your use of the skills and behaviors that are essential to effectively working on a team.

Your overall effectiveness score will give you a general picture of how well you use these skills and behaviors. This score will range between 180 (most effective) and 36 (least effective).

Your skill effectiveness scores will indicate how well you perform each of the nine dimensions associated with effectively working on a team. Each of these scores will range between 20 (most effective) and 5 (least effective).

The Effectiveness Score ranges

chart below will help you interpret more accurately your overall and skill effectiveness scores. The chart categorizes all effectiveness scores into the ranges of “Strength,” “Competent” and “Development Need.” Locate your scores on the chart and circle the range of numbers within which each of your scores falls. The Overall Effectiveness column of the chart will help you better interpret your overall effectiveness score. The Skill Effectiveness columns of the chart are designed to help you gain a more accurate picture of your strengths and development needs on each of the nine dimensions critical to effectively working on a team.

Take a moment to notice whether your scores fall above or below “Competent.” If you have scores that fall into the “Strength” category either overall or on any of the nine dimensions, congratulations! These scores show that you use the skills and behaviors in these areas significantly more effectively than average.

On the other hand, if you have scores in either the “Competent” or “Development Need” categories, these identify areas where there is room for improvement, with scores in the “Development Need” category having the highest priority.

Effectiveness Score Ranges

	Open and Clear Communication	Problem Solving and Decision-Making	Cooperative Relationships	Goal Oriented	Trust	Relationship With Team Leader	Accountability	Cross Cultural Sensitivity	Managing Conflict	Overall Effectiveness
Strength	16-20	16-20	16-20	16-20	16-20	16-20	16-20	16-20	16-20	144-180
Competent	11-15	11-15	11-15	11-15	11-15	11-15	11-15	11-15	11-15	91-143
Development Need	5-10	5-10	5-10	5-10	5-10	5-10	5-10	5-10	5-10	36-90

