



TEAM DEVELOPMENT ASSESSMENT

1. NORMS	0 1 2 3 4 5		
Searching for norms, which are often assumed or implicit. “Watching” to figure them out.		Awareness of norms. Making norms explicit. Group style more solid (patterns of behavior, identity.)	Norms are known, strong, but flexible. New norms are generated for growth.
2. ROLES	0 1 2 3 4 5		
What are the goals? Are they achievable? What’s my part? What’s “mine”?		Member’s roles becoming defined/set. “Turf” becomes clear. Conflicts about “I” and “We”.	Bracketing of individual goals not in service of group.
3. LEADERSHIP	0 1 2 3 4 5		
What’s this leader really like? Really expect? What does he/she think of me? Who has “status” with him/her? “Going along” with leader’s role. Requests for leader involvement with conflict.		Testing leader. Trying out leadership – leader and group members.	Reliance on expertise of members – who leader is isn’t an issue.
4. FIT/AUTHENTICITY	0 1 2 3 4 5		
Who am I in this group? Will I fit/belong? How am I different/alike others? How much of my “true self” can I show? Do I want to be here/be committed? Strong (internal) focus on “I”.		Testing out similarities and differences – testing the waters. More outward/ “other” focus.	No need to suppress “true” or “ideal” selves. Authentic behavior. Balance between “I” and “We” focus.
5. TRUST	0 1 2 3 4 5		
Who can I trust? Who’s going to align with who?		Formation of subgroups. Higher level of distrust, questioning, lack of confidence in each other or some others.	Strong feeling of “we”. Members are comfortable together, feel safe, and are confident as individuals and about the group as a whole. Decisions made without all present. Individual decisions respected. Consensus is preferred.
6. INTIMACY	0 1 2 3 4 5		
Politeness. Contact is superficial. Pseudo intimacy. “Agreeing to disagree.”		More spontaneity. Less superficiality/pretense. More intimate interactions occur but are awkward.	Genuine interest in and care for each other. Contact is very honest, sometimes at a deep personal level, and cherished.
7. SPONTANEITY	0 1 2 3 4 5		
Conversation and interaction is pretty safe. Testing of relationships. Avoidance of eye contact. Awkward silences.		More substantive & supportive behaviors for the development or avoidance of conflict.	Spontaneous verbalization of differences. Eye contact, spontaneous sharing of feelings.

TEAM DEVELOPMENT ASSESSMENT (Continued)

8. PRIORITIZATION 0 1 2 3 4 5

Multiple attempts to define goals. Searching for and interpreting task, role, and boundaries.

Questions regarding purpose. Members' roles becoming defined/set.

Grounded in both individual and group goals and priorities. Boundaries are agreed upon and make sense, or are easily redefined as needed.

9. CONFLICT 0 1 2 3 4 5

Conflicts emerge (particularly around task clarity, roles, norms, etc.) but are played safely. (Can I voice my opinion? What will happen if I don't go along?) Silence is common.

Attempts to gain influence, power, & control. Various roles strongly challenged. Conflict is prolonged, avoided, overdone. Questions of loyalty, taking sides, thoughts of leaving. Either high (charged) energy exchange or internalization (silence).

Members are honest and direct while simultaneously honoring group level needs. Conflict is constructive and creates sense of unity. Opposing views are appreciated and not heard as threatening. No triangulation. Members take responsibility for own desires & motives. Absence of blaming.

10. INCLUSION 0 1 2 3 4 5

Intentional/unintentional exclusion. Some members are often silent. Thoughtlessness.

More intentional exclusion. Some members left out and/or are silent. Others dominate.

High inclusion. Everyone is heard. Careful & thoughtful choices are made about activities, schedules, different needs.