

Tuckman Team Working Questionnaire

Instructions

This questionnaire contains 32 statements about teamwork, next to each question indicates how rarely or often your team displays each behaviour using the following scoring system:

1 = almost never 2 = seldom 3 = occasionally 4 = frequently 5 = almost always

		Score
1	We try to have set procedures to ensure that things are orderly and run smoothly	
2	We are quick to get on with the task in hand and do not spend too much time on the planning stage	
3	Team feels that we're all in it together and shares responsibility for the team's success or failure	
4	We have thorough procedures for agreeing objectives and planning the way we will perform tasks	
5	Team members are afraid or don't like to ask others for help	
6	We take our teams goals and objectives literally and assume a shared understanding	
7	The team leader tries to keep order and contributes to the task in hand	
8	We do not have fixed procedures, we make them up as the task or project progresses	
9	We generate lots of ideas, but end up not using many because we fail to listen to them, or reject them without fully understanding them	
10	Team members do not fully trust the other members and closely monitor others who are working on a specific task	
11	The team leader ensures that we follow the procedures, do not argue, do not interrupt and keep to the point	
12	We enjoy working together; we have a full and productive time	
13	We have accepted each other as members of the team	
14	The team leader is democratic and collaborative	
15	We are constantly trying to define the goal and what tasks need to be accomplished	
16	Many of the team members have their own ideas about the process and personal agendas are rampant	
17	We fully accept each other's strengths and weaknesses	
18	We assign specific roles to team members when we are all together	
19	We try to achieve harmony by avoiding conflict	
20	The things we are doing are very different from what we imagined and seem quite difficult to accomplish	
21	There are many abstract discussions of the concepts and issues and some members are impatient with these discussions	
22	We are able to work through group problems	
23	We argue a lot, even if we agree on the real issues	
24	The team is often tempted to go above the original scope of the project or objective	
25	We express criticism of others' constructed play	
26	There is a close attachment to the team	
27	It feels that we are all working hard, yet little is being accomplished towards our objective	
28	The goals we have established seem unrealistic now	
29	Although we are not fully sure of our goals and issues we are excited and proud to be on the team	
30	We often share personal problems with each other	
31	There is a lot of resisting the tasks in hand	
32	We get a lot of work done	

Scoring the Questionnaire

The scores have now been added to the table below, total each of the four columns.

Statement	Score	Statement	Score	Statement	Score	Statement	Score
1		2		4		3	
5		7		6		8	
10		9		11		12	
15		16		13		14	
18		20		19		17	
21		23		24		22	
27		28		25		26	
29		31		30		32	
TOTAL		TOTAL		TOTAL		TOTAL	

Forming	Storming	Norming	Performing
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This questionnaire is designed to help you assess what state your team is operating at. It is based on the 'Tuckman' model of team formation, which describes the four stages a team will go through i.e. forming, storming, norming and performing.

The lowest score possible for a stage is 8, whereas the highest score for a stage is 40. The highest of the four scores indicates which stage you perceive your team to be operating at.

If you have two scores that are very close, the team is probably going through a transition phase. If there is only a small difference between three or four scores than this indicates that you have no clear perception of how your team is operating, or that your team's performance is highly variable.

A brief description of the four stages is provided overleaf.

Forming - Stage 1

High dependence on leader for guidance and direction. Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships. Processes are often ignored. Members test tolerance of system and leader. The leader directs the team.

Storming - Stage 2

Decisions don't come easily within group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases but plenty of uncertainties persist. Cliques and factions form and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress. The leader coaches and persuades.

Norming - Stage 3

Agreement and consensus is largely forms among team, who respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. Commitment and unity is strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is general respect for the leader and some of leadership is more shared by the team. The leader facilitates and enables others to work independently.

Performing - Stage 4

The team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed with the leader. The team has a high degree of autonomy. Disagreements occur but they are resolved within the team positively and necessary changes to processes and structure are made by the team. The team is able to work towards achieving the goal, and also to attend to relationship, style and process issues along the way. Team members look after each other. The team requires delegated tasks and projects from the leader. The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development. The leader delegates and oversees matters.