

# Tuckman - Teamwork Survey

## Objectives

To identify the present stage of the teamwork model that your team is presently operating in.

## Directions

This questionnaire contains statements about teamwork. Next to each question, indicate how often your team displays each behaviour by using the following scoring system:

- Almost never - 1
- Seldom - 2
- Occasionally - 3
- Frequently - 4
- Almost always - 5

## Questionnaire

1	We try to have set procedures or protocols to ensure that things are orderly and run smoothly (e.g. minimize interruptions, everyone gets the opportunity to have their say)
2	We are quick to get on with the task on hand and do not spend too much time in the planning stage
3	Our team feels that we are all in it together and shares responsibilities for the team's success or failure
4	We have thorough procedures for agreeing on our objectives and planning the way we will perform our tasks
5	Team members are afraid or do not like to ask others for help
6	We take our team's goals and objectives literally, and assume a shared understanding
7	The team leader tries to keep order and contributes to the task at 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 we do not use many because we fail to listen to them and reject them without fully understanding them
10	Team members do not fully trust the other team 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 fun 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 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 weakness
18	We assign specific roles to team members (team leader, facilitator, time keeper, note taker, etc.)
19	We try to achieve harmony by avoiding conflict
20	The tasks are very different from what we imagined and seem very difficult to accomplish
21	There are many abstract discussions of the concepts and issues, which make some members impatient with these discussions
22	We are able to work through group problems
23	We argue a lot even though we agree on the real issues
24	The team is often tempted to go above the original scope of the project
25	We express criticism of others constructively
26	There is a close attachment to the team
27	It seems as if little is being accomplished with the project's goals
28	The goals we have established seem unrealistic
29	Although we are not fully sure of the project's 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 of the tasks on hand and quality improvement approaches
32	We get a lot of work done

## Scoring

Next to each survey item number below, transfer the score that you give that item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), then enter a 3 next to item one below. When you have entered all the scores for each question, total each of the four columns.

Item	Score	Item	Score	Item	Score	Item	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 Stage		Storming Stage		Norming Stage		Performing Stage

This questionnaire is to help you assess in which stage your team operates at present. It is based on the Tuckman Model of Forming, Storming, Norming, and Performing. The lowest score possible for a stage is 8 (Almost never) while the highest score possible for a stage is 40 (Almost always).

The highest of the four scores indicates which stage you perceive your team to be operating in. If your highest score is 32 or more, it is a strong indicator of the stage your team is in.

The lowest of the three scores is an indicator of the stage your team is least like. If your lowest score is 16 or less, it is a strong indicator that your team does not operate this way.

If two of the scores are close to the same, you are probably going through a transition phase, except:

- If you score high in both the Forming and Storming Phases then you are in the Storming Phase
- If you score high in both the Norming and Performing Phases then you are in the Performing Stage

If there is only a small difference between three or four scores, then this indicates that you have no clear perception of the way your team operates, the team's performance is highly variable, or that you are in the storming phase (this phase can be extremely volatile with high and low points).