

Team Alignment Questionnaire

Purpose

The **Team Alignment Questionnaire**[™] was developed by Dr. Ralph Colby in 1980, to provide a method of benchmarking the trust level within a team and the effectiveness of communication about issues critical to a team's success: Purpose, Values, Vision, Goals, Procedures and Roles. There are two parts to the questionnaire. Part A measures the **trust level**, and Part B the **effectiveness of communication**, however when team members complete the questionnaire on the Internet they will not be aware of the fact that there are two parts... they will just answer 40 questions.

Internet Processing

Using the Internet-based processing functionality that we have developed provides you with easy access to the powerful assessment instrument, eliminates paperwork and postage, and makes reports immediately available once team members have completed the questionnaires.

Team members will receive an email requesting them to go to the appropriate web site where they will complete the questionnaire and have the opportunity to add literal comments about their perception of the team's performance.

The TAQ Reports

Team Structure Report:

This report is measuring two things:

Clarity - how clear each individual believes the team is on the team's *purpose, values, vision, goals, procedures* and *roles*. It is quite possible that an individual may be very clear on the vision for the team, but believe that the team is very unclear about that vision.

Approval - to what degree each individual *approves* of the team's *purpose, values, vision, goals, procedures* and *roles*. For example, a high approval in a very unclear position on the graph indicates a person is clear about that item, and approves of it, but believes that the team is very unclear about it.

The main benefit of the **Team Structure Report** is that you can see at a glance in which of these key areas you need to focus on increasing clarity, and where there is a need for more agreement. Using subsequent reports can provide confirmation that the team is improving in focus and alignment.

Team Trust Level Report: This report is measuring the degree to which each team member perceives that the four **elements of trust** are present in this team.

Openness - the degree to which team members openly share information and opinions with each other.

Straightforwardness - the degree to which team members are comfortable being direct in giving and receiving feedback.

Acceptance - the degree to which team members value and respect each other.

Reliability - the degree to which team members can count on each other to do what they are responsible for doing.

Although it is common to get a spread of responses on each scale, it is usually quite easy to identify at a glance which of the elements need the most work.

Comments Report: This report simply captures all the “literal comments” made by team members in the comments box on each question. Since the comments are printed “exactly” as typed there may be errors in spelling, grammar or formatting.

The significant thing about these reports is that most teams do not have a high degree of clarity and approval, nor do they score high in all four elements of trust. The main reason is that they just have not talked about it... and often the reason they have not talked it through enough is that there is a lack of *openness* and *straightforwardness* in the team. The team leader may think they have agreement for their vision and goals, but those who don't agree are not saying anything. In most cases where there is a lack of agreement, there has been insufficient participation of those people in the determining of the vision or goals. The processes used in Element 1 of the **Team Development Series** involve all team members in defining the *purpose* statement for the team, establishing the team *values*, developing a *vision statement*, and establishing *goals* and *action plans*.

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6009 Arden Court • Rockwall, Texas 75087
972 475 2494 • www.exsellpro.com

