

# THE TEAM ALIGNMENT QUESTIONNAIRE

## SAMPLE REPORT

**Presented By:**



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# The Team Alignment Questionnaire™

## Background

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 the 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 Reports

There are two reports for each team member:

### TEAM ALIGNMENT 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*.
- **Approval** - to what degree each individual *approves* of the team's *purpose, values, vision, goals, procedures* and *roles*.

### Clarity

It is important to understand the difference here between what we are measuring on *clarity* and *approval*. With *clarity*, we are measuring each team member's perception of how clear they believe their team is, not how clear the individual is. When people are asked how clear they are, some individuals may not want to admit not being clear. By asking whether they perceive the team to be clear, we get a more accurate picture of clarity.

It is also possible that an individual, the team leader for example, may be very clear on the vision themselves, but believe that the team is very unclear about that vision.

## Approval

With *approval*, we are measuring the individual's personal approval. So it is possible to have a *smiling yellow face* in a *very unclear* position on the graph. This would tend to indicate that this person is clear about that item themselves, and approves of it, but believes that the team is very unclear.

The percentages for *Team Clarity* and *Team Approval* represent the raw scores from the questions asked compared to the maximum possible score.

- A score of 70% for Team Clarity is saying that the total aggregate score for the team is 70% of what is possible.
- There is no way of looking at the report and calculating this percentage.
- That is also true of the approval scores... a person does not have to totally approve of each question to get a smiling face, so you can have all smiling faces and a score of less than 100%.

The main benefit of the **Team Alignment 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 approval.

## Key Questions:

- On which items is our group most clear and approving of?
- Where do we most need to increase clarity and approval?

## TEAM TRUST LEVEL REPORT

This report measures the degree to which each team member perceives that the four *elements of trust* are present in their team. The elements of trust and the behaviors measured are:

- **Congruence** - the degree to which team members (1) have clearly defined and agreed behavioral standards, (2) make sure expectations are clear, (3) are willing to discuss and resolve disagreements and (4) practice what they preach.
- **Openness** - the degree to which team members (1) openly share information and opinions, (2) discuss feelings with one another, (3) do not withhold relevant information from one another, and (4) are comfortable receiving feedback from each other.
- **Acceptance** - the degree to which team members (1) are really listened to, (2) are accepted for who they are, (3) feel it is safe to express conflicting views, and (4) encourage and support each other.
- **Reliability** - the degree to which team members (1) can rely on each other to get the job done, (2) do what they say they will do, (3) take ownership of their jobs and, (4) have high standards of quality in everything they do.

Although it is common to get a spread of responses on each scale, there is usually a tendency for some consistency in group scores, so the elements that need most work can easily be identified.

The percentages for each element represent the raw scores from the questions asked compared to the maximum possible score.

- A score of 70% for Openness is saying that the total aggregate score for the team is 70% of what is possible, not that 70% of the team is open.
- There is no way of looking at the report and calculating this percentage.

Often, the most underrated element is *Acceptance*. It is this element that creates the climate for the other three to increase. When team members feel that they are valued and respected, they are more comfortable being open and honest with each another.

### **Key Questions:**

- Which of the *Elements of Trust* are we best at and worst at?
- What are the factors that contribute to our strengths and areas we need to improve?
- What barriers need to be removed to increase the trust level on all four elements?

### **THE COMMENTS REPORT**

This report is simply a print-out of 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 Comments Report should be distributed after you have debriefed both the Team Structure Report and Trust Level Report. It is recommended that you let the team read the comments, and then ask the team to identify issues that need to be discussed and acted upon.

It is critical that you thank the team for their willingness to speak up (be open and straightforward) by adding their comments, and that any attempt to find out who said what or to be critical of negativity will only encourage less openness in future.

# Team Alignment Questionnaire Team Trust Level Report

The level of Trust Building behaviors  
**Sample Company**

November 2007

		Team Trust Level
Congruence	<p>Trust Level</p> <p>Respondents</p> <p>Low Medium High</p>	50.0%
Openness	<p>Trust Level</p> <p>Respondents</p> <p>Low Medium High</p>	59.7%
Acceptance	<p>Trust Level</p> <p>Respondents</p> <p>Low Medium High</p>	63.9%
Reliability	<p>Trust Level</p> <p>Respondents</p> <p>Low Medium High</p>	62.5%








































# Team Alignment Questionnaire

## Team Alignment Report

The Degree to which Team Members are in Alignment

**Sample Company**

November 200

	Very Unclear		Moderately Unclear		Moderately Clear		Very Clear	Team Clarity	Team Approval
<b>Purpose</b>		 1		 2	 1  1	 2  1	 1	66.7 %	64.8 %
<b>Values</b>		 1	 1  1  1		 1  1	 2	 1	57.4 %	64.8 %
<b>Vision</b>			 1	 1  1	 3	 3		64.8 %	77.8 %
<b>Goals</b>				 1  1	 2  2	 2  1		68.5 %	81.5 %
<b>Procedures</b>	 1		 1  1	 1	 2	 2  1		55.6 %	42.6 %
<b>Roles</b>					 2  1	 1  2  1	 2	81.5 %	64.8 %

Position = Team Clarity

Countenance = Personal Approval

# Team Alignment Questionnaire Comments Report

**Sample Company**

November 2007

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TAQ01.001 -

1. Team members have the information they need to get the job done.

- Information can often be unclear. After some discussion we generally get a clearer picture.

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TAQ01.002 -

2. Team members have difficulty in clarifying expectations with each other.

- We do not talk about expectations
- I believe it is difficult to get some of the others to set their own due date on projects.

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TAQ01.003 -

3. In our team, when people express their point of view, they feel they have been truly listened to.

- People are interrupted frequently when they try to express their point of view

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TAQ01.004 -

4. In our team we can rely on each other to get the job done.

- We have not been very accountable to date. We are beginning to have clear objectives so this should improve.

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TAQ01.005 -

5. Team members are encouraged to share their feelings, regardless of whether they are positive or negative.

- Most do not discuss if they are in a minority opinion.

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TAQ01.006 -

6. If there is conflict in our team it is handled in a straightforward and constructive manner.

- We still avoid real conflict.

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TAQ01.007 -

7. Team members are accepted for who they are.

- *No Comments*

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TAQ01.008 -

8. When team members say they will do something, it gets done.

- We seldom review past actions so we do not know if things are completed until there are fires again.

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TAQ01.009 -

9. Team members are comfortable asking for feedback from one another.

- Does not happen very often

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TAQ01.010 -

10. In our team we have clearly defined the standards of behavior we must operate by.

- We only agreed to silence our cell phones and we still do not all do that.
- Some of us do and some do not!

*This is a sample of the Comments Report; normally all 40 questions would show even if there are no comments (per 7 above.)*

# Team Alignment Questionnaire Question Response Statistics

Sample Company

November 2007

9 Completed Responses

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## Team Trust Level

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### Congruence:

TAQ01.002 9 100% 2. Team members have difficulty in clarifying expectations with each other.

0	0.0%	Never
1	11.1%	Seldom
5	55.6%	Sometimes
3	33.3%	Usually
0	0.0%	Always
0	0.0%	No Response

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TAQ01.006 9 100% 6. If there is conflict in our team it is handled in a straightforward and constructive manner.

1	11.1%	Never
3	33.3%	Seldom
2	22.2%	Sometimes
3	33.3%	Usually
0	0.0%	Always
0	0.0%	No Response

---

TAQ01.010 9 100% 10. In our team we have clearly defined the standards of behavior we must operate by.

1	11.1%	Never
1	11.1%	Seldom
3	33.3%	Sometimes
4	44.4%	Usually
0	0.0%	Always
0	0.0%	No Response

---

TAQ01.014 9 100% 14. When it comes to operating by our values, our team practices what we preach.

0	0.0%	Never
1	11.1%	Seldom
4	44.4%	Sometimes
4	44.4%	Usually
0	0.0%	Always

0	0.0%	No Response
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**Openness:**

TAQ01.001 9 100% 1. Team members have the information they need to get the job done.

0	0.0%	Never
0	0.0%	Seldom
3	33.3%	Sometimes
6	66.7%	Usually
0	0.0%	Always
0	0.0%	No Response

---

TAQ01.005 9 100% 5. Team members are encouraged to share their feelings, regardless of whether they are positive or negative.

1	11.1%	Never
0	0.0%	Seldom
0	0.0%	Sometimes
7	77.8%	Usually
1	11.1%	Always
0	0.0%	No Response

---

TAQ01.009 9 100% 9. Team members are comfortable asking for feedback from one another.

0	0.0%	Never
3	33.3%	Seldom
4	44.4%	Sometimes
2	22.2%	Usually
0	0.0%	Always
0	0.0%	No Response

***This is a sample of the Statistics Report; normally all statistics would show here.***

# **Team Alignment Questionnaire<sup>TM</sup>**

## **Sample Individual Report**

The following 2 report pages are a sample of what an individual would receive having completed the questionnaire.

As you'll see the content is the same as the team report, the differences being that the individual's perception of where they see the team at that point in time is highlighted in green.

Only the individual receives a copy of their report it is not shared with the team unless the team member is willing to show or discuss it during the team debrief of the results.

# Team Alignment Questionnaire

## Team Trust Level Report

### Sample Individual Report

The level of Trust Building behaviors  
**Sample Company**

November 2007

		<b>Team Trust Level</b>								
<b>Congruence</b>	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="display: none;"> <caption>Congruence Trust Level Data</caption> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Low</td> <td>2</td> </tr> <tr> <td>Medium</td> <td>5</td> </tr> <tr> <td>High</td> <td>2</td> </tr> </tbody> </table>	Trust Level	Count	Low	2	Medium	5	High	2	50.0%
Trust Level	Count									
Low	2									
Medium	5									
High	2									
<b>Openness</b>	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="display: none;"> <caption>Openness Trust Level Data</caption> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Low</td> <td>0</td> </tr> <tr> <td>Medium</td> <td>3</td> </tr> <tr> <td>High</td> <td>5</td> </tr> </tbody> </table>	Trust Level	Count	Low	0	Medium	3	High	5	59.7%
Trust Level	Count									
Low	0									
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High	5									
<b>Acceptance</b>	<p style="text-align: center;">Trust Level</p> <p style="text-align: center;">Respondents</p> <table border="1" style="display: none;"> <caption>Acceptance Trust Level Data</caption> <thead> <tr> <th>Trust Level</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Low</td> <td>0</td> </tr> <tr> <td>Medium</td> <td>4</td> </tr> <tr> <td>High</td> <td>5</td> </tr> </tbody> </table>	Trust Level	Count	Low	0	Medium	4	High	5	63.9%
Trust Level	Count									
Low	0									
Medium	4									
High	5									
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Trust Level	Count									
Low	0									
Medium	5									
High	4									

# Team Alignment Questionnaire








































## Team Alignment Report

### Sample Individual Report

The Degree to which Team Members are in Alignment

### Sample Company

November 2007

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