Building Blocks for Teams Questionnaire Instructions
This is a questionnaire to help inform your team planning. Where you agree with a statement, circle the question number on the answer sheet grid on page 5.

Building Blocks Questionnaire
1. Our team lacks leadership.
2. Decisions seem to be forced upon us.
3. People are not encouraged to speak out.
4. When the going gets tough it is every one for herself, or himself.
5. Communication needs improving.
6. Decisions are taken at the wrong level.
7. Some of the managers are not true to themselves.
8. We seldom question the content or usefulness of our meetings.
9. Insufficient development opportunities are created.
10. We are frequently at loggerheads with other teams or departments.
11. Team members do not communicate with each other sufficiently.
12. The accepted order or way of doing things is rarely challenged.
13. No-one is really clear where we are going.
15. People have an "I'm all right Jack" attitude.
16. Conflict is destructive in this team.
17. There is inadequate information on which to base decisions.
18. Some of the managers are not trusted.
19. We do not learn from our mistakes.
20. Managers do not help their subordinates to learn.
21. Relationships with other groups are not good.
22. We do not project our position well within the organisation.
23. We often find that we lack required expertise.
24. We are all very busy but we do not seem to get anywhere.
25. Issues are brushed under the carpet.
It would help if people were more willing to admit their mistakes.
There is mistrust and hostility.
People are uncommitted to decisions.
There is little team loyalty.
Outside opinions are unwelcome.
There should be more job rotation.
We seldom work effectively with other teams.
We fail to secure co-operation from other teams or departments.
No-one builds the necessary bridges with other groups.
We do not spend adequate time planning for the future.
Delicate issues are avoided.
People get "stabbed in the back".
We do not really work together.
Inappropriate people make the decisions.
Managers are weak and not prepared to stand up and be counted.
I do not receive sufficient feedback.
The wrong kinds of skills are developed.
Help is not forthcoming from other parts of the organisation.
There is a great deal of misunderstanding between our team and stakeholders e.g. trades unions or partners who impact upon us.
We do not pay sufficient attention to relationships.
We do not have a clear view of what is expected of us.
Honesty is not a feature of our team.
I do not feel strengthened by my colleagues.
Skills and information are not shared sufficiently.
It is the strong personalities that get their own way.
Dignity is not recognised.
We should spend more time questioning the way we operate.
Managers do not take personal development seriously.
The rest of the organisation does not understand us.
We fail to get our message over to the outside world.
We often reach decisions far too quickly.
The way an individual is valued has little to do with what is achieved.
There are too many secrets.
Conflicts are avoided.
Disagreements fester.
Commitment to decision is low.
Our manager(s) believe(s) that tighter supervision improves results.
There are too many taboos in this team.
There are manifestly better opportunities in other departments.
We put a lot of energy into defending our boundaries.
Team members do not understand what is expected of them.
We do not pay sufficient attention to new ideas.
Priorities are unclear.
People are not involved sufficiently in decision-making.
There are too many recriminations.
There is not enough listening.
We do not utilise the skills we have available.
Managers believe that people are inherently lazy.
We spend too much time doing and not enough thinking.
Individuals are not encouraged to grow.
We do not try to understand the views of other teams.
We fail to listen to our customers.
We tend to move before reaching conclusions.
We do not understand what other teams or departments are aiming at.
Some people back down too easily.
Generally there is low trust here.
82 People are unwilling to take the views of others into account.
83 We do not consider alternative solutions sufficiently.
84 Yesterday's attitudes prevail with our manager(s).
85 The accepted order is rarely challenged.
86 Our manager(s) lack(s) the skills to develop others.
87 We have too little influence on the rest of the organisation.
88 We could really use some training on how to improve communications.
89 We have too many specialists in our team.
90 Managers do not plan for the future together.
91 In this team it pays to keep your mouth shut.
92 A lot of time is spent "defining" territory.
93 There are too many fights.
94 People feel frustrated because they are not consulted.
95 Management does not care whether people are happy in their work.
96 We seldom change our working procedures or organisation.
97 We should spend more time developing our own senior people.
98 We do not reach out to help other groups.
99 The left hand doesn't know what the right hand is doing.
100 We are not sufficiently results oriented.
101 Different parts of the organisation are pulling in different directions.
102 People are not prepared to put their true beliefs forward.
103 People are not really helped to develop.
104 This place reminds me of a battlefield sometimes.
105 There is a need for more democracy.
106 Managers take little action to make employees' jobs interesting and meaningful.
107 Delicate issues are not raised.
108 Many people trained by the organisation later join others or competitors.
109 Ideas from outside the team are not used.
<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>110</td>
<td>We lack the information we need to do the job.</td>
</tr>
<tr>
<td>111</td>
<td>We pay too little attention to the quality of our work.</td>
</tr>
<tr>
<td>112</td>
<td>Our aims are not democratically agreed.</td>
</tr>
<tr>
<td>113</td>
<td>Team members do not get sufficiently honest feedback.</td>
</tr>
<tr>
<td>114</td>
<td>People should stand on their own feet more.</td>
</tr>
<tr>
<td>115</td>
<td>We should discuss our differences more.</td>
</tr>
<tr>
<td>116</td>
<td>Team members are not sufficiently involved in taking decisions.</td>
</tr>
<tr>
<td>117</td>
<td>Our leader does not make the best use of us.</td>
</tr>
<tr>
<td>118</td>
<td>We should seriously consider the relevance of our meetings.</td>
</tr>
<tr>
<td>119</td>
<td>Individual development is stifled by the team.</td>
</tr>
<tr>
<td>120</td>
<td>Information does not flow freely enough between teams.</td>
</tr>
<tr>
<td>121</td>
<td>Good ideas do not reach those who could implement them.</td>
</tr>
<tr>
<td>122</td>
<td>We have too many people with similar skills.</td>
</tr>
<tr>
<td>123</td>
<td>We should place more emphasis on results.</td>
</tr>
<tr>
<td>124</td>
<td>People &quot;hear what they want to hear&quot; rather than the truth.</td>
</tr>
<tr>
<td>125</td>
<td>More time should be devoted to discussing fundamental values.</td>
</tr>
<tr>
<td>126</td>
<td>We do not get down to the root of our differences.</td>
</tr>
<tr>
<td>127</td>
<td>Decisions are taken at the wrong level.</td>
</tr>
<tr>
<td>128</td>
<td>Our leader is not true to his/her own beliefs.</td>
</tr>
<tr>
<td>129</td>
<td>We should take more account of how others see us.</td>
</tr>
<tr>
<td>130</td>
<td>People are discouraged from being authentic.</td>
</tr>
<tr>
<td>131</td>
<td>The organisation as a whole is not a happy place to work in.</td>
</tr>
<tr>
<td>132</td>
<td>There is too little listening.</td>
</tr>
</tbody>
</table>
Building Blocks Answer Sheet Grid

Follow the instructions given at the beginning of the questionnaire. In the grid there are 132 squares, each one numbered to correspond to a question. Circle the question numbers you agreed with in the questionnaire. Fill in the top line first, working from left to right; then fill in the second and subsequent lines. Be careful not to miss a question. Total the circled question numbers in each column.

<table>
<thead>
<tr>
<th>Factors</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
<th>K</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>21</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>24</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>31</td>
<td>32</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
<td>40</td>
<td>41</td>
<td>42</td>
<td>43</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>46</td>
<td>47</td>
<td>48</td>
<td>49</td>
<td>50</td>
<td>51</td>
<td>52</td>
<td>53</td>
<td>54</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>57</td>
<td>58</td>
<td>59</td>
<td>60</td>
<td>61</td>
<td>62</td>
<td>63</td>
<td>64</td>
<td>65</td>
<td>66</td>
<td></td>
</tr>
<tr>
<td>67</td>
<td>68</td>
<td>69</td>
<td>70</td>
<td>71</td>
<td>72</td>
<td>73</td>
<td>74</td>
<td>75</td>
<td>76</td>
<td>77</td>
<td></td>
</tr>
<tr>
<td>78</td>
<td>79</td>
<td>80</td>
<td>81</td>
<td>82</td>
<td>83</td>
<td>84</td>
<td>85</td>
<td>86</td>
<td>87</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td>89</td>
<td>90</td>
<td>91</td>
<td>92</td>
<td>93</td>
<td>94</td>
<td>95</td>
<td>96</td>
<td>97</td>
<td>98</td>
<td>99</td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>101</td>
<td>102</td>
<td>103</td>
<td>104</td>
<td>105</td>
<td>106</td>
<td>107</td>
<td>108</td>
<td>109</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>112</td>
<td>113</td>
<td>114</td>
<td>115</td>
<td>116</td>
<td>117</td>
<td>118</td>
<td>119</td>
<td>120</td>
<td>121</td>
<td></td>
</tr>
<tr>
<td>122</td>
<td>123</td>
<td>124</td>
<td>125</td>
<td>126</td>
<td>127</td>
<td>128</td>
<td>129</td>
<td>130</td>
<td>131</td>
<td>132</td>
<td></td>
</tr>
</tbody>
</table>

Totals

When you have considered all 132 statements, total the number of circles in each vertical column and transfer the total score into the table below.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Factor Description</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Balanced roles</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Clear objectives and agreed goals</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Openness and confrontation</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Support and trust</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Co-operation and conflict</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Sound procedures</td>
<td></td>
</tr>
<tr>
<td>G</td>
<td>Appropriate leadership</td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>Regular review</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Individual development</td>
<td></td>
</tr>
</tbody>
</table>
The building blocks with the highest scores are the ones which you could probably use most profitably to bring improvements to your team.

<table>
<thead>
<tr>
<th>J</th>
<th>Sound inter-group relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>K</td>
<td>Good communications</td>
</tr>
</tbody>
</table>
## Building Blocks for Teams Questionnaire

### Team Picture – Current Position

<table>
<thead>
<tr>
<th></th>
<th>Higher Scores Indicate Greater Need for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Balanced Roles</td>
</tr>
<tr>
<td>B</td>
<td>Clear Objectives and Agreed Roles</td>
</tr>
<tr>
<td>C</td>
<td>Open and Friendly</td>
</tr>
<tr>
<td>D</td>
<td>Trust and Support</td>
</tr>
<tr>
<td>E</td>
<td>Co-operative and Constructive</td>
</tr>
<tr>
<td>F</td>
<td>Sound Procedures</td>
</tr>
<tr>
<td>G</td>
<td>Appropriate Leadership</td>
</tr>
<tr>
<td>H</td>
<td>Regular Reviews</td>
</tr>
<tr>
<td>I</td>
<td>Individual Development</td>
</tr>
<tr>
<td>J</td>
<td>Sound Inter-group Relations</td>
</tr>
<tr>
<td>K</td>
<td>Good Communications</td>
</tr>
</tbody>
</table>

Higher Scores Indicate Greater Need for Improvement and Development
Building Blocks for Effective Teams

A  Balanced roles

- review the style of leadership and discuss with team
- use people with different personalities and approaches depending on the situation
- do a team audit to identify gaps in role and skills
- ensure all voices are heard in the team

B  Clear objectives and agreed goals

- need to know 'where to go'
- objectives should be agreed in a participative manner
- goals and objectives should be SMARTER
- plan for small wins and regular review of progress

C  Openness and confrontation

- ability of members to state views without fear of ridicule
- confront problems
- effective communication and feedback
- increase in self knowledge
- constructive use of conflict

D  Support and trust

- differences in values
- avoid territorial debates
- do not impose standards
- be honest, pragmatic, predictable, loyal
- give praise and encouragement

---

Building Blocks for Teams Questionnaire

E  Co-operation and conflict

✓ make team objectives central
✓ be open about strengths and weaknesses
✓ deal with negative conflict, welcome constructive criticism
✓ encourage open and honest feedback
✓ foster understanding of different perspectives

F  Sound procedures

✓ agreed 'end' before 'means'
✓ follow sound decision making procedures:
  • is there a clear reason for the decision?
  • are alternative solutions generated?
  • are alternatives weighed against objectives?
  • how do we implement?
  • do we review decisions?

G  Appropriate Leadership

✓ use delegation as an aid to development
✓ clarify standards for all
✓ give and receive trust and loyalty
✓ maintain strength and integrity of team
✓ receptive to people’s hopes and needs
✓ encourage personal and team development

H  Regular review

✓ take time out to review
✓ focus on process and feelings as well as task
✓ check that building blocks are in place
✓ use outsiders or assessment tools to identify issues
✓ be open to feedback, ideas and criticism

www.stellarleadership.com
I  Individual development

✓ ensure managers are trained in performance management
✓ give people opportunities to develop
✓ consider job rotation and job enrichment
✓ initiate personal development plans
✓ contribute fully to team activities

J  Good communications

✓ create opportunities to meet and communicate
✓ does everyone have communication skills?
✓ is it clear who is to communicate, when and with whom
✓ does everyone have the information they need?
✓ develop a communications strategy

K  Sound inter-group relations

✓ ensure team’s actions are understood
✓ understand other teams’ viewpoints
✓ do not rigidly defend boundaries
✓ use others as a resource/benchmark
✓ negotiate win-win contracts.