

TRUE ALIGNMENT®

***TEAM ALIGNMENT
SURVEY***

**Second Edition
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Instructions:

Following each statement, please circle or highlight the value that best describes, in your opinion, the extent to which the particular characteristic is present in your team. Only select one value from the scale of 1 to 6 for each of the statements.

		<u>Disagree</u>				<u>Agree</u>	
1.	The team's purpose and vision are clearly articulated and agreed on.	1	2	3	4	5	6
2.	Strategies are clearly defined and agreed on.	1	2	3	4	5	6
3.	Members understand and are aligned to the measurable goals of the team.	1	2	3	4	5	6
4.	The team's short-term goals are aligned to its long-term vision and strategy.	1	2	3	4	5	6
5.	The goals of individual team members are aligned to the overall goals of the team.	1	2	3	4	5	6
6.	Approaches to team problem solving are well understood and used.	1	2	3	4	5	6
7.	Team members collaborate well with each other.	1	2	3	4	5	6
8.	The process for selecting and integrating new members is well understood and applied.	1	2	3	4	5	6

		<u>Disagree</u>			<u>Agree</u>		
9.	The team's approach to decision making is well understood and used.	1	2	3	4	5	6
10.	The team leader's behavior is aligned with the communicated team culture.	1	2	3	4	5	6
11.	Team members openly address accountability issues with each other.	1	2	3	4	5	6
12.	Team members show trust in one another.	1	2	3	4	5	6
13.	Team members openly share information and ideas with one another.	1	2	3	4	5	6
14.	Team members openly receive feedback from each other.	1	2	3	4	5	6
15.	Team members listen well to each other's ideas.	1	2	3	4	5	6
16.	Team members are able to openly confront conflict and disagreement.	1	2	3	4	5	6
17.	Team members demonstrate the ability to resolve conflict with one another.	1	2	3	4	5	6
18.	Individual roles and expectations are understood and agreed on.	1	2	3	4	5	6

		<u>Disagree</u>				<u>Agree</u>	
19.	The team's culture is aligned to the culture of the organization.	1	2	3	4	5	6
20.	There are individual development plans for team members that are aligned to team strategies.	1	2	3	4	5	6
21.	The team leverages its combined technical expertise and competency.	1	2	3	4	5	6
22.	The team uses the individual diversity of its member personalities and styles.	1	2	3	4	5	6
23.	Team members recognize the accomplishments of one another and the team celebrates its success.	1	2	3	4	5	6
24.	The team performs candid self-assessment and understands its strengths and weaknesses.	1	2	3	4	5	6
25.	The team plans and implements strategies for improving its alignment and performance.	1	2	3	4	5	6

REVIEW OF RESULTS AND PLANNING:

- Based on the survey responses, what are the strengths of your team?
- What can you do to better utilize these strengths?
- Based on your survey responses, what are the areas your team needs to improve in?
- What are the barriers and obstacles that may keep your team from improving these?
- What are your priorities in addressing the team's areas of improvement and becoming a more aligned, high performance team?

DEFINING AN ALIGNED TEAM

The set of statements that make up the Aligned Team Questionnaire are the result of over 20 years of study and research of high performing teams. The statements in the survey reflect a set of characteristics of high performing teams as well as several of the critical aspects of the twelve culture keys that are presented and defined in the book, *True Alignment* (refer to chapter 8). The insight they provide in defining an aligned team include:

- Aligned approaches that enable team members to focus on and individually and collectively contribute to the outcomes of the team and organization. This includes a focus on delivering to the customer and contributing to how the company competes in the marketplace.
- Individual responsibility and mutual accountability resulting in trust and commitment among team members.
- The selection and development of high performing team members, resulting in the leveraging and full utilization of individual talents, strengths and contributions.
- Timely communication and openness, resulting in constructive conflict management, collaboration, and the confronting of dysfunctional behavior.
- Leadership behavior that is aligned to the organization's culture, providing the role modeling and reinforcement of what is acceptable and unacceptable behavior and how success is to be achieved.

TEAM ALIGNMENT: A STRATEGIC IMPERATIVE

We have learned and come to understand that having a strategy and approach to team alignment is a must. Without it, leaders and their teams run the variety of risks that result from neglecting to continuously align and improve their teams. This is particularly true in relationship to leadership and management teams and groups.

Unfortunately, most of us are all too familiar with the consequences of misalignment. We get caught up in the conflicts and barriers to performance that result when everyone is not working in an aligned fashion toward the same outcome. We spend a great deal of time and energy on trying to overcome misalignments and managing the unnecessary conflict that can disrupt and destroy teamwork and eventually bring down entire companies. The consequences of not being aligned are grave. Among others, they include:

- A lack of focus on results that support the vision and strategy of the team and how it contributes to the organization, resulting in poor performance.
- A lack of a shared and consistent approach to how the customer is served and delivered to, resulting in damage to the reputation of the company's brand and distrust from the customer.

- A lack of development among team members resulting in a failure to leverage and fully utilize individual talents and strengths, further resulting in demotivation and a lessened desire on the part of team members to contribute.
- A lack of clarity in the expectations of team members resulting in unmet performance requirements, poor accountability, distrust, and potentially divisive conflict.
- A lack of responsibility and mutual accountability among team members that results in the loss of trust and commitment to individual and team performance.
- A lack of open communication, resulting in defensiveness and blame, poor conflict management, and dysfunctional behavior.
- A lack of aligned approaches to problem solving, decision-making, role definition and processes and procedures, causing confusion and disengagement.
- A lack of teamwork among a company's leaders that cascades through an organization leaving it with unproductive conflict, us vs. them attitudes, and without the teamwork necessary to perform at the required level.

Last, and not least... *misalignment is costly*. Like most things in a business, when things aren't working right there's typically a performance issue and negative financial impact. And when it's not an obvious financial consequence, when it comes to misalignment, the costs are often hidden. Yet, they are discovered when outcomes and expectations go unmet.

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