

CONTENT VERSUS CONTEXT

STRUCTURAL LEVEL

- Is it clear who's in charge here? Is the leadership role being filled effectively?
- Does everyone understand what the goals are for the team or for this piece of work?
- Does everyone agree on those as goals?
- Are the team's priorities clear and agreed upon?
- Are people clear about their own and each other's roles?
- Are the expectations clear? Does everyone know who is doing what and by when?
- Are people appropriately held accountable for meeting their expectations?
- Are the right people here to do the work? Is there a good fit between jobs and people?
- Are appropriate boundaries maintained so that acting out by individuals is contained?

Always start at the structural level and work your way down.

GROUP PROCESS LEVEL

- What developmental stage is this group at? Is the leader leading in a way appropriate to the group's developmental stage?
- Is the decision-making mode explicit and agreed upon? Is it clear when the team has made a decision?
- Is everyone participating? Do some dominate while others withdraw?
- Do people have equal and appropriate levels of influence?
- Does the team have a method for solving problems in its work as well as in its relationships?
- How does the group/team address and manage issues of diversity?
- Does the team have explicit norms about how it will behave? Is it aware of norms that may be implicit? (Note: implicit norms will often win out if there is a conflict between the two).
- Does the team regularly assess itself in a way that leads to improvement?

INTERPERSONAL LEVEL

- Do members of this team communicate with each other openly and clearly? What supports that or gets in the way of that?
- Are members able to separate facts from opinions or judgments—or do they confuse the two?
- How do group members handle conflict or differences when they arise? Avoid? Beat each other up? Let grudges hang on forever? Hang in with each other till resolved?
- Is feedback given and received freely and routinely for learning and clarity?

INTRAPERSONAL LEVEL

- Do members report out what they are thinking, feeling, and wanting or do they keep that information to themselves?
- Are members able to describe what is going on inside them or do they typically act it out in some way?
- Are members able to distinguish between what is their "stuff" and what is someone else's, or do they tend to blame and/or get reactive with each other?