








## Let's take a temperature check

(Team climate)

 <p><b>Purpose</b></p>	<p>To give the team the opportunity to examine its working climate and to prepare an action plan for improving it.</p>
 <p><b>Application</b></p>	<p>This session introduces participants to the 'team climate' concept.</p> <p>Ground rules should be agreed by all at the outset, in order to avoid clashes or discord emerging from the group</p>
 <p><b>What happens?</b></p>	<p>The manager facilitates the session as per the 'How do I?' guidance below.</p> <p>After the theory, participants complete the conflict questionnaire. The manager collates the results and leads a discussion on the findings.</p> <p>Finally, the team (or individual, if facilitated on a 1-2-1 basis) devise and agree an action plan to work through differences in approach.</p>
 <p><b>Resources</b></p>	<p><b>Overall time required: One hour.</b> (Teams often find it valuable to recheck the data by administering the questionnaire on later occasions.)</p> <p><b>Materials, resources and physical setting</b></p> <ul style="list-style-type: none"> <li>• A copy of the Team-Climate Questionnaire and the Team-Climate Questionnaire Summary Sheet for each team member.</li> <li>• A pencil for each team member.</li> <li>• A chart and a felt-tipped marker.</li> <li>• A quiet room that is free from interruptions.</li> </ul>
 <p><b>How do I do it?</b></p>	<p><b>INTRODUCE THE TASK</b></p> <p><b>Process</b></p> <p>The facilitator (the manager) copies the content of the summary sheet onto newsprint. (This will be used in summarising the results of the completed questionnaires.)</p> <p>The facilitator distributes a copy of the Team-Climate Questionnaire and a pencil to each team member.</p> <p>Team members are asked to read the instructions and to complete the instrument. (Ten minutes.)</p> <p>After the team members have completed the questionnaire, the facilitator asks</p>

	<p>whether they want to report their scores orally or whether they would prefer to write their scores on paper and turn them in anonymously. If one or more members of the team prefer anonymous feedback, the latter method should be used. The Team Climate Questionnaire Summary Sheet can be used for this purpose.</p> <p>The facilitator collects the scores and posts them on the newsprint chart that he or she prepared for this purpose, displaying the range of scores and the mean score for each questionnaire item.</p> <p>The facilitator leads the team members in a discussion of the following:</p> <p>The arithmetic mean (average) scores for each questionnaire item and the range of scores;</p> <p>Whether the team would develop better if its behaviour moved more to the left or right side of the scale of each item;</p> <p>The specific behaviours that relate to each of the questionnaire items; and</p> <p>The overall climate of the team and the members' ideas for improving it.</p> <p>The team members are asked to conclude the activity by setting an action plan, which should be recorded and distributed.</p>
 <p>Note</p>	<p>Managers should be aware of the need for sensitivity when facilitating this sessions, as responses may carry with them some emotion</p>
 <p>When?</p>	<ul style="list-style-type: none"> <li>• When observations of low morale are noted in the team</li> <li>• This activity should be repeated (annually?) and the scores compared with those from earlier surveys. This can help to spot trends.</li> </ul>

# Team-Climat Questionnaire

**Instructions:**

Before you complete the questionnaire, work with your team members to create a definition of the team being assessed and complete the box below.

The team that is being reviewed is.....

Please give your candid opinion of this team by rating its characteristics on the seven-point scale that follows each item. Circle the number on each scale that corresponds to your evaluation. Please give your opinion in each case, even if you are not certain.

1.	Are the members of this team open in their relationships with others?						
	1	2	3	4	5	6	7
	Team members are open			Team members are guarded			
2.	Do members have "hidden agendas" (motives that they are unwilling to reveal)?						
	1	2	3	4	5	6	7
	No member has a hidden agenda			Some members have a hidden agenda			

3.	Are some topics taboo for discussion within the teams?						
	1	2	3	4	5	6	7
	Every topic can be discussed			Some topics cannot be discussed			
4.	Does the team have traditions that prevent it from working effectively?						
	1	2	3	4	5	6	7
	There are no unhelpful traditions			There are unhelpful traditions			
5.	Are the ideas of senior members considered to be law?						
	1	2	3	4	5	6	7
	Senior members are challenged			The ideas of senior members are law			

6.	Are radical views expressed freely?						
	1	2	3	4	5	6	7
	Radical views are expressed freely			Radical views are not expressed			
7.	Do team members collaborate with one another?						
	1	2	3	4	5	6	7
	Team members collaborate with one another			Team members pull against one another			
8.	What happens when a person makes a mistake?						
	1	2	3	4	5	6	7
	People learn from mistakes			People are punished for mistakes			
9.	Do more experienced members help members who are less experienced?						
	1	2	3	4	5	6	7
	Inexperienced members are helped			Inexperienced members are not helped			
10.	Are difficult or uncomfortable issues worked through openly?						
	1	2	3	4	5	6	7
	Difficult issues are worked through			Difficult issues are not worked through			

11.	Are conflicts between team members “swept under the carpet”?						
	1	2	3	4	5	6	7
	Conflicts are confronted and resolved				Conflicts are “swept under the carpet”		
12.	Can team members openly disagree with the team leader?						
	1	2	3	4	5	6	7
	Members can disagree openly				Members cannot disagree openly		
13.	Does the team devote much energy to becoming efficient in its use of time?						
	1	2	3	4	5	6	7
	Much energy is devoted				Little energy is devoted		
14.	Do team members believe that they can try new things, risk failure, and still get support?						
	1	2	3	4	5	6	7
	Support for risk taking				No support for risk taking		

15.	Does the team encourage people to develop themselves?						
	1	2	3	4	5	6	7
	Support for self-development			No Support for self-development			
16.	Have team members worked through their own beliefs and values with others?						
	1	2	3	4	5	6	7
	Values have been explored			Values have not been explored			
17.	Do team members put energy into the team's tasks?						
	1	2	3	4	5	6	7
	High energy for tasks			Low energy for tasks			
18.	Does membership in the team stimulate and energise the members?						
	1	2	3	4	5	6	7
	Team energises members			Team does not energise members			
19.	Do the team members trust one another as people?						
	1	2	3	4	5	6	7
	High trust			Low trust			

20.	Does the team maintain positive relationships with other teams?						
	1	2	3	4	5	6	7
	Positive relationships are maintained				Positive relationships are not maintained		



## Team-Climat Questionnaire - Results

ISSUES	INDIVIDUAL SCORES	TEAM SCORE
1. Openness		
2. Hidden Agendas		
3. Taboos		
4. Traditions		
5. Senior Members		
6. Radical Views		
7. Working together		
8. Mistakes		
9. Helping		
10. Uncomfortable Issues		
11. Conflict		
12. Open Disagreement		
13. Time Management		
14. Risk Taking		
15. Self-Development		
16. Beliefs and Values		
17. Task Energy		
18. Team Membership		

19.Trust		
20.Other Teams		