



## The TeamWork Questionnaire™

(TWQ™) is an assessment instrument designed to let team members identify their perceptions of how well the team is performing on three dimensions: Human, Operational and Cultural. These three dimensions are divided into 18 subscales, which were chosen based on years of experience observing the key intangible variables influencing team Performance

### Human

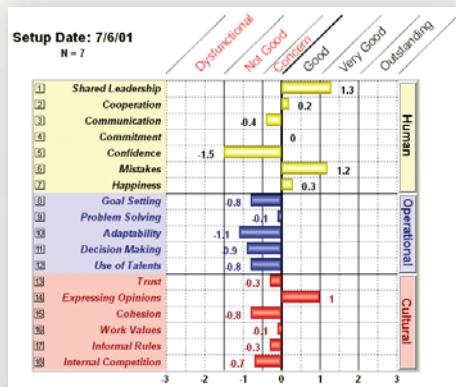
Shared leadership	Cooperation
Communication	Commitment
Confidence	Mistakes
Happiness	

### Operational

Goalsetting	Problemsolving
Adaptability	Decisionmaking
Talents	

### Cultural

Trust	Opinions
Cohesion	Values
Rules	Competition



## Results of the TWQ are used to:

- Identify team developmental needs
- Open lines of communication
- Benchmark team performance
- Measure training effectiveness
- Improve team performance
- Document performance trends
- Develop targeted action plans

Team members complete a questionnaire to rate their perceptions of the team's current performance. Their scores are averaged to provide a team profile. The subscales have proven to be highly predictive of the team's performance in each of the 18 areas.

Each team receives a graph (see example above) that shows their deviation from the national norm. The national norm provides a benchmark by which the team can judge current performance. In some cases, the national norm can be replaced by an industry norm or, in large organizations, the organization's norm.

## Administration

The TWQ is normally administered to the team in a group setting. Team members are encouraged to be open, honest and candid in their evaluation of the team. Completion of the TWQ requires 7 to 10 minutes.

High Performing Systems can deliver same day processing of TWQs and preparation of the team feedback graph. Online scoring is also available. Account setup for this service is available at no charge.

## Psychometric Properties

The TWQ consists of 18 questions with a five point Likert scale ranging from strongly disagree to strongly agree. The team's average response on each scale is converted to scores. Although the TWQ is sensitive to changes in the team's perception, the short-term (two week) test-retest reliability is high (.78). The 18 subscales show a high internal consistency with a Chronbach alpha of .93. The interrater agreement is high with a correlation of .85. Concurrent, construct and predictive validity studies have shown positive correlations across industries. A database of over 500 teams was used to establish the national norm.

## Post-TWQ

The post-TWQ provides a graphic representation of the effects of any type of intervention (training, team development, etc.) to enhance the team's performance. TWQ results are presented graphically to allow a direct comparison between the pre- and post-scores.

## Manual

The TWQ manual provides detailed instructions for the administration and interpretation of the instrument. A detailed action plan offers suggestions for improving team performance.

## Visual Aids

A set of presentation overheads is available (transparency or PowerPoint®) to assist in explaining the use and interpretation of the TWQ. Additional graphics support is available.