**Team Capability Assessment**

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**Making the Case for Change: Tools for Change Leadership**

**Bob Voss, PhD & Robert Heinzman**

1. What is the dominant impulse of your team: vertical or horizontal? What should it be?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |  |  |
| ↑ Vertical To expand future possibilities.  | Horizontal → To control risk and deliver current results. |  |  |  |  |

1. How would you rate the effectiveness of your team, operating as a team, in accomplishing their goals and priorities?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Highly effective | Somewhat effective | Not effective |  |  |

1. Does every leader on this team advocate a clear strategy to win from the perspective of their role?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Almost Always | Sometimes | Rarely |  |  |

1. How open or closed is the working atmosphere on your team?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Open/relaxed/candid | Somewhat candid | Closed/wary/guarded |  |  |

1. How are conflicts or points of tension addressed and resolved on your team?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Tensions surfaced, confronted, and resolved |  | No tolerance for confrontation / conflict avoided or suppressed |  |  |

1. How often do peers give each other direct feedback and hold each other directly accountable for results or behaviors?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Frequently | Sometimes | Rarely |  |  |

1. How effective is the decision-making hierarchy?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Effective: every key issue has an owner with the right mindset and level of authority. | Sometimes | Not Effective. Decisions take too long, involve too many people, or team leader has to intervene. |  |  |

1. Is the creative tension among roles sufficient to drive innovation?

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|  |  |  |  |  |  |  |  |  |  |  |
| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Almost Always | Sometimes | Rarely |  |  |

1. How interdependently and collaboratively do roles currently work? How should they work?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Mostly Interdependent  |  | Mostly Independent |  |  |

1. How effectively do leaders lead change and drive higher team performance?

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| 5 |   | 4 |   | 3 |   | 2 |   | 1 |   | n/a |
| Very Effective | Sometimes | Not Effective |  |  |