**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 | | |  |  |