

### Activity 15-4: Analyzing the Team Climate

This activity should be the most interesting and important learning experience in the course and requires a large block of time. One or two evenings could be valuably devoted to it.

#### *Objectives:*

- a. To apply the team-building approach to your own work team.
- b. To generate the data for completion of the individual or team term paper on team development.

#### *Task 1:*

- a. Each team member, working alone, is to complete the Climate Attribute Scales that follow prior to coming to the team meeting, which is to be held outside of class.
- b. Review your journal analysis of how course concepts and team skills have applied to your team's interactions as the team evolved during the course. Be prepared to present your observations at the team meeting.

#### *Task 2:*

Team members are to meet and discuss the climate attributes one at a time. Each member will report the rating made prior to the meeting. The differences in ratings will be discussed to determine why members are perceiving the team interactions differently. After thorough discussion a group consensus rating will be made for each scale. The group consensus rating sheet will be included and discussed in the final team development report.

The rating sheet given here is only a device to help introduce this session. Now make an analysis of how course concepts and theories applied to your team as it evolved during the course. How did team skills develop? Having reviewed your journals before the meeting, a synergistic exchange should result in added insight into these processes. One approach that might be used is for members to call out in rapid succession all possible topics the group might want to discuss. One member should list these for the group. After members have exhausted ideas for the list, the items can be taken up one at a time for discussion. Conclude this portion of the session by answering the following: If this team were to work together in the future, how could it improve its effectiveness? Be specific.

*Feedback Session (an Optional Activity):* Teams are to give each member feedback as to what they perceive to be the individual's strengths and the areas where the individual could be stronger in team interactions. If the team members are supportive of one another and an openness-to-learning, concern-for-growth atmosphere exists, this experience can be valuable. Knowing what impact one is having on others and how one is coming across is important in one's effectiveness. But the atmosphere must be right so that the individuals hear what others say without becoming defensive. As we have seen throughout this course, being able to receive feedback from one's superiors, peers, and subordinates is widely advocated as an area for improved effectiveness for managers. Feedback sessions are one of the best sources of data for your team paper. But remember, the team feedback is optional—only the team can decide if it wishes to complete it. No individual should be pressured. If an individual decides not to participate in this portion of the exercise, he or she should not do so.

## Climate Attribute Scales

Climate Attribute

Write an X on the scale to indicate the degree to which the attribute characterizes your team's activities and members.

*To a low degree*

*To a high degree*

Commitment to the task	-----
	0 1 2 3 4 5 6 7 8 9
Openness to learning	-----
	0 1 2 3 4 5 6 7 8 9
Retired-on-the-job attitudes	-----
	0 1 2 3 4 5 6 7 8 9
Candor and forthrightness	-----
	0 1 2 3 4 5 6 7 8 9
Attentive listening for understanding	-----
	0 1 2 3 4 5 6 7 8 9
Conviction to stand up for honestly held views	-----
	0 1 2 3 4 5 6 7 8 9
Defensiveness or lack of trust	-----
	0 1 2 3 4 5 6 7 8 9
Being too polite, being too considerate, smoothing over differences	-----
	0 1 2 3 4 5 6 7 8 9
Avoidance of conflict	-----
	0 1 2 3 4 5 6 7 8 9
Experimental, innovative	-----
	0 1 2 3 4 5 6 7 8 9
Attempts to dominate	-----
	0 1 2 3 4 5 6 7 8 9
Cutting people off	-----
	0 1 2 3 4 5 6 7 8 9
Interest in one another as people	-----
	0 1 2 3 4 5 6 7 8 9
Consideration for others	-----
	0 1 2 3 4 5 6 7 8 9
Willingness to express feelings, each person saying "where he or she is"	-----
	0 1 2 3 4 5 6 7 8 9
Expressing feelings in a way acceptable to others	-----
	0 1 2 3 4 5 6 7 8 9
Paraphrasing for better understanding	-----
	0 1 2 3 4 5 6 7 8 9
Perceptual checking	-----
	0 1 2 3 4 5 6 7 8 9
Willingness to confront differences in ideas	-----
	0 1 2 3 4 5 6 7 8 9

# Climate Attribute Scales (concluded)

Write in any other attributes that you believe characterize your team.

Climate Attribute

Write an X on the scale to indicate the degree to which the attribute characterizes your team's activities and members.

---

---

---

To a low degree

To a high degree

0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9
0	1	2	3	4	5	6	7	8	9