

14 Steps of Marshall Goldsmith's “Team Building Without Time Wasting” Checklist

- Ask the team whether team building is needed
- Calculate and discuss the results with the team
- Create a “behavior to change” flipchart
- Choose the most important behavior to change
- Personal behavioral change dialogue (Feedforward)
- Choose one key behavior for personal change
- Do a monthly “suggestions for the future” questionnaire
- Conduct a mini-survey
- Calculating results and summary report
- Discuss key learnings
- Review summary results with the team
- Conduct monthly “Progress Report” sessions
- One-year summary session
- Continue or work on something else

TEMPLATE MINI SURVEY

Do you believe this person has become more (or less) effective *in the past six months* in regards to the following items? (Please circle the number that best matches your estimate of any changes in effectiveness).

	Less effective	No perceptible change	More effective	No change needed	Not enough information

Team Item

[insert behaviour here]

	-3	-2	-1	0	1	2	3	NCN	NI
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Individual Item

[insert behaviour here]

	-3	-2	-1	0	1	2	3	NCN	NI
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General Item

[insert behaviour here]

	-3	-2	-1	0	1	2	3	NCN	NI
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[insert behaviour here]

- ☐ No Perceptible Follow-Up
- ☐ Little Follow-Up
- ☐ Some Follow-Up
- ☐ Frequent Follow-Up
- ☐ Consistent (Periodic) Follow-Up

What can this individual do to become a more effective team member?

SAMPLE MINI SURVEY

Do you believe this person has become more (or less) effective *in the past six months* in regards to the following items? (Please circle the number that best matches your estimate of any changes in effectiveness).

	Less effective			No perceptible change		More effective		No change needed	Not enough information
Team Item									
Clarifies roles and expectations with fellow team members	-3	-2	-1	0	1	2	3	NCN	NI
Individual Item									
Genuinely listens to others	-3	-2	-1	0	1	2	3	NCN	NI
General Item									
Demonstrates effective team membership	-3	-2	-1	0	1	2	3	NCN	NI

How frequently has this person followed up with you on the areas that he or she has been trying to improve? (Check one).

- ☐ No Perceptible Follow-Up
- ☐ Little Follow-Up
- ☐ Some Follow-Up
- ☐ Frequent Follow-Up
- ☐ Consistent (Periodic) Follow-Up

What can this individual do to become a more effective team member?