



The following questionnaire provides a practical way to assess team resilience. Use it to establish both an average team score and areas where there is maximum variation in team members' responses. This will allow you to focus on the most significant issues. To use with a team, best practice is that the responses remain anonymous – so the issuance or collation should be managed by someone independent (like HR or a Team Coach).

Score each item from 1 (strongly agree) to 5 (strongly disagree)

1. We tend to focus on opportunities rather than threats
2. When we don't win, it just confirms how tough things are
3. We are generally positive about our future
4. We tend to dwell on our past failures
5. When things don't work out as planned, we view it as a learning experience
6. We can let setbacks make us more risk averse
7. We have strong confidence in our ability to deal with the unexpected
8. We are not as well-equipped as we should be to handle disruptive change
9. We trust each other's ability to respond to new challenges
10. We lack collective self-confidence
11. We are very good at what we do
12. We aren't proud enough of our accomplishments
13. We are very clear about what is and isn't important
14. We can easily get distracted from our core goals
15. When things get tough, we get focused
16. When things get tough, we have a tendency to bury our heads in the sand and focus on tasks that are familiar and comfortable
17. We are good at putting problems into perspective
18. We tend to be wary of disruptive change
19. We are good at stepping back from a problem and seeing it from different perspectives
20. We instinctively try to solve new problems using what worked before
21. We typically generate and evaluate lots of options for tackling new challenges

22. We tend to be “stuck in tramlines” when we tackle difficult problems
23. We invite people with different perspectives and expertise to help us think through challenges
24. We have a strong respect for tradition and precedent
25. We each have the courage to ask for help, even though it means we have to admit our own weaknesses
26. It can be dangerous in this team to be seen as a weak link
27. We always feel able to call on team colleagues for support and help
28. We tend to focus on problems that affect our own area of responsibility more than those that are a collective responsibility for the team
29. We have a wide network of support we can call upon from outside the team
30. It can feel lonely working in this team
31. When we meet with setbacks, we quickly start to plan together how we should respond
32. When we meet with setbacks, we tend to make panic decisions
33. We communicate and coordinate even more intensively when we have a setback to deal with
34. We feel better when we do something, even though it’s not necessarily the right thing
35. We have clear procedures, roles and structures to deal with the unexpected
36. We tend to focus on the immediate problem, with little real attention to longer term implications
37. We have a strong radar for future opportunities and challenges
38. We see innovation as risky
39. We are very open to experiment and to stopping experiments when they don’t work
40. We like to be sure of the direction of change, before we invest in preparing for it
41. If disruptive change affects our competitors as well, we know we can turn this to advantage
42. I can think of at least three things, on which this team is currently procrastinating

Scoring

In its simplest form, everyone in the team completes the questionnaire and the results are aggregated. For a deeper analysis, the team can explore the questions with the greatest variance across the team or discuss each of the items one by one, to identify opportunities for change.

Across the team, add all the scores for the odd number questions and all the scores for the even number questions.

Total Team ODD numbered scores _____ Total Team EVEN numbered scores _____

Higher levels of Team Resilience will be indicated by a higher total ODD numbered score

Lower levels of Team Resilience will be indicated by a higher EVEN numbered score

If the ODD numbered score is twice (or more) the EVEN numbered score then this can be an indicator of very high levels of team resilience

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