



Top Management Team Checklist

A quick analysis of your top management group’s key characteristics can help you determine whether it is on the path to becoming a learning system and whether it is supporting learning throughout the company.

Rate your top management team on the following items:

CHARACTERISTIC	ALWAYS TRUE	TRUE MOST OF THE TIME	OCCASIONALLY TRUE	RARELY TRUE	NEVER TRUE
At least 60% of the team have different professional training or experience.	5	4	3	2	1
At least 40% of the team is female.	5	4	3	2	1
We spend less than 30% of our time on crisis resolution.	5	4	3	2	1
Our team members know each other’s children’s names.	5	4	3	2	1
We discuss our team’s purpose at regular intervals.	5	4	3	2	1
Each team member is responsible for staying in touch with at least one external source of information.	5	4	3	2	1
Each team member has a particular skill that is recognized and utilized by the entire team.	5	4	3	2	1
We argue regularly and conflict is resolved and dealt with openly.	5	4	3	2	1
We have fun.	5	4	3	2	1
We recently invited a non-team member to speak to the group.	5	4	3	2	1



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CHARACTERISTIC	ALWAYS TRUE	TRUE MOST OF THE TIME	OCCASIONALLY TRUE	RARELY TRUE	NEVER TRUE	
I have undertaken some form of self-development or self-analysis in the last three years.	5	4	3	2	1	
The leader of our team texts when out of the office.	5	4	3	2	1	
We meet at least once every two weeks.	5	4	3	2	1	
A staff member in our organization has made a meaningful change to an internal system within the last month.	5	4	3	2	1	
We know how the replacement for our team leader will be picked if s/he leaves.	5	4	3	2	1	
TOTALS	+	+	+	+	=	

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Scoring

Total your scores under each column. Add all the column scores together for a total score.

- 15-25** Your team is not yet functioning as a learning system and might be experiencing problems functioning. There are probably power struggles going on that are not discussed. Be sure that the team is taking enough time to work on its own process issues (its ability to work together as a team). You might consider some strong intervention measures such as retreats, team building exercises, and outside consultation assistance.
- 26-50** Your team has the basic attributes of a learning, healthy team. You might consider having the entire team complete the checklist, and then focus on those items that were ranked the lowest by the most people on the team. You can develop your own exercises to enhance the weaker characteristics or you could seek outside help.
- 51-75** Your team is quite healthy and is probably learning on a continuous basis. The key is to maintain the health by balancing process and task work. Do not take the team's health or learning ability for granted; continue to work on the team members' individual learning abilities (openness, curiosity, information processing) as well as the team's sense of purpose.

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