



The Watson Team Performance Indicator (WTPI)

Team Name:	
Organisation	Date:

Objectives

The purpose of this questionnaire is to help identify how your team scores across 12 factors that have proven to have a big impact on team performance.

Instructions:

For each section, put an 'x' in the box against the statement that most accurately describes your team. Only one statement per section may be selected.
Once you have done this for all 12 sections complete the scoring grid on page 3

1. Selection		
A	☐	1.1 Our team was carefully selected to ensure it performs well as a team.
B	☐	1.2 Our team is comprised of the people in the department or work group.
C	☐	1.3 Some care was given to how it well we would function as a team but the main emphasis was on matching people to their individual jobs well.
2. Balance		
A	☐	2.1 Our team comprises some people who are behaviourally similar but there is also some variation.
B	☐	2.2 We have a good balance of behavioural tendencies and views within the team.
C	☐	2.3 Team members tend to behave in a similar way and generally conform to the established culture.
3. Leadership		
A	☐	3.1 Our team leader is very consultative, or we do not have a formal team leader.
B	☐	3.2 Our team leader exercises a high level of control and provides us with a good direction.
C	☐	3.3 Our team leader sometimes consults us about important matters.
4. Defining Goals and Objectives		
A	☐	4.1 Members of the team tend to pursue their individual goals and objectives.
B	☐	4.2 The goals and objectives of the team are jointly agreed by the whole team.
C	☐	4.3 Most of the team have quite a clear understanding of the team's overall goals and objectives.
5. Decision Making - Inclusiveness		
A	☐	5.1 The whole of the team is involved when making decisions.
B	☐	5.2 While we all may be involved in discussions decisions are usually made by only a few people.
C	☐	5.3 Decisions tend to be made by the team leader or the relevant expert.

6. Decision Making - Protocol		
A		6.1 We tend to use majority voting when making decisions.
B		6.2 When making decisions we can be slow as we always strive to achieve a consensus.
C		6.3 We try to make decisions by consensus but will adopt a voting protocol if necessary.
7. Goal Orientation		
A		7.1 Only a few of the team are fully involved in contributing to joint or shared goals and initiatives.
B		7.2 Most of the team are involved in contributing to joint or shared goals and initiatives.
C		7.3 Each member of the team is fully contributing to joint or shared goals and initiatives.
8. Interaction and Trust		
A		8.1 There is a lot of mistrust and lack of co-operation between team members.
B		8.2 A high level of mutual trust and co-operation exists between team members.
C		8.3 There is a reasonable level of trust and co-operation between team members.
9. Diversity of Viewpoints		
A		9.1 Within our team there is total freedom to express different viewpoints.
B		9.2 There is some freedom to express different points of view within the team.
C		9.3 We are under constraint to conform to a common viewpoint.
10. If Things go Wrong		
A		10.1 We elicit who was responsible for the problem and make it clear how they let the team down.
B		10.2 We work with those who caused the problem to help them understand what went wrong.
C		10.3 As a team we jointly accept responsibility and learn from the mistake to avoid any recurrence.
11. Review of Team Processes		
A		11.1 We spend little time in reviewing how well we are working as a team.
B		11.2 Any progress review relates to goals and objectives rather than how we work as a team.
C		11.3 We regularly discuss and review how well we are working as a team.
12. Team Size		
A		12.1 The team comprises 2 to 3 people.
B		12.2 There are 4 to 7 people in the team.
C		12.3 Our team comprises more than 7 people

Scoring Grid

Team Name:	
Organisation:	Date:

Instructions:

For each section row circle the number under the 'Answer Code' column using the answer choices you have made on pages 1 and 2 of the questionnaire. For example, if you have put your 'x' against 'B' for Section 1 circle number '1' for this section.

Enter the score for each Section row in the right-hand column based on the number circled in each row and add all of these scores in the "Total" column to obtain an overall total score in the bottom right hand box.

Section	Answer Code A	Answer Code B	Answer Code C	Total
Section 1 - Selection	5	1	3	
Section 2 - Balance	3	5	1	
Section 3 - Leadership	5	1	3	
Section 4 - Defining Goals and Objectives	1	5	3	
Section 5 - Decision Making - Inclusiveness	5	3	1	
Section 6 - Decision Making - Protocol	1	5	3	
Section 7 - Goal Orientation	1	3	5	
Section 8 - Interaction and Trust	1	5	3	
Section 9 - Diversity	5	3	1	
Section 10 - If Things go Wrong	1	3	5	
Section 11 - Review of Team Processes	3	1	5	
Section 12 - Team Size	3	5	1	
Overall score				

Interpretation Notes

Overall Score Ranges

- **50–60: High-Performing Foundations**
Your team demonstrates many of the characteristics of a high-performing team. Trust, shared ownership, and enabling processes are likely strong. Focus now on fine-tuning—keep reviewing processes and ensure balance is maintained as circumstances change.
- **35–49: Mixed Picture – Strengths and Gaps**
Your team has some strong areas but also noticeable weaknesses that hold back performance. This is the “sweet spot” for improvement: identify the lowest-scoring factors, prioritise two or three, and agree actions. Even small adjustments can yield big gains.
- **20–34: Vulnerable Team Dynamics**
The fundamentals of effective teamwork are missing or inconsistent. Performance is likely fragile, dependent on individual effort or strong direction rather than true collaboration. Use the WTPI as a starting point for honest dialogue—then work systematically on the weakest characteristics.
- **Below 20: Team at Risk**
The team is functioning more like a group of individuals than a cohesive, enabling unit. Expect issues of mistrust, unclear goals, poor decision-making, or disengagement. Improvement requires urgent attention—ideally with external facilitation.

Looking Beyond the Total

- **Patterns matter more than points.** For example, a team might score high overall but very low on *Decision Making – Inclusiveness* (Section 5). That gap can create hidden risks.
- **Outliers spark useful dialogue.** A “rogue” low score often reveals blind spots or tensions that need surfacing.
- **Re-test over time.** Use the WTPI periodically (e.g., quarterly or after major changes) to track progress and maintain momentum.

Practical Next Step

After scoring, ask your team:

- *Which two or three characteristics most need attention?*
- *What small, practical changes could we make immediately?*