TEAM SELF-ASSESSMENT TOOL (TSAT)

Purpose of the Tool

The Individual Self-Assessment Tool (ISAT) was created as an aid in evaluating the degree to which an individual's habits and practices align with those of highly effective conservation professionals. These same habits and practices can influence the effectiveness of teams of people working together. Accordingly, here the ISAT is adapted to help identify the strengths and areas in need of improvement for teams.

Using the Tool

Like the ISAT, the Team Self-Assessment Tool (TSAT) consists of a series of statements regarding the consistency of the team's application of the described habits and practices. After thinking about each statement, individual team members should independently rate the consistency of application of each habit or practice indicated in the statement, using a three-point scale: "Team members typically need prompting to remember to do this;" "Team members sometimes put this into practice;" and "This is common practice for team members." Just mark the bubble that most closely describes how the team applies the particular habit or practice. If the statement is not applicable to your team, skip that line.

Interpreting the Results

Results of the TSAT are presented as a frequency distribution of the team members' responses to each statement. From this, it should be apparent where there is agreement among team members about how consistently the team applies a habit or practice, as well as where the views of team members differ. Team strengths are those areas where there is agreement among members that the habits and practices are a common team practice. Areas for improvement include those habits and practices where there is agreement that team members typically need prompting as well as any habits and practices where team members' responses differ substantially. The latter may identify areas where team members' views on team behavior deserve deeper review.

Critically Inquisitive and Continuous Learning	Team members typically need prompting to remember to do this	Team members sometimes put this into practice	This is a common practice team members
Team members ask questions of others to clarify assumptions, data, analyses, or conclusions. *[Skeptical/critical]*	○	○	○
Team members are reflective about our own actions, typically being self-critical and engaging in evaluation of our performance for the purpose of improving. *[Reflective]*	○	○	○
Team members take a fresh look at a situation and search for factors that may have been missed in the past in an attempt to improve understanding of the broader context. *[Open-minded]*	○	○	○
Team members reserve the right to change our mind and expect others to be able to do so, too, if new understanding of a situation indicates that is prudent. *[Flexible]*	○	○	○
Team members approach work from the perspective of learning while doing, viewing management as an opportunity to learn from experience. *[Adaptive]*	○	○	○
Team members learn as much as possible about a conservation issue and context in which it is embedded so we can identify consequences of actions. *[Inquisitive]*	○	○	○
Team members ask lots of questions about the "how" and "why" of an issue and seek new evidence to evaluate existing perceptions. *[Curious]*	○	○	○

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Multi-level, Integrative Systems Thinking	Team members typically need prompting to remember to do this	Team members sometimes put this into practice	This is a common practice team members
Team members are mindful that any specific conservation situation is embedded in a larger context that either affects or is affected by actions at any level. *[Comprehensive thinking]*	○	○	○
Team members can see many of the elements of difficult problems, how the parts fit together and identify what's missing. *[Holistic]*	○	○	○
Team members seek information about and include any stakeholders in a decision or action and attempt to secure their input and involvement. *[Inclusive]*	○	○	○
Team members look for opportunities to adapt or create new solutions to a problem at hand without undue concern about diverging from conventional practice when situations seem to call for it. *[Creative/divergent/imaginative]*	○	○	○

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Self-disciplined	Team members typically need prompting to remember to do this	Team members sometimes put this into practice	This is a common practice team members
Team members approach technical assessments by means of scientific methods and principles, in a systematic or methodical manner. *[Scientific]*	○	○	○
Team members evaluate the scientific methods used to address an issue to ensure the conclusions or recommendations are sound. *[Scientific]*	○	○	○
Team members practice clear, logical reasoning, which we can clearly communicate to others, when developing an understanding of a problem. *[Logical]*	○	○	○
Team members analyze a situation or program methodically with clear focus on stated objectives. *[Systematic]*	○	○	○
Team members examine things very carefully, taking an organized, thoughtful approach that helps define complex issues and resist an unorganized stream of consciousness approach to thinking about a problem. *[Analytic]*	○	○	○
Team members work in a well-organized and competent way that gets good results using no more funding, time, social capital and other resources than is necessary to achieve the desired outcome. *[Economic/efficient]*	○	○	○
Team members avoid being inappropriately influenced by our own personal feelings and opinions or by those of others who expect special treatment. *[Impartial/objective]*	○	○	○

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Team members operate in a manner that avoids harm to people, wildlife or the environment. *[Ethical]*	○	○	○
Team members routinely consider disparate positions held by stakeholders. *[Ethical]*	○	○	○
Team members don't let delays and problems derail us from working on a project with a positive attitude despite difficulties encountered. *[Patient]*	○	○	○

Balanced Approach	Team members typically need prompting to remember to do this	Team members sometimes put this into practice	This is a common practice team members
Team members work in a sensible and realistic way that is based largely on a practical rather than theoretical perspective. *[Pragmatic]*	○	○	○
Team members anticipate and, when necessary, prepare to take action to control a situation rather than just respond to it after the fact. *[Proactive/strategic]*	○	○	○
Team members are oriented toward achievement of established objectives (results- or outcomes-oriented) rather than being overly focused on process (means). *[Purposeful]*	○	○	○
Team members build a clear understanding of the political ramifications of alternative choices, without allowing those realities to influence the integrity of the biological/ecological, social, and ethical assessments conducted to serve decision making. *[Politically aware]*	○	○	○
Team members expect and can accommodate change in process, protocol or program as needed to adapt to different circumstances. *[Adaptable]*	○	○	○

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Interactions with Others	Team members typically need prompting to remember to do this	Team members sometimes put this into practice	This is a common practice team members
Team members ask stakeholders, staff and partners for their thoughts and listen to those offered unsolicited, whether from familiar or novel sources, or whether they represent views consistent or inconsistent with agency policy, professional convention or their own beliefs. **[Attentive/active listening]**	○	○	○
Team members work with individuals from within and outside the agency who are willing to work together to achieve shared conservation goals. **[Collaborative]**	○	○	○
Team members are polite and show deference and humility when working with others, thereby avoiding appearing self-important or better than others. **[Humble/respectful]**	○	○	○
Team members are truthful and candid, avoid obfuscation or deceit, and behave in a way that expresses honesty. **[Transparent/truthful/honest]**	○	○	○
Team members readily comprehend and genuinely identify with other people's feelings or attitudes, including their pains and struggles, and show gratitude for contributions of others to conservation. **[Compassionate/selfless/empathetic]**	○	○	○
Team members freely show gratitude toward others for their contributions to conservation. **[Appreciative/supportive]**	○	○	○
Team members openly convey strong feelings, emotions or beliefs without dominating or intimidating others. **[Passionate]**	○	○	○
Team members take a favorable view of events or conditions and work in a way that expresses hope and confidence about the future. **[Optimistic/positive]**	○	○	○

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