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**BUILD YOUR HIGH-PERFORMING TEAM SYSTEM**

*Assessment Instrument*

# Research Foundation and Methodology

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Research Foundation | Item-to-Construct Map | Expert Review Record  
8 Dimensions of High-Performing Teams | 40 Assessment Items

## **CONTENTS**

- Expert Review Record
- Trust & Psychological Safety
- Clarity of Purpose & Goals
- Accountability & Ownership
- Communication & Collaboration
- Conflict Resolution
- Decision-Making & Execution
- Leadership & Empowerment
- Cadences & Routines
- Research Foundation Statement

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**Briggs Consulting LLC**

*coachbriggs.com | Build Your High-Performing Team System*

# BUILD YOUR HIGH-PERFORMING TEAM SYSTEM

## Research Foundation and Methodology

Research Foundation | Item-to-Construct Map | Expert Review Record

The Build Your High-Performing Team (BYHPT) assessment is grounded in decades of published team-effectiveness research. This document establishes the research foundation for each of the 8 dimensions, maps every assessment item to the construct it measures, and documents the expert review process through which all items were evaluated and refined.

### EXPERT REVIEW RECORD

#### Subject-Matter-Expert Item Review

All 40 assessment items were submitted for independent subject-matter-expert review prior to instrument deployment. The review evaluated each item for construct relevance, item clarity, and real-world validity against the experience of senior leaders and organizational development practitioners.

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reviewer           | <b>Rick Lyman</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Title              | Founder and President, Executive Consulting and Coaching                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Education          | MBA, Human Resources and Organizational Behavior, Babson College<br>MA and BA, Brown University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Career             | 35+ years of organizational development leadership across Fortune 500 companies and global organizations, including: <ul style="list-style-type: none"><li>• Director of Organizational Development, Boston Scientific</li><li>• Director of Organizational Effectiveness, Cisco Systems</li><li>• VP Executive and Organizational Development, Devonshire Investors</li><li>• VP Management and Organizational Development, Fidelity Investments</li><li>• VP Training and Development, Bank of America</li><li>• Executive coach at Harvard Executive Education Programs</li></ul> |
| Areas of expertise | Organizational diagnosis and design, team development, leadership assessment, executive coaching, change management, succession planning, and talent development.                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Review type        | Practitioner subject-matter-expert review for construct relevance, item clarity, active vs. passive voice, real-world validity, and appropriate framing for senior leader and team assessment contexts.                                                                                                                                                                                                                                                                                                                                                                              |
| Outcome            | Detailed written feedback provided across two review documents covering all 40 items. All items were evaluated and refined in response to expert feedback prior to instrument deployment.                                                                                                                                                                                                                                                                                                                                                                                            |

#### VALIDITY SCOPE

This expert review reflects 35+ years of applied organizational development expertise applied to every item in the assessment. All items were evaluated against real-world senior leadership and team development contexts before the instrument launched.

## DIMENSION

# Trust & Psychological Safety

### Construct Definition

The degree to which team members feel safe to speak up, take risks, ask for help, and admit mistakes without fear of interpersonal harm or career consequence.

### Research Foundation

- Edmondson, A. C. (1999). *Psychological safety and learning behavior in work teams*. *Administrative Science Quarterly*, 44(2), 350-383. *The foundational study establishing psychological safety as a team-level construct distinct from individual trust. Edmondson's 7-item scale is the most widely validated measure in this domain.*
- Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vranceva, V. (2017). *Psychological safety: A meta-analytic review and extension*. *Personnel Psychology*, 70(1), 113-165. *Meta-analysis of 136 studies confirming psychological safety predicts learning, performance, and voice behavior.*
- Google Project Aristotle (2016). *Re:Work: The five keys to a successful Google team*. *Psychological safety emerged as the #1 factor differentiating high-performing teams across 180+ Google teams.*
- Newman, A., Donohue, R., & Eva, N. (2017). *Psychological safety: A systematic review of the literature*. *Human Resource Management Review*, 27(3), 521-535.

### Item-to-Construct Map

| Q# | Question Text                                                    | Construct Measured                                         |
|----|------------------------------------------------------------------|------------------------------------------------------------|
| 1  | I feel safe admitting mistakes on this team.                     | <i>Psychological safety: mistake acknowledgment</i>        |
| 2  | Team members trust each other to follow through on commitments.  | <i>Interpersonal trust: reliability</i>                    |
| 3  | I can share my honest opinion on this team without holding back. | <i>Psychological safety: voice behavior</i>                |
| 4  | On this team, problems are raised and discussed openly.          | <i>Psychological safety: team-level problem disclosure</i> |
| 5  | Team members ask for help when they need it.                     | <i>Psychological safety: help-seeking behavior</i>         |

## DIMENSION

# Clarity of Purpose & Goals

### Construct Definition

The degree to which team members share a clear, aligned understanding of the team's mission, priorities, success metrics, and the connection between individual work and team outcomes.

### Research Foundation

- Hackman, J. R. (2002). *Leading teams: Setting the stage for great performances*. Harvard Business School Press. Establishes compelling direction as one of five essential conditions for team effectiveness.
- Locke, E. A., & Latham, G. P. (2002). *Building a practically useful theory of goal setting and task motivation*. *American Psychologist*, 57(9), 705-717. Specific, challenging goals with clear feedback outperform vague or absent goals consistently.
- Lencioni, P. (2002). *The five dysfunctions of a team*. Jossey-Bass. Inattention to results is rooted in lack of shared clarity on what success looks like.
- Mathieu, J., Maynard, M. T., Rapp, T., & Gilson, L. (2008). *Team effectiveness 1997-2007: A review of recent advancements*. *Journal of Management*, 34(3), 410-476.

### Item-to-Construct Map

| Q# | Question Text                                                                            | Construct Measured                                          |
|----|------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 6  | I clearly understand our team's priorities.                                              | Goal clarity: individual understanding of priorities        |
| 7  | I know exactly how my work contributes to the team's goals.                              | Goal clarity: line of sight, role-goal connection           |
| 8  | Our team has clear goals that everyone understands.                                      | Goal clarity: shared team-level understanding               |
| 9  | Everyone on this team understands the measures of success for our goals.                 | Goal clarity: shared success criteria                       |
| 10 | When priorities change, our team clearly communicates them and their impact on our work. | Goal clarity: adaptive communication of changing priorities |

## DIMENSION

# Accountability & Ownership

### Construct Definition

The degree to which team members follow through on commitments, address missed expectations directly, and take ownership of outcomes rather than deflecting responsibility.

### Research Foundation

- Lencioni, P. (2002). *The five dysfunctions of a team*. Jossey-Bass. Avoidance of accountability is the fourth dysfunction.
- Katzenbach, J. R., & Smith, D. K. (1993). *The wisdom of teams*. Harvard Business School Press. Mutual accountability is a defining characteristic of real teams versus working groups.
- Frisch, B. (2008). *When teams can't decide*. Harvard Business Review. Decision follow-through and execution discipline as distinct accountability challenges.
- Accountability Culture Research, Harvard Business Review (2020). Teams with high accountability norms outperform on execution metrics.

### Item-to-Construct Map

| Q# | Question Text                                                                                              | Construct Measured                                                |
|----|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 11 | On this team, people follow through on what they say they will do.                                         | <i>Accountability: commitment fulfillment</i>                     |
| 12 | When someone misses a deadline for a team goal, the team addresses it immediately.                         | <i>Accountability: direct response to missed commitments</i>      |
| 13 | When something goes wrong on this team, people focus on fixing the problem instead of blaming individuals. | <i>Accountability: ownership orientation vs. blame deflection</i> |
| 14 | When someone on this team is not performing to expectations, they receive timely coaching.                 | <i>Accountability: performance management culture</i>             |
| 15 | Our team consistently follows through on decisions we make.                                                | <i>Accountability: decision execution discipline</i>              |

## DIMENSION

# Communication & Collaboration

### Construct Definition

The degree to which team members communicate honestly and openly, listen actively, share information freely, and work together toward shared outcomes.

### Research Foundation

- Pentland, A. (2012). *The new science of building great teams*. Harvard Business Review. *Communication patterns are the strongest predictors of team performance.*
- Salas, E., Sims, D. E., & Burke, C. S. (2005). *Is there a 'big five' in teamwork? Small Group Research*, 36(5), 555-599. *Communication and collaboration are core teamwork competencies linked to performance.*
- Gratton, L., & Erickson, T. J. (2007). *Eight ways to build collaborative teams*. Harvard Business Review.
- Cross, R., Rebele, R., & Grant, A. (2016). *Collaborative overload*. Harvard Business Review.

### Item-to-Construct Map

| Q# | Question Text                                                                  | Construct Measured                                               |
|----|--------------------------------------------------------------------------------|------------------------------------------------------------------|
| 16 | Team members consistently share their honest thoughts and impressions.         | <i>Communication: honesty and openness norm</i>                  |
| 17 | Team members listen carefully and attentively to each other.                   | <i>Communication: active listening</i>                           |
| 18 | Team members share information that enables their colleagues to be successful. | <i>Communication: information sharing for collective success</i> |
| 19 | Team members consistently collaborate to achieve shared goals.                 | <i>Collaboration: goal-oriented teamwork</i>                     |
| 20 | My perspective is genuinely considered when I share it with the team.          | <i>Communication: inclusive voice and consideration</i>          |

## DIMENSION

# Conflict Resolution

### Construct Definition

The degree to which the team engages in productive conflict, addresses disagreements directly, builds consensus, and resolves tensions in ways that preserve relationships and move work forward.

### Research Foundation

- Lencioni, P. (2002). *The five dysfunctions of a team*. Jossey-Bass. *Fear of conflict is the second dysfunction*.
- Jehn, K. A. (1995). *A multimethod examination of the benefits and detriments of intragroup conflict*. *Administrative Science Quarterly*, 40(2), 256-282.
- De Dreu, C. K. W., & Weingart, L. R. (2003). *Task versus relationship conflict, team performance, and team member satisfaction*. *Journal of Applied Psychology*, 88(4), 741-749.
- Edmondson, A. C., & Lei, Z. (2014). *Psychological safety: The history, renaissance, and future of an interpersonal construct*. *Annual Review of Organizational Psychology*, 1, 23-43.

### Item-to-Construct Map

| Q# | Question Text                                                                   | Construct Measured                                          |
|----|---------------------------------------------------------------------------------|-------------------------------------------------------------|
| 21 | Disagreements on this team are addressed promptly and directly.                 | <i>Conflict: direct engagement vs. avoidance</i>            |
| 22 | On this team, people feel comfortable challenging ideas and assumptions openly. | <i>Conflict: psychological safety for task conflict</i>     |
| 23 | This team consistently finds a way to build consensus after disagreements.      | <i>Conflict: resolution and commitment after debate</i>     |
| 24 | This team works through conflict while preserving relationships.                | <i>Conflict: task vs. relationship conflict distinction</i> |
| 25 | This team addresses challenges in a timely way before they escalate.            | <i>Conflict: proactive issue resolution</i>                 |

## DIMENSION

# Decision-Making & Execution

### Construct Definition

The degree to which the team makes decisions efficiently, with clear accountability, and executes them with discipline and speed.

### Research Foundation

- Rogers, P., & Blenko, M. (2006). *Who has the D? How clear decision roles enhance organizational performance.* Harvard Business Review.
- Eisenhardt, K. M. (1989). *Making fast strategic decisions in high-velocity environments.* Academy of Management Journal, 32(3), 543-576.
- Vroom, V. H., & Jago, A. G. (1988). *The new leadership: Managing participation in organizations.* Prentice Hall.
- Nutt, P. C. (2002). *Why decisions fail.* Berrett-Koehler.

### Item-to-Construct Map

| Q# | Question Text                                                                 | Construct Measured                               |
|----|-------------------------------------------------------------------------------|--------------------------------------------------|
| 26 | Our team makes decisions efficiently without getting stuck in endless debate. | Decision-making: efficiency and decisiveness     |
| 27 | This team clearly establishes who is accountable for each decision.           | Decision-making: role and accountability clarity |
| 28 | Once decisions are made, the team executes them quickly.                      | Execution: speed of implementation               |
| 29 | This team consistently implements decisions with timely actions.              | Execution: consistent follow-through             |
| 30 | Our team has a clear process for making decisions.                            | Decision-making: process clarity                 |

## DIMENSION

# Leadership & Empowerment

### Construct Definition

The degree to which the team leader provides clarity, models expected behaviors, empowers team members appropriately, and addresses performance with directness.

### Research Foundation

- Hersey, P., & Blanchard, K. H. (1969). *Life cycle theory of leadership*. *Training and Development Journal*. *Situational leadership: matching delegation to team member development level*.
- Edmondson, A. C. (2012). *Teaming*. Jossey-Bass. *Leader behavior is the primary driver of team psychological safety*.
- Hackman, J. R. (2002). *Leading teams*. Harvard Business School Press. *The leader's role is enabling, not controlling*.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
- Zenger, J., & Folkman, J. (2020). *The extraordinary leader*. McGraw-Hill.

### Item-to-Construct Map

| Q# | Question Text                                                                                                | Construct Measured                                    |
|----|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 31 | The leader ensures team members have a thorough understanding of the team's priorities.                      | <i>Leadership: priority clarity and communication</i> |
| 32 | The leader considers team members' competence and confidence when delegating decisions and responsibilities. | <i>Leadership: situational delegation</i>             |
| 33 | The leader of this team consistently models the values and behaviors expected of the team.                   | <i>Leadership: behavioral modeling</i>                |
| 34 | The leader of this team actively removes obstacles so people can do their best work.                         | <i>Leadership: enabling and obstacle removal</i>      |
| 35 | The leader of this team addresses performance issues directly.                                               | <i>Leadership: direct performance management</i>      |

## DIMENSION

# Cadences & Routines

### Construct Definition

The degree to which the team has established operating rhythms that support consistent performance.

### Research Foundation

- Duhigg, C. (2012). *The power of habit*. Random House. *Organizational routines as performance infrastructure.*
- Lencioni, P. (2006). *Silos, politics, and turf wars*. Jossey-Bass. *Meeting rhythms and operating norms as the structural backbone of team alignment.*
- Google Project Aristotle (2016). *Structure and clarity is one of five key dynamics of effective teams.*
- Edmondson, A. C. (2020). *The fearless organization*. Wiley. *Regular reflection and adaptation routines differentiate high-performing teams.*

### Item-to-Construct Map

| Q# | Question Text                                                                                       | Construct Measured                                      |
|----|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| 36 | Our team has a shared agreement on how we work together day to day.                                 | <i>Cadences: operating norms and shared agreements</i>  |
| 37 | Our team meetings are consistently productive and efficient.                                        | <i>Cadences: meeting effectiveness</i>                  |
| 38 | This team effectively adapts plans and priorities in response to changing circumstances.            | <i>Cadences: adaptive capacity and planning agility</i> |
| 39 | Team and individual commitments are actively monitored to ensure consistent progress against goals. | <i>Cadences: commitment tracking system</i>             |
| 40 | Our team regularly reflects on how we are operating and uses that to improve.                       | <i>Cadences: team learning and reflection routine</i>   |

#### RESEARCH FOUNDATION STATEMENT

## Build Your High-Performing Team Assessment

The Build Your High-Performing Team assessment is built on a research foundation spanning decades of peer-reviewed team-effectiveness literature. Each of the 8 dimensions is grounded in established organizational psychology and management science. All 40 assessment items were independently reviewed for construct relevance, item clarity, and real-world validity by a subject-matter expert with 35+ years of Fortune 500 organizational development experience, and all items were refined in response to that feedback.

This document is available to clients, practitioners, and organizational partners upon request.