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Suggestions for Using the “Morale-and-Workgroup-Cohesiveness-Observation Checklist”

Objectives:

- Assess workgroup morale and cohesiveness
- Pinpoint obstacles to teamwork
- Identify employees' irritations, concerns, and problems that may be blocking productivity

Intended Audience:

- Managers and supervisors seeking to increase the cohesiveness and morale of their teams
- Trainees in a management/supervisory development class or managing diversity seminar
- Members of a diverse workgroup seeking to strengthen the team

Processing the Activity:

- Individuals check those conditions and factors they observe in their work team.
- Groups discuss those items checked and not checked, focusing on strengths and weaknesses of the team.
- Items not checked are discussed with regard to their impact on the team.
- Weaknesses are listed and prioritized, and areas for development are targeted.
- Individual managers can target specific areas to begin working on to strengthen their own team.

Questions for Discussion:

- What strengths and weaknesses are indicated?
- What is at the root of the weaknesses?
- Which issues have highest priority for attention?
- How can these areas be strengthened?
- What can you/we do to begin working on the problems surfaced?

Caveats, Considerations, and Variations:

- Managers making observations of their own staffs will tend to lack objectivity. It is helpful to suggest having a few other people (in the group or the whole team) respond to get a more rounded view.
- Weaknesses indicated need to be investigated further to find out underlying reasons, conditions, and organization systems that may be at the heart of the problem.