

## Purpose of the TMS

The Team Mirror Survey™ (TMS) is a short, pulse-style instrument designed to provide leaders and coaches with quick, comparable insights into the health of a team.

It measures three core outcomes that drive sustained team effectiveness:

1. **Collaboration** – how team members work together
2. **Productivity** – how effectively the team achieves results
3. **Belonging** – how connected and psychologically safe people feel within the team

The TMS is not a personality or diagnostic tool. It is a **perceptual, trend-tracking measure**: a fast mirror for reflection, not a microscope for dissection.

## Conceptual Definitions

### Collaboration

#### Definition:

Collaboration is the extent to which team members share information, coordinate actions, and rely upon one another (including mutual trust) in order to achieve shared goals.

#### Research Evidence:

- The meta-analysis by De Jong, Dirks & Gillespie (2016) found a positive relationship between intrateam trust and team performance ( $\rho \approx .30$ ) based on 112 studies (N  $\approx$  7,763 teams). [espace.library.uq.edu.au](https://espace.library.uq.edu.au/view/uq:439393)+3ResearchGate+3PubMed+3
- In the broader team-effectiveness literature, teams are conceptualised as social systems whose interaction processes (coordination, communication, trust) mediate input-output performance. (Cooke et al., 2015) [NCBI](https://pubmed.ncbi.nlm.nih.gov/26111111/)
- Trust, a core component of collaboration, enables team members to reduce perceived vulnerability, enabling greater information sharing and reliance on one another. (ScienceForWork summary of de Jong et al., 2016) [ScienceForWork](https://www.scienceforwork.com/)

#### Why this supports measuring Collaboration:

Because there is consistent evidence that the quality of team member interaction (sharing, coordination, trust) predicts outcomes, “collaboration” is a valid construct for a pulse survey of team health.

---

### Productivity

**Definition:**

Productivity is the extent to which the team consistently meets its objectives and uses time, resources, and effort efficiently to deliver results aligned with the team's and organisation's goals.

**Research Evidence:**

- The review chapter by Cooke et al. (2015) defines team effectiveness—synonymous in many cases with productivity—as a team's “capacity to achieve its goals and objectives” and improve outcomes for the organisation and its members. [NCBI+1](#)
- In the monograph by Kozlowski & Ilgen (2006), effective teams are described in terms of output (task performance quality, meeting standards) as a key criterion. [SAGE Journals+1](#)

**Why this supports measuring Productivity:**

Because productivity in teams is not simply “busyness” but delivering meaningful results efficiently, it is a crucial dimension of team health — especially for a quick pulse tool aiming to gauge how well a team is functioning in its core mission.

---

**Sense of Belonging (including Psychological Safety)**

**Definition:**

Sense of belonging is the extent to which individuals feel included, respected, connected to the team's purpose, and safe to express their views and authentic selves within the team. (This construct aligns strongly with the concept of psychological safety: a shared belief that the team is safe for interpersonal risk-taking.)

**Research Evidence:**

- Edmondson (1999) defined psychological safety as “a shared belief held by members of a team that the team is safe for interpersonal risk taking.” [psychiatry.ucsd.edu+1](#)
- Empirical research shows psychological safety is positively associated with team learning behaviour and performance. (Edmondson, 1999; later reviews) [SAGE Journals+1](#)
- A literature review into inclusion, safety, and team dynamics links the absence of interpersonal fear to higher engagement, innovation, and team outcomes. (McKinsey explainer) [McKinsey & Company](#)

**Why this supports measuring Belonging:**

Feeling psychologically safe and included affects whether team members contribute, speak

up, and bring their best selves. In a pulse tool measuring team health, including “belonging / psychological safety” captures the affective relational dimension of team functioning.

### Underlying Assumptions

- These three dimensions represent the **minimum viable model** of team health: relational (Collaboration), functional (Productivity), and emotional (Belonging).
- Each can change over short time frames, making them ideal indicators for measuring intervention impact.
- Together they form a balanced picture: a team performing well in only one area (e.g., high productivity but low belonging) is unlikely to sustain success.

### Intended Use and Limitations

#### Intended Use

- To measure a team’s perceived health at key points (baseline, 6 weeks, 3 months).
- To provide input for coaching, workshops, or team reflection.
- To track trends over time and evaluate intervention impact.

#### Not Intended For

- Individual evaluation or performance appraisal.
- Cross-individual comparison within a team.
- Predicting personality or psychological traits.

### Measurement Design

- ★ **3 quantitative questions** rated on a **1–10 scale** (higher = better).
- ★ **Optional qualitative comments** providing contextual insight.
- ★ Administered anonymously to promote openness and reduce bias.
- ★ Designed for completion in under 10 minutes.

## Interpretation Framework

Score Range	Interpretation	Typical Focus Area
1-4	Poor – indicators of strain or dysfunction	Immediate dialogue and support
5-7	Good – generally functional but with inconsistencies	Clarify priorities, strengthen trust and processes
8-10	High Performing – strong, consistent performance	Reinforce strengths and share best practices

## Philosophy

The TMS is built on a simple principle: **the first step in improvement is to build awareness.** By mirroring how collaboration, productivity, and belonging feel from within, the survey makes the invisible visible and provides a shared language for growth.