

TEAM HEALTH ASSESSMENT

The 4 Anchors™ Team Health Assessment

Score your team across 12 questions — 3 per Anchor. Circle the number that reflects your current structural reality, not your aspiration. Total each Anchor. Use the interpretation guide and structural fixes below each section.

HOW TO
SCORE:

1 = Never true · 2 = Rarely true · 3 = Sometimes true · 4 = Usually true · 5 = Always true · Total 3 scores per Anchor (max 15). Circle the primary bottleneck — your lowest-scoring Anchor.

PSYCHOLOGICAL
SAFETY

Shield the team from drive-by noise

ANCHOR
TOTAL (add Q
scores below)

Edmondson (1999) + Google Project Aristotle (2014) — #1 predictor across 180 teams

Q1.

Team members speak up about problems without fear of blame or embarrassment.

1

2

3

4

5

Never

Sometimes

Always

Q2.

When mistakes happen, they are discussed openly so the team can learn from them.

1

2

3

4

5

Never

Sometimes

Always

Q3.

The team is protected from reactive priority changes and 'drive-by' interruptions from outside.

1

2

3

4

5

Never

Sometimes

Always

Total:

___ / 15

1–5 STRUCTURALLY
BROKEN

Score 1–5: Structurally remove the team from reactive leadership channels. Assign one SM exclusively to this team.

6–10 FRAGILE

Score 6–10: Establish Working Agreement norms for how decisions get challenged safely.

11–15 DESIGNED FOR FLOW

Score 11–15: Ensure SM actively shields from external noise. Address any unsafe topics before Sprint events.

TRUST

Stable, long-lived membership

ANCHOR
TOTAL (add Q
scores below)

Hackman — stable membership is non-negotiable in every longitudinal team performance study

Q4.	Team membership has been stable — the same people work together Sprint over Sprint.	1 Never	2	3 Sometimes	4	5 Always
Q5.	Each team member can rely on others to follow through without micromanagement.	1 Never	2	3 Sometimes	4	5 Always
Q6.	The SM and PO are consistently available to this team — not shared across 3+ other teams.	1 Never	2	3 Sometimes	4	5 Always
Total:		1-5 STRUCTURALLY BROKEN		6-10 FRAGILE		11-15 DESIGNED FOR FLOW
___ / 15		Score 1-5: Map current allocation for every member. Reduce to max 2 teams per person immediately. Target 1.		Score 6-10: Identify the most destabilizing membership pattern and fix it first.		Score 11-15: Confirm SM and PO exclusivity. If either is shared, calculate the context-switching tax.

SHARED VISION

Strategic bets over feature lists

ANCHOR
TOTAL (add Q
scores below)

Dan Pink's Drive — purpose is the strongest intrinsic motivator for complex knowledge work

Q7.	Every team member can state the Sprint Goal in one sentence and explain why it matters to a real customer.	1 Never	2	3 Sometimes	4	5 Always
Q8.	The Product Owner connects each backlog item to a strategic business outcome — not just a feature.	1 Never	2	3 Sometimes	4	5 Always
Q9.	The team's work connects visibly to a goal that matters — they know who they're building for and why.	1 Never	2	3 Sometimes	4	5 Always
Total:		1-5 STRUCTURALLY BROKEN		6-10 FRAGILE		11-15 DESIGNED FOR FLOW
___ / 15		Score 1-5: Cancel next Sprint Planning until a clear Sprint Goal exists. Start with: 'What customer problem are we solving?'		Score 6-10: Run a backlog surgery session — every item must connect to an outcome or get removed.		Score 11-15: Formalize a Product Goal reviewed at the start of every Planning. Make vision visible — wall, doc, Slack pin.

MIT Woolley (2010) — equal conversational turn-taking predicts team IQ better than individual IQ

Q10. In Sprint Planning and Retrospectives, all team members contribute equally — no one person dominates.	12345 NeverSometimesAlways
Q11. Junior team members feel as empowered to raise concerns as senior members — and do so regularly.	12345 NeverSometimesAlways
Q12. When AI tools are used, the team has explicit norms for reviewing AI output together before shipping.	12345 NeverSometimesAlways
Total: ___ / 15	1–5 STRUCTURALLY BROKEN Score 1–5: Introduce round-robin speaking norms in every Sprint event. No one speaks twice until everyone has once. 6–10 FRAGILE Score 6–10: Establish an AI review norm — no AI-generated output ships without a named human reviewer. 11–15 DESIGNED FOR FLOW Score 11–15: Use anonymous polling for high-stakes decisions to surface the full range of team views.

SCORING SUMMARY — Transfer your anchor totals, then circle your primary bottleneck

Add the three Q scores for each Anchor and write the total below. Then add all four Anchor totals for your Grand Total out of 20.

Psychological Safety Shield from drive-by noise ___ / 15	Trust Stable, long-lived membership ___ / 15	Shared Vision Strategic bets over feature lists ___ / 15	Equal Voice Collective intelligence unlocked ___ / 15	Grand Total Add all 4 anchor scores ___ / 20
Grand Total interpretation:	4–8 Structurally Broken	9–15 Fragile	16–20 Designed for Flow	