

Group Work: The Engagement Index

Directions: Write in the number that best describes how often you use each of the following behaviors when working in groups.

1 = Almost never 2 = Seldom 3 = Sometimes 4 = Usually 5 = Almost always

Item	Your Score	Behavior
1.	4	I personally congratulate and thank members for a job well done.
2.	4	I express a positive outlook even when times are tough.
3.	3	I pay more attention to the positive things members do than the negative ones.
4.	3	I get to know, at a personal level, the group members with whom I work.
5.	5	I spend time listening to the needs, interests, and concerns of other group members.
6.	4	I carefully watch members' nonverbal behavior to understand what they mean and how they feel.
7.	3	I express high expectations about what our group can accomplish.
8.	4	I work to set high standards that motivate us to do better in the future than we are doing now.
9.	3	I celebrate member and group accomplishments.
10.	5	I find ways to make our work enjoyable and fun.
		TOTAL (Add together all your rating numbers)

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Score Interpretation

- 40-50: You are a great motivator. Group members like working with you. They feel appreciated and good about the contributions they're making.
- 30-39: You're doing well as a motivator. Group members are generally happy working with you, but you may feel as though you could do more to motivate and encourage them. Try to overcome your uneasiness about praising and helping others.
- 20-29: You understand the need for motivation but may not know how or feel uncomfortable doing it. Try to pay more attention to member achievements and recognize them in some way. Begin with small gestures until you feel comfortable celebrating and inspiring others more enthusiastically.
- 10-19: Your score may not really be this low. Perhaps you should give yourself more credit for supporting other group members—even if it's in small ways. Try to understand how important encouragement is to other people. Maybe you can team up with another member to plan ways of recognizing and appreciating others. Rather than intimidating or trying to control others, try kindness and encouragement instead.

Source: This instrument is a modified version of "The Encouragement Index" in James M. Kouzes and Barry Z. Posner, *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others* (San Francisco: Jossey-Bass, 1999), pp. 35-37. For score interpretation, pp. 38-41.

Group Assessment: Group Motivation Inventory

Directions: This instrument assesses the motivation level of a group of which you are currently a member or in which you have worked in the past. Use the following scale to assign a number to each statement:

5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree

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| 3 | 1. I work very hard in my group. |
| 2 | 2. I work harder in this group than I do in most other groups. |
| 4 | 3. Other members work very hard in this group. |
| 3 | 4. I am willing to spend extra time on group projects. |
| 4 | 5. I try to attend all group meetings. |
| 2 | 6. Other members regularly attend group meetings. |
| 2 | 7. I often lose track of time when I'm working in this group. |
| 4 | 8. Group members don't seem to mind working long hours on our project. |
| 4 | 9. When I am working with this group, I am focused on our work. |
| 3 | 10. I look forward to working with the members of my group. |
| 4 | 11. I enjoy working with group members. |

3	12. Group members enjoy working with one another.
4	13. I am doing an excellent job in my group.
3	14. I am doing better work in this group than I have done in other groups.
3	15. The other members are making excellent contributions to this group.
4	16. I am willing to do whatever this group needs in order to achieve our goal.
4	17. I trust the members of my group.
4	18. The other group members are willing to take on extra work.
4	19. I am proud of the work my group is doing.
4	20. I understand the importance of our group's work.
4	21. Everyone is committed to successfully achieving our goal.
4	22. I am proud of the contributions I have made to this group.
4	23. This group appreciates my work.
4	24. I am proud to be a member of this group.
4	25. This group really works well together.

Scoring and Interpretation: Add your ratings for all the statements.

Score Ranges	Interpretation	Questions for Analyzing Group Motivation
Below 75	Low Motivation	Does the group support a clear and elevated goal? Is the task too difficult or complex? Are member expectations unclear or unreasonable? Do some members make it difficult for others to participate?
75-99	Moderate Motivation	Are some members doing most of the interesting work, while others do routine assignments? Do some members feel left out or ignored?
Above 99	High Motivation	