

T.O.R.I QUESTIONNAIRE

In the space provided, rate the degree to which you agree or disagree with each statement. "Group" refers to your unit, team, department or organization that you interact with the most.

Item	Strongly Disagree	Disagree	Agree	Strongly Agree
1. When I am with members of this group, I feel good about myself.				
2. I am afraid that if I told members of this group my true feelings they would be shocked.				
3. If I did what I wanted to in this group, I would be doing different things.				
4. I often go along with others simply because I have a sense of obligation.				
5. Members have a high opinion of my contributions.				
6. When at work, members of this group are very careful to express relevant ideas about the task at hand.				
7. Members of this group put a lot of energy into irrelevant and unimportant things/activities.				
8. We work together as a smooth, functioning unit.				
9. My relationship to this group is a very impersonal one.				
10. Whenever I feel strongly about something, I feel easy about expressing it to the members.				
11. When the group reaches a decision, I am usually in agreement.				
12. I enjoy working with members of this group.				
13. It is easy to tell who the "in" members are.				
14. Members of this group are very spontaneous and uninhibited when they are around each other.				
15. Members do what they need to do out of a strong sense of responsibility to the group.				
16. Members are very much individuals and do not work together as members of a team.				

T.O.R.I SCORING

To calculate your score for each factor, circle the appropriate number in the matrix below, based on how you answered the questionnaire. Total your scores for each factor and write the score below the corresponding factor.

Trust				
Item	Strongly Disagree	Disagree	Agree	Strongly Agree
1.	0	1	2	3
5.	0	1	2	3
9.	3	2	1	0
13.	3	2	1	0

Trust Score: _____

Openness				
Item	Strongly Disagree	Disagree	Agree	Strongly Agree
2.	3	2	1	0
6.	3	2	1	0
10.	0	1	2	3
14.	0	1	2	3

Openness Score: _____

Realization				
Item	Strongly Disagree	Disagree	Agree	Strongly Agree
3.	3	2	1	0
7.	3	2	1	0
11.	0	1	2	3
15.	0	1	2	3

Realization Score: _____

Interdependence				
Item	Strongly Disagree	Disagree	Agree	Strongly Agree
4.	3	2	1	0
8.	0	1	2	3
12.	0	1	2	3
16.	3	2	1	0

Interdependence Score: _____

*High Scores =7-12
Low

Scores = 0-6

	Trust	Openness
High Scores: 7-12	<ul style="list-style-type: none"> Acceptance/professional respect and support Inclusion Positive image 	<ul style="list-style-type: none"> Effective communication, empathy and listening Spontaneity Reciprocal feedback
Low Scores: 0-6	<ul style="list-style-type: none"> Role power Failure to accept accountability Fear of exposure 	<ul style="list-style-type: none"> High degree of formality Suspiciousness Collusion

	Realization	Interdependence
High Scores: 7-12	<ul style="list-style-type: none"> Ownership is evident Moderate risk taking Innovation and creativity is a norm 	<ul style="list-style-type: none"> High level of integration High levels of productivity Flexible work units and people
Low Scores: 0-6	<ul style="list-style-type: none"> "Oughts and Shoulds" are prevalent Manipulation by extrinsic rewards Image of conformity 	<ul style="list-style-type: none"> Turf protection Blaming others Blaming lack of resources Image of uncooperativeness