**Ch16: Survey: Individual Versus Team Rewards**

***Purpose:***Understand how you think teams should be rewarded and what best motivates your performance on a team project. When people work on teams, their performance can be rewarded using individual or team rewards or a combination of both types of rewards. Organizations vary on which types of rewards they use, and individuals vary on which type of rewards they prefer.

***Directions****:* Using the scale below, indicate the amount of agreement with each of the following statements about how teams should be rewarded.

1 2 3 4 5

Strongly Disagree Strongly Agree

\_\_\_3\_\_ 1. I am more motivated when rewards are based solely on the team’s performance.

\_\_\_4\_\_ 2. I prefer to be rewarded based on my own performance, even when I am working on a team.

\_\_\_5\_\_ 3. I prefer to be rewarded for both my individual and team performance.

\_\_\_4\_\_ 4. Team members work harder when they are equally rewarded.

\_\_\_4\_\_ 5. It is not fair to give everyone on the team the same reward regardless of each person’s performance.

\_\_\_5\_\_ 6. Both individual and team rewards are necessary to motivate team members.

\_\_\_4\_\_ 7. When working on a team, I prefer to be rewarded based on the team’s performance.

\_\_\_3\_\_ 8. I am more motivated by individual rewards than by team-based rewards.

\_\_\_3\_\_ 9. My contribution to the team should be part of my individual performance evaluation and rewards.

\_\_\_3\_\_ 10. Team members should share equally the successes and failures of the team.

\_\_\_3\_\_ 11. Even when I am working on a team, I want my individual performance evaluated and rewarded.

\_\_\_3\_\_ 12. Evaluations from my teammates should help determine the rewards I receive on a team project.

\_\_\_2\_\_ 13. It is fair to give equal rewards to team members based on the performance of the team.

\_\_\_4\_\_ 14. People are less motivated in a team if they do not receive individual

evaluations and rewards.

\_\_\_5\_\_ 15. A combination of individual and team rewards is the best approach for rewarding teamwork.

***Scoring*:**

Add questions 1, 4, 7, 10, and 13 to obtain your preference for team rewards score.

team rewards score: 16

Add questions 2, 5, 8, 11, and 14 to obtain your preference for individual rewards score.

rewards score: 18

Add questions 3, 6, 9, 12, and 15 to obtain your preference for a combination of individual and team rewards score.

a combination of individual and team rewards score: 21

***Discussion:***What are the pros and cons of individual or team-based rewards? What problems are created when you work in a team with only individual or team rewards? What do these results say about your attitudes toward working in teams?

***SOURCE:***Adapted from Shaw, J., Duffy, M., & Stark, E. (2001). Team reward attitude: Construct development and initial validation. *Journal of Organizational Behavior, 22,* 903–917.