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The Behavior Tally

Tally the seven behaviors that carry interpersonal risk, per phase of the session. One team member or the trainer-coach counts during one session, outside the conversation. Not who, only how often.

Team: Session / meeting: Date: Counter:

BEHAVIOR (FIXED ORDER)	TEAM PULSE AND PICTURE-FORMING	OPINION-FORMING	JUDGMENT-FORMING	DECISION-MAKING AND CONSENT	TEAM PITSTOP
1. Someone admits not knowing something					
2. Someone asks a probing question					
3. Someone plays devil's advocate					
4. Someone shares an unfinished idea					
5. Someone defends an unpopular position					
6. Someone says they disagree with something					
7. Someone asks for help					

Shaded cell: in that phase you expect this behavior. An expected cell that stays empty is the first thing you discuss with the team.

Sharpness beside it, right after the session

Did the team reach a decision?	yes / no
Was an objection argued?	yes / no
Was an action closed out, with an owner?	yes / no

A rising tally with falling sharpness is a signal, not a success.

How to read the tally: per phase, not as a total. Questioning behavior (admitting not knowing, the probing question, asking for help, and above all the unfinished idea) should peak in picture-forming. Pushback (devil's advocate, the unpopular position, disagreeing) belongs to opinion-forming and judgment-forming and comes later in a team. Many questions without pushback is the comfort zone that stays friendly; pushback without questions is the solving reflex in disguise. Devil's advocate during picture-forming is a judgment that comes too early; disagreement that only appears at consent tells you that objections surface too late.

Safety without outcomes is a comfort zone; that is why the three sharpness questions always belong beside the behavior measurement. Use the tally periodically, for instance at the Team Pitstop, and compare with the previous time: do the seven behaviors occur more often, even when nobody asks for them? The same tally is available digitally at vraagstukgerichtwerken.com/en/tool-9/.

Based on *Stop Solving* (Campman, 2026), chapter 15 and Appendix A, figure 23; the seven behaviors after Detert & Bruno (2021). Phase reading guide according to the handbook of diagnostic and measurement instruments. The worksheet is in the book; available through Brave New Books.