

ASSESSING TEAM EFFECTIVENESS

Step 1

HOW I SEE THE OVERALL OPERATING EFFECTIVENESS OF OUR TEAM

Directions: Read each statement below. Using the ranking scale of 1 through 5, determine how true the statement is for your team. Place the numerical ranking in the space to the left of the statement.

- 5 - Definitely Agree**
- 4 - Inclined to Agree**
- 3 - Neither Agree Nor Disagree**
- 2 - Inclined to Disagree**
- 1 - Definitely Disagree**

AS TEAM MEMBERS:

- ___ 1. We all fully understand and support our team's basic mission and its current objectives.
- ___ 2. We all have a clear understanding of our assigned duties and responsibilities, the various roles we are expected to play, and our accountabilities to the total team, as well as to each other.
- ___ 3. We all place a high level of importance on providing quality products and services to our internal or external customers (i.e., the people who receive the output from our team).
- ___ 4. We are all willing to engage in cross-skills training so each of us can perform the duties and responsibilities of our fellow team members.
- ___ 5. We have all established a high level of trust and mutual respect for one another and provide a lot of support and encouragement to our fellow team members.
- ___ 6. We are all very open and candid in expressing our opinions and in sharing information with each other.
- ___ 7. We all have a genuine concern for each other and willingly help our fellow team members in performing their tasks and in handling work problems they may encounter.
- ___ 8. We all understand the value of differing viewpoints and we handle any conflicts we may have by facing the issues openly and by focusing on "what's right" rather than on "who's right."
- ___ 9. We all place a heavy emphasis on being certain that the knowledge, skills, and abilities of every person are fully utilized and reflected in the decisions we make as a team.
- ___ 10. We all have a high sense of urgency and actively participate in the identification and solution of any problems we encounter on the job.
- ___ 11. We all enjoy the work we do and our working relationships with one another.
- ___ 12. We all continuously seek information from our internal or external customers so we can find and develop new and better ways to function as a team.

Step 2

HOW I SEE THE OVERALL OPERATING EFFECTIVENESS OF THE PERSON ASSIGNED TO SUPPORT OUR TEAM (I.E., OUR COACH, FACILITATOR, OR RESOURCE PERSON)

Directions: Read each statement below. Using the ranking scale of 1 through 5, determine how true the statement is for your team. Place the numerical ranking in the space to the left of the statement.

- 5 - Definitely Agree**
- 4 - Inclined to Agree**
- 3 - Neither Agree Nor Disagree**
- 2 - Inclined to Disagree**
- 1 - Definitely Disagree**

THE PERSON ASSIGNED TO SUPPORT OUR TEAM:

- ___ 13. Encourages us to expand our range of skills and degree of involvement by delegating some of his or her own duties and responsibilities to our team.
- ___ 14. Provides encouragement, recognition, and positive reinforcement of our team's accomplishments.
- ___ 15. Willingly obtains and communicates whatever corporate, marketing, customer, supplier, departmental, cost, or related information we seek in order to help us monitor and improve our team's performance.
- ___ 16. Obtains from various staff groups, professional specialists, and members of management the physical and personnel resources, tools, equipment, materials, and technical support we request in order to improve our team's operating effectiveness.
- ___ 17. Serves as a spokesperson for our team and defends us when he or she feels that we are being unfairly criticized or treated poorly by members of management, by other teams, or by other organizational groups.
- ___ 18. Is readily accessible to us, listens well to what we have to say, answers whatever questions we ask, and responds quickly to any concerns we express.
- ___ 19. Arranges meetings for us with members of other teams, company personnel, customers, suppliers, and other outside groups whenever we request them so that we can exchange information and experiences, establish cross-functional task forces, and participate in joint problem-solving activities.
- ___ 20. Helps us develop proposals, obtains any required approvals, and assists us in implementing changes in work layout, work flow, physical arrangement of work centers, operating policies, practices, and systems that will facilitate and reinforce the continuous improvement of our team's operating effectiveness.
- ___ 21. Keeps us well informed about the goals and objectives of the total organization as well as the goals of other organizational units, so that we can develop and integrate our own team's goals in support of every other group.
- ___ 22. Helps us identify problems, define the sources of those problems, develop proposed courses of action, and successfully solve our problems.
- ___ 23. Helps us identify our training needs and supports our learning efforts by willingly sharing his or her own knowledge and experience with us; by providing time, support, and encouragement for learning to occur; and by obtaining whatever personnel or physical resources may be required.
- ___ 24. Places major emphasis on the accomplishments of our team, rather than on his or her own personal accomplishments.

Step 3

HOW I SEE THE OVERALL SUPPORT AND ENCOURAGEMENT WE RECEIVE FROM MEMBERS OF TOP MANAGEMENT

Directions: Read each statement below. Using the ranking scale of 1 through 5, determine how true the statement is for your team. Place the numerical ranking in the space to the left of the statement.

- 5 - Definitely Agree**
- 4 - Inclined to Agree**
- 3 - Neither Agree Nor Disagree**
- 2 - Inclined to Disagree**
- 1 - Definitely Disagree**

MEMBERS OF TOP MANAGEMENT:

- ___ 25. Serve as role models of employee involvement by willingly delegating some of their own duties and responsibilities to members of their managerial and supervisory teams.
- ___ 26. Allocate time, money, and other essential resources to encourage greater employee involvement throughout all organizational areas for which they are responsible and accountable.
- ___ 27. Personally and publicly recognize, compliment, encourage, and reward individual team members, as well as our total team, for our input in decision making, problem solving, creative thinking, and our overall operating effectiveness.
- ___ 28. Conduct their own meetings in a participative manner by such means as: having different people lead the meeting, openly soliciting team member input, inviting differing opinions, and frequently using consensus building in their decision making.
- ___ 29. Willingly assume responsibility for protecting newly-formed teams from external organization pressures, practices, and policies that may hinder or actually destroy the development of those teams.
- ___ 30. Are highly visible and make themselves readily available to us (in both formal and informal settings), in order to answer our questions and to provide leadership and help when we request it.
- ___ 31. Provide an ongoing flow of information to us about the organization's vision, its operating philosophy, our customers' requirements, the organization's current goals and objectives, and the level of success the organization is attaining in meeting those goals and objectives.
- ___ 32. Invite our input on issues that were formerly decided only by them, and willingly explain their actions whenever changes are made or their final decisions are questioned by team members.
- ___ 33. Treat the errors we make as learning experiences for us, rather than as opportunities for them to place blame on our team.
- ___ 34. Initiate changes in operating policies and practices in order to reinforce our team's development and effectiveness.
- ___ 35. Provide time to personally teach, coach, and counsel the men and women who work directly with us in order to improve the operating effectiveness of those people.
- ___ 36. Are highly involved in promoting the continuous growth and development of individual team members and the continuous improvement of our team's operating effectiveness.

STEP 5

SCORING

Add the point values in each of the three columns to obtain subtotals. Then add the subtotals for the three dimensions to obtain the grand total.

SCORING INTERPRETATION

The team's overall effectiveness can be determined from the scores in the Grand Total box as follows:

Score Range	Overall Rating
168–180	Highly effective. All dimensions of the team's working relationships are in great shape.
156–167	Generally effective. Most dimensions of the team's working relationships are functioning quite well.
144–155	Somewhat effective. Some dimensions of the team's working relationships need to be improved. Analyze the scores in each of the three areas of interaction to see where fine-tuning is needed.
36–143	Not very effective. Many areas need to be addressed.

Scores for Each Area

The three areas of behaviors and attitudes are clustered under the following headings:

- Other Team Members
- Support Person
- Top Management

Specific areas for improvement can be determined by analyzing the scores for each of the three columns. If an area of behaviors and attitudes has a score in the range of 48 to 60, it is helping the team to be highly effective. On the other hand, if the score is 47 or less, all of the statements in that area should be examined to determine which ones are not supporting team effectiveness and need to be addressed.

To determine specific action steps that might be taken, review the 12 statements in the column to see which ones scored low (3, 2, or 1). Ask yourself:

“What could we do to change this situation so people would agree with the statement; in other words, would rate it a 4 or 5?”