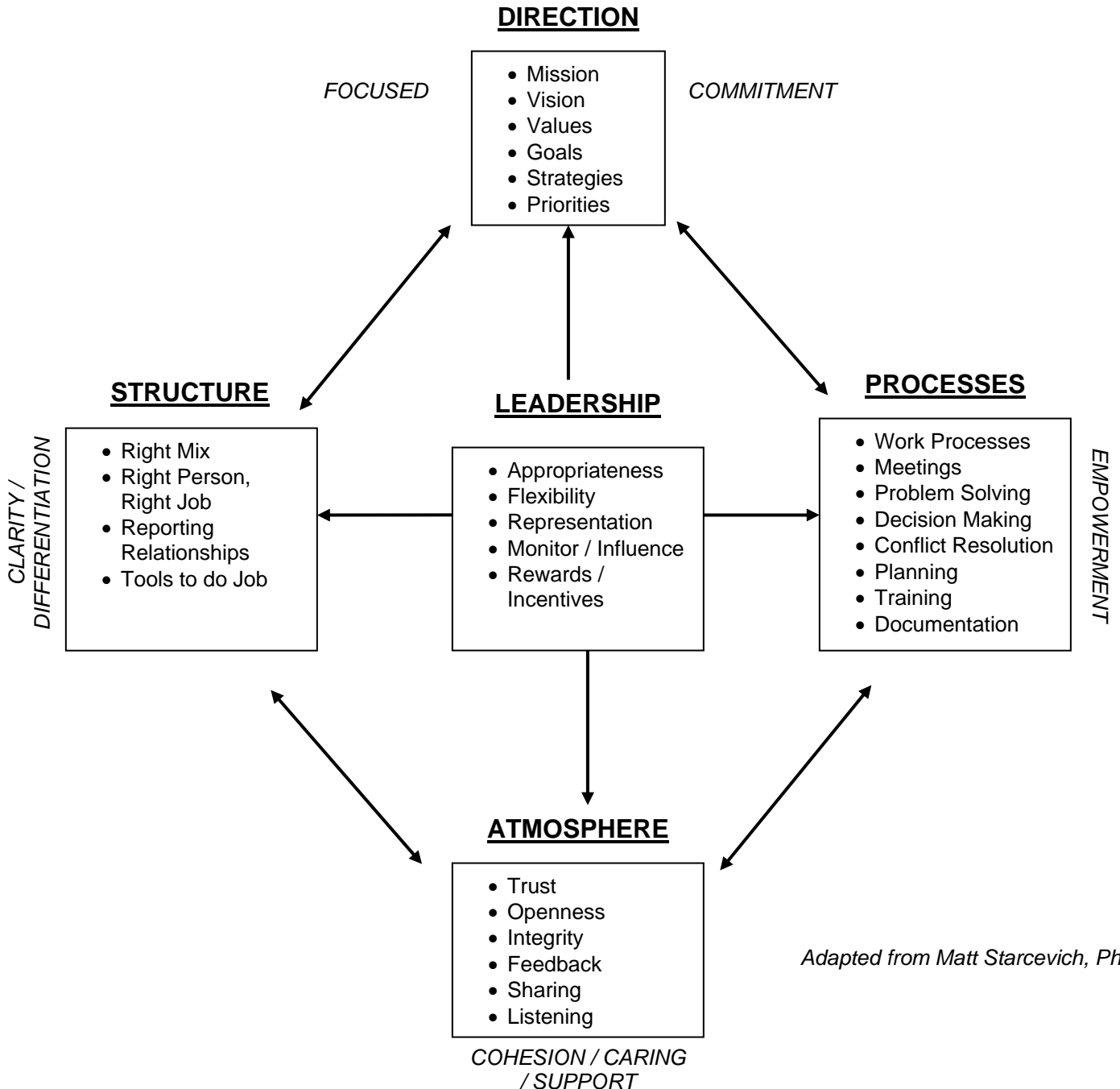


## **A MODEL OF AN EFFECTIVE TEAM**

The team effectiveness model has proven to be an accurate picture of what effective teams do in the following five key areas:

- DIRECTION**            The team is clear about its values, vision, mission, strategies, goals, and priorities. These are cooperatively structured by the entire team which results in a high degree of individual focus and commitment. The direction is felt to require stretching but to be achievable. Energy is mainly devoted to the achievement of results.
- LEADERSHIP**            The team manager uses appropriate and flexible leadership styles to develop a team approach and allocates time to improving teamwork. Individuals other than the manager are given the opportunity to exercise leadership when their skills are appropriate to the situation facing the team. Participation and leadership are distributed among team members. The leader represents the team fairly and accurately to the rest of the organization and both monitors and influences the other four key areas in the model.
- ATMOSPHERE**            The team has developed an atmosphere in which people feel supported, accepted, included, trusted, and liked. Cohesion is maintained by this caring atmosphere, and feedback is both encouraged and listened to by team members. As a result, team members feel a sense of belonging and synergistic cohesiveness.
- STRUCTURE/  
RESOURCES**            The amount of structure and the number of procedures are viewed as appropriate by team members. Roles and responsibilities are clearly defined and differentiated among team members. Job design is changed so that the best possible match between individual goals and the team's goals can be achieved. Administrative procedures support a team approach.
- PROCESSES**            Decision-making procedures are matched to the situation. Consensus is sought for important decisions. Controversy, conflict, and differences are seen as a positive key to involvement, the quality and creativity of decisions, and the continuance of the group in good working condition. Communication is two-way with emphasis on the accurate expression of both ideas and feelings. Ability and information determine the influence of team members. The members periodically evaluate the effectiveness of the team and decide how to improve its functioning.

## TEAM EFFECTIVENESS MODEL



*Adapted from Matt Starcevich, Ph.D.*

## **TEAM EFFECTIVENESS QUESTIONNAIRE 1.0**

Fifty statements are listed on the following pages. Think about each statement in relation to your work team. Use the Team Effectiveness Answer Grid to respond to the statements. If you feel that a statement is basically true, mark a **T** by the appropriate number on the answer grid. If you feel that a statement is basically false, mark an **F** by the appropriate number on the answer grid.

Remember that the quality of the results is directly related to your own openness when answering the questions. This tool is meant to provoke thought, discussion, and feedback. Work methodically through all fifty questions and reach a decision to either put a **T** or **F** by the appropriate number on the answer grid.

Your answers will be anonymous, yet we ask you to write a 4-7 digit personal identification number on the answer grid for data tracking purposes (so you will be able to identify your own responses within the team's composite). When you have completed the questionnaire, total the columns on the answer grid and return the answer grid to the facilitator.

When you see the following term(s), please keep these definitions in mind:

**VISION:** A description of the desired state, values, credos, or guiding principles for the team which includes but is not limited to how the team should treat the users of their service and each other.

**MISSIONS:** The specific task or business the team is charged with and the desired quality of its outputs.

**GOALS:** Individual and group-specific priorities for a given time period, usually a year.

**STRATEGIES:** A planned course of action and allocation of resources necessary for movement toward goals and the mission.

**•• Turn the page and begin once you have read the instructions ••**

1. The people on our team do not care deeply about our purpose and direction.
2. It is hard for team members to provide input and influence the leader of my team.
3. Team members do not share expertise, knowledge, nor stimulate a learning environment.
4. There often is confusion about responsibilities, assignments, or unclear relationships between people on this team.
5. My team doesn't handle differences or conflicts because they are often denied, suppressed or avoided.
6. Members of my work team do not have a very clear idea of our team's vision and mission.
7. My team leader is uncomfortable sharing leadership, decision making, and administrative responsibilities with members.
8. Members of the team do not care very much about the welfare and needs of each other.
9. Team members do not have an opportunity to share in recognition, rewards, or gains.
10. My work team does not effectively problem solve, make decisions or plan.
11. Strategies and specific plans have not been developed and shared so that the mission and long range goals can be successfully realized.
12. My team leader does not balance or adapt his/her style to changing circumstances or situations.
13. People do not seem concerned with helping each other, carrying their fair share of work, pulling in the same directions, or looking out for the work team.
14. Growth and development is not encouraged in my team and there is a lack of access to training and growth experiences.
15. Our team is not allowed to run independently, management wants to be right there and excessively supervise and watch over us.
16. Both short and long-range objectives of the team are not well understood or accepted by the members.
17. The team leader uses his/her authority and power to get results more than coaching, influence, and collaboration.
18. There is a lack of team unity and spirit and evidence of cliques or political maneuvering.
19. The team's leader and members spend little time in clarifying what they expect and need from one another.
20. Our team does not have the mechanisms or methods to handle discipline, grievances, or complaints involving the action of team members.
21. Some team members are not really committed to achieving the goals of the team.
22. My team leader is not sufficiently supportive and sensitive to the different needs of each member.
23. Poor communications are somewhat evident in this team: people don't feel comfortable in speaking up, we don't listen to each other, or talk together.
24. Members of the team are not involved in helping plan, organize, and administer the functions of the team; people are only expected to do the tasks.
25. Team members do not willingly take the initiative for unassigned tasks, problems, or urgent situations that may need team member attention.

26. Team members do not understand what the organization has to do to be competitive, customer oriented, and quality minded.
27. The team leader does not carefully or prudently manage the resources of the organization.
28. There is a lack of trust and respect between the leader and members or between the members of this team.
29. Team members are uncertain about their individual roles in relation to the team as a whole.
30. There is a lack of innovation, creativity, or risk taking in this team.
31. We do not have an adequate way to clearly establish our team's vision, objectives and strategy.
32. The team leader does not represent the team or collaborate adequately with other units in the organization.
33. Our team seldom engages in activities or takes time to talk, build teamwork, and insure cohesiveness.
34. The team does not have adequate balance of administrative procedures, controls, and guidelines to operate efficiently and effectively.
35. Little time is spent on reviewing what the team does, how it works, and how to improve it.
36. The goals and values of my team are not aligned and are not consistent with values and needs of individual members.
37. The leader does not monitor or help us review our direction, performance as a team, or how we work.
38. My team does not often celebrate or recognize success along the way to achieving ultimate results.
39. I often feel my role and involvement is not very satisfying or significant in making contributions to team objectives.
40. Operating and acting safely is not a high priority in this team.
41. There is not very much commitment or determination to achieve key organization goals, priorities, and mission.
42. The leader does not exercise good judgment and does not offer good advice, input or direction.
43. A person would be a fool to be themselves or act more naturally in this team.
44. People on our team are not very versatile and flexible in their skills or abilities, and there is little cross training.
45. The team is not good at learning from its mistakes, solving problems, and trying to continually improve.
46. My team's objectives have not been systematically related or integrated with the objectives of the whole organization.
47. The team leader does not show a lot of enthusiasm and interest in both people and the tasks we do.
48. Team members often hide their beliefs, intentions, information, ideas or feelings and don't combine or build on ideas; we end up pursuing plans and actions that are not always effective.
49. We would be more effective if my organization was designed or structured differently.
50. My team does not have enough time or opportunities with the right people to meet and share information, communicate, and solve problems.