

TEAM EFFECTIVENESS QUESTIONNAIRE 2.0

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INSTRUCTIONS:

1. This questionnaire is intended to measure *your perception* of your team. (For simplicity, the term "team" is used throughout to refer to your work group, section or department.)
2. Before you begin, please select a four-digit number THAT YOU WILL REMEMBER (e.g., mine might be 0807 -- my birthdate -- or 9337 -- the last four digits in my phone number). Write this number at the top of each page in the space provided.
3. Please respond to each item. Please use **Black ink**.
4. Circle the number on each scale of 1-10 that best indicates where you think your team is. Scores of 10 or 1 indicate your belief that no team could possibly do better or worse than your team is currently doing. *Scores of 10 or 1 should be rare.*
5. Feel free, if you so desire, to write comments in the margin which further explain your choices. There is, however, no expectation that you do so.
6. This instrument is meant to aid your team in its pursuit of excellence, so please respond to each item as candidly as possible. Responses will NOT be attributed to you personally.
7. Each item should require no more than 10 seconds to answer, with a total estimated time to complete at 20-30 minutes.

DIRECTION**CORE MISSION, VISION, VALUES****1. Our team has a written mission statement.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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2. We have identified our key internal and external customers and how we add value for them.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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3. Our team has a written vision statement.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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4. We have agreed on the basic human values we consider important to guide our work together.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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5. I feel I had reasonable input in formulating our team's mission, vision and values.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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OBJECTIVES**6. Our team has translated our team charter and larger team goals into specific shorter team objectives.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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7. I understand our team's objectives.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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8. I believe these objectives are reasonable and obtainable.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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9. Our objectives are in writing.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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10. Our objectives are measurable.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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11. I am committed to achieving these objectives.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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12. I feel I had reasonable input in selecting the team's objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

13. I get adequate and timely feedback on our performance against these objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

14. We have written action plans for achieving our objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

15. I have written objectives for my own work.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

16. There is a common sense of purpose among our team.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

STRUCTURE/ROLES/RESOURCES

ORGANIZATIONAL STRUCTURE

17. Our team is organized in a way that best supports achieving our core mission and objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

18. The team's reporting relationships are intelligently structured.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

RESOURCES

19. I think our team receives adequate training to enable us to reach our objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

20. Our work processes/methods are adequate.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

21. Our equipment is well suited to meet our objectives.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

ROLES**22. All necessary roles on the team are being filled.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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23. We have the right people filling the necessary roles in this team.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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24. There is little overlap or conflict in roles on the team.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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25. I am clear about my own role in meeting the team's objectives.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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26. I am clear about the roles of others on the team in meeting our objectives.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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27. We are all held accountable by the team for performing our tasks.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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WORK PROCESSES**MEETINGS****28. This team holds regularly scheduled meetings.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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29. Our meetings are effective & contribute to achieving our objectives.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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30. These meetings have agendas distributed in advance.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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31. Meetings start and end on time.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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32. Minutes are consistently taken that capture the important work accomplished in our meetings.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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33. Action items are recorded and people are held responsible *by the team* for carrying them out.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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DECISION MAKING**34. On our team, decisions are often *not* made by the highest ranking person.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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35. I feel I can participate freely in the decision making process.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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36. Team members feel free to *openly* disagree, even with the team leader.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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37. Decision making is often by consensus.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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38. Decisions about work usually involve enough participation by the people actually doing the work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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39. Decisions are made at the appropriate level, i.e., by individuals or by teams as appropriate for the task.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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40. Our decisions are usually of high quality.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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41. Our team's decisions are often creative.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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42. We spend the right amount of time to make decisions.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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43. I usually support the decisions made.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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CONFLICT RESOLUTION**44. On this team, problems are openly acknowledged and discussed.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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45. We have a good process for resolving conflict between members.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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46. We frequently use this process to resolve our differences.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

47. I feel that if I have a difference with another team member, whatever his or her rank, we can readily resolve it.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

LEADERSHIP

48. I like the way leadership is practiced on this team.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

49. Power is shared, rather than kept by the formal team leader.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

50. I believe the leadership style practiced on our team promotes my development as a leader.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

51. The formal team leader(s) relate to me as coach or facilitator, rather than just expecting me to carry out orders.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

52. I feel empowered by the leadership style we use.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

PLANNING

53. Our team adequately plans its work.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

54. I am satisfied with the amount of input I have in the planning process.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

55. We generally follow our plan.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

56. On this team, we consistently evaluate our progress against our plan.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

DOCUMENTATION

57. Our team has documented (written) procedures for its important work processes.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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58. We learn from our experience and capture this learning with written policies and procedures.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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PROCESS IMPROVEMENT

59. This team is committed to improving its work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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60. We follow a systematic process for improving our work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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61. We regularly evaluate our work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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62. Our team gets regular feedback on the quality of our work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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63. This team makes extensive use of measurement to quantify the quality of our work.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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64. We regularly use a systematic method for problem solving.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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65. Over the past year, our team has improved its performance.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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TRAINING

66. Our team has identified the skills needed to do our jobs well.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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67. We have a training process that ensures team members learn needed skills.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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68. When new members join our team, they are systematically trained and brought "up to speed."

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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69. We have a way to "train" a new team leader to ensure that effective team norms and competencies are not discarded.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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RELATIONSHIPS WITHIN THE TEAM

TRUST & SUPPORT

70. On this team, we generally treat one another with respect.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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71. On this team, I can be open and honest about how I feel about things.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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72. I feel supported by the team leader.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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73. I feel supported by other team members.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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74. Team members effectively listen to one another.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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75. Team members often give constructive feedback to each other.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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76. Team members actively seek constructive feedback from each other.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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77. I trust the formal team leader.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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78. I trust my team mates.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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79. There is very little jockeying for power and position on this team.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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80. On this team, we "fix the problem, not the blame."

not at all true 1 2 3 4 5 6 7 8 9 10 very true

EXPECTATIONS

81. My expectations of how work "should be" are being met working on this team.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

82. Team members honor and capitalize on my strengths.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

REWARD/RECOGNITION

83. The reward/recognition system of this team is fair.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

84. The reward/recognition system is timely.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

85. The reward/recognition system promotes teamwork.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

INTEGRITY

86. On this team, we tell the truth, even when it is unpopular.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

87. On this team, people keep their commitments.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

88. If a team member does not keep a commitment, this team does not hesitate to talk about it, with the expectation that the commitment will be kept.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

89. On this team, there are no "un-discussible" topics.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

90. This team operates at a high level of integrity.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

TEAMWORK**91. We truly work together as a team.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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92. The team leader supports the team concept by actions as well as by words.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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93. On this team, how we relate to each other as human beings is considered important.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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94. I enjoy working on this team.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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95. Our team is now operating at its maximum potential.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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RELATIONSHIPS WITH OTHER WORK GROUPS**96. There is basically no conflict between our team's objectives and the objectives of the organization as a whole.**

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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97. Our team's goals are aligned with those of other work groups.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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98. We actively help other work teams achieve their goals.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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99. We often share resources with other work groups.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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100. We seek input from other work groups on decisions affecting them.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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101. We are able to resolve differences with other work groups.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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102. We are clear who our internal customers are and strive to satisfy them.

not at all true	1	2	3	4	5	6	7	8	9	10	very true
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103. We are responsive to the needs of other work groups.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

104. Team members invariably stand up for each other against criticism from outside the team.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

105. Our team is trusted by other work groups.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

106. We publicly recognize the good work of other work groups.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

107. We keep our commitments to other work groups.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

108. We fully expect other work groups to keep their commitment to us and initiate discussion of it when they do not.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

109. Our team truly acts as though all the work groups in our organization are part of the same team.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

110. Our team is well respected by other work groups in our organization.

not at all true 1 2 3 4 5 6 7 8 9 10 very true

111. What are the main strengths of this team?
