

What Makes Teams Effective?

A common practice among organizations today is to restructure into self-managed work teams. Consultants are frequently appointed to aid teams in starting and to assist team activities by serving as a coach, facilitator, or resource. It is useful to periodically evaluate the effectiveness of teams in terms of three dimensions once they are established:

1. *Assessing the level of cohesion among group members.*
2. *The effectiveness of the assigned support person is being evaluated.*
3. *The level of support and encouragement provided by top management to team members. The Assessing Team Effectiveness instrument highlights three crucial elements of behaviours and attitudes that impact a team's performance. It is possible to assess individual team members or groups to identify areas for improvement in their behaviours and attitudes which could ultimately enhance the team's overall effectiveness.*

Assessing the general operational efficiency of our team.

Directions: Read each statement below. Please rank the truthfulness of the statement for your team on a scale of 1 to 5.

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

As Team Members:

1. We acknowledge and endorse our team's fundamental goals and present objectives. (___)
2. We have a comprehensive understanding of our designated tasks and roles, along with our individual and collective responsibilities to the team. (___)
3. Our team prioritizes delivering high-quality products and services to both internal and external customers. (___)
4. Our team is open to cross-skills training to ensure everyone can fulfil their colleagues' roles and responsibilities. (___)
5. Our team has developed a strong sense of trust and respect towards each other, and we provide support and encouragement to our colleagues. (___)

6. Individuals in the group display a tendency towards the open and frank exchange of opinions and information. (___)
7. The team members have a mutual concern for each other and assist each other in performing tasks and handling work problems. (___)
8. We acknowledge the importance of diverse perspectives and address any disagreements by openly discussing the matter and prioritizing the right course of action rather than individual opinions. (___)
9. As a team, we prioritize utilizing and reflecting the knowledge, skills, and abilities of everyone in our decision-making process. (___)
10. We approach our work with a strong sense of urgency and collaborate to address any issues that arise. (___)
11. Our team members find satisfaction in their work and value positive professional relationships. (___)
12. Our team regularly seeks feedback from both internal and external sources to improve our performance and processes. (___)

Our team's support person:

13. They motivate us to broaden our skill set and level of engagement by assigning some of their own tasks and responsibilities to our team. (___)
14. They offer encouragement, acknowledgment, and positive reinforcement for the achievements of our team. (___)
15. They willingly gather and share the necessary corporate, marketing, customer, supplier, departmental, cost, or relevant information to assist us in monitoring and enhancing our team's performance. (___)
16. They acquire resources and support from staff, specialists, and management that we request to enhance our team's efficiency. (___)
17. They act as a representative for our team and advocate for us when they believe we are being unfairly criticized or mistreated by members of management, other teams, or other organizational groups. (___)
18. They are easily reachable, attentive to our input, provide answers to our questions, and promptly address any concerns we raise. (___)
19. They arrange requested meetings for us with various teams, company personnel, customers, suppliers, and external groups. These meetings facilitate information exchange, shared experiences, cross-functional task forces, and collaborative problem-solving. (___)

20. They aid us in proposing, approving, and implementing changes to improve our team's work effectiveness, including layout, workflow, policies, practices, and systems. (___)

21. They keep us well-informed about the organization's goals and objectives, including those of other units, allowing us to align our team's goals in support of the broader organization. (___)

22. They assist us in problem identification, determining the root causes, developing proposed solutions, and effectively resolving the issues we encounter. (___)

23. They assist us in identifying training needs and support our learning by sharing their knowledge and experience, providing time, resources, and encouragement. (___)

24. They prioritize the achievements of our team over their own personal accomplishments. (___)

Top Management Members:

25. They lead by example, demonstrating employee involvement by willingly delegating some of their managerial and supervisory duties and responsibilities to their team members. (___)

26. They allocate resources such as time, money, and other essential resources to foster increased employee involvement across all areas of their responsibility and accountability within the organization. (___)

27. They personally and publicly acknowledge, compliment, encourage, and reward individual team members, as well as the entire team, for their contributions to decision-making, problem-solving, creative thinking, and overall operational effectiveness. (___)

28. They conduct meetings in a participative manner, including practices such as rotating meeting leadership, actively seeking input from team members, inviting diverse opinions, and frequently using consensus-building approaches in decision-making. (___)

29. Take on the responsibility of safeguarding newly formed teams from external pressures, practices, and policies that could impede or jeopardize their development. (___)

30. They are highly visible and readily available to us, both formally and informally, to answer questions, provide leadership, and help upon request. (___)

31. They consistently communicate information to us regarding the organization's vision, operating philosophy, customer requirements, current goals and objectives, and the organization's progress in achieving them. (___)

32. They involve us in decision-making processes that were previously their sole responsibility and willingly provide explanations when changes or decisions are questioned by team members. (___)

33. They view the errors we make as valuable learning experiences for us, rather than opportunities to blame our team. (___)

34. They proactively initiate changes in operating policies and practices to strengthen the development and effectiveness of our team. (___)

35. They allocate time to personally teach, coach, and counsel the individuals working directly with us, aiming to enhance their operational effectiveness. (___)

36. They actively promote the continuous growth and development of individual team members as well as the ongoing improvement of our team's operational effectiveness. (___)

Directions: Record the numerical rating you selected (5, 4, 3, 2, or 1) for each statement in the spaces below. Work down the sheet for each of the 36 statements.

Other Team Member		Support Person		Top management	
1.		13.		25.	
2.		14.		26.	
3.		15.		27.	
4.		16.		28.	
5.		17.		29.	
6.		18.		30.	
7.		19.		31.	
8.		20.		32.	
9.		21.		33.	
10.		22.		34.	
11.		23.		35.	
12.		24.		36.	
Totals		Totals		Totals	
Grand Totals					

Scoring

Calculate the subtotals by adding the point values in each of the three columns. To obtain the grand subtotal, add the subtotals for the three dimensions.

Scoring Interpretation

The Grand Total box contains scores that can indicate the team's level of effectiveness based on the following score range and overall rating.

168–180 : Very efficient. The team's working relationships are functioning well in all aspects.

156–167 : Effective. The team's working relationships appear to be functioning well in most dimensions.

144–155 : Somewhat effective. There are areas within the team's working relationships that require improvement. Examine the scores in each area of interaction to determine areas that require refinement.

36–143 : Not very effective. There are issues that need attention.

Scores for Each Area

The three categories of behaviours and attitudes are grouped together under these headings:

- Other Team Members
- Support Person
- Top Management

Analysing the scores for each of the three columns can determine specific areas for improvement. If a set of behaviours and attitudes receives a score between 48 to 60, it indicates a high level of effectiveness for the team. If the score is 47 or lower, it is necessary to examine all statements in that area to identify which ones do not support team effectiveness and require attention.

To identify actionable measures, evaluate the 12 statements in the column and note the ones with low scores (3, 2, or 1). Ask yourself:

How can we alter the current circumstance to persuade individuals to rate the statement as a 4 or 5?