TEAM SURVEY
Additional Handout for Leading Well with Others

(Taken from The Performance Factor, by Pat MacMillan, 2001)

	Almost Never **1**	Seldom **2**	Occasionally **3**	Fairly Often **4**	Always **5**
1. As a team we are clear about our task/ mission.	○	○	○	○	○
2. I am very clear about my role and expected contribution to this team.	○	○	○	○	○
3. Overall, I feel the team is very responsive to the leadership/direction of our team leader.	○	○	○	○	○
4. Our key work processes (e.g. planning, marketing, budgeting etc.) are clearly defined and understood by everyone.	○	○	○	○	○
5. We have a written set of ground rules/ operating principles.	○	○	○	○	○
6. We have a safe environment that encourages open, clear, honest communication.	○	○	○	○	○
7. I am crystal clear about our team goals, objectives, and measures.	○	○	○	○	○
8. I am clear about the roles and expected contributions of my team mates.	○	○	○	○	○
9. Our team leader effectively facilitates team member input in decisions, problem solving, planning, etc. As a result, we consistently tap into the collective IQ of our team.	○	○	○	○	○
10. We have taken the time to discuss and design our processes.	○	○	○	○	○
11. Overall, we have a high level of trust in the character of other team members.	○	○	○	○	○
12. We avoid overloading each other with low-priority email and voice mail (e.g. indiscriminate use of FYI).	○	○	○	○	○
13. I believe that I will personally benefit by accomplishing our team goals.	○	○	○	○	○
14. My role matches my skills, knowledge and experience.	○	○	○	○	○

	Almost Never **1**	Seldom **2**	Occasionally **3**	Fairly Often **4**	Always **5**
15. Our team leader consistently releases the leader in everyone by supporting/ encouraging individual team member leadership where his or her functional expertise is needed by the team.	○	○	○	○	○
16. We regularly sit down and ask how we are doing – what we are learning – in order to improve our processes.	○	○	○	○	○
17. We appreciate the unique contribution of each team member.	○	○	○	○	○
18. In making decisions, solving problems etc.. there is a lot of listening and understanding.	○	○	○	○	○
19. Overall, team members are unified about and aligned with team goals.	○	○	○	○	○
20. We consistently leverage one another's skills, experience and knowledge.	○	○	○	○	○
21. Our team leader creates an environment in which initiative and creativity is encouraged.	○	○	○	○	○
22. Our key processes are documented (written out, mapped, flow-charted).	○	○	○	○	○
23. We accept the differences of each team member.	○	○	○	○	○
24. We productively channel conflict into creativity and commitment.	○	○	○	○	○
25. Our goals demand that we co-operate to high levels to achieve them.	○	○	○	○	○
26. Team members are quick to assist others in their role when needed.	○	○	○	○	○
27. Our team leader is effective in managing the boundaries between our team and other organisational entities (e.g. top management, other teams, the larger organisation, different functions etc.).	○	○	○	○	○

ARROW RES 1 ©CPAS

	Almost Never **1**	Seldom **2**	Occasionally **3**	Fairly Often **4**	Always **5**
28. As a team, we take a systematic approach to meetings, decision-making, problem solving, and planning.	◯	◯	◯	◯	◯
29. We treat one another with dignity, respect and courtesy.	◯	◯	◯	◯	◯
30. I feel heard and understood.	◯	◯	◯	◯	◯
31. Our team has a sense of urgency about our goals. Time is important.	◯	◯	◯	◯	◯
32. The team is clear that although we all have individual roles and responsibilities, there is an overall mutual accountability for team results.	◯	◯	◯	◯	◯
33. Our team leader could be described as a 'servant leader'.	◯	◯	◯	◯	◯
34. We have an effective process for setting and managing priorities.	◯	◯	◯	◯	◯
35. Overall, we trust that other team members have the competence to get their part of the job done with excellence.	◯	◯	◯	◯	◯
36. We do our best to create 'interpersonal slack' for miscommunications when they occur between team members.	◯	◯	◯	◯	◯
37. I have work/action plans that support the achievement of our team goals.	◯	◯	◯	◯	◯
38. Even though I have a specific role responsibility, I am expected to contribute input into other roles.	◯	◯	◯	◯	◯
39. Team members are free to express their opinions (pro or con) on any issue relating to the team.	◯	◯	◯	◯	◯
40. Our meetings are crisp, efficient, and characterised by effective communication.	◯	◯	◯	◯	◯
41. Team members have a good understanding of one another (e.g. aspirations, personalities, skills etc.).	◯	◯	◯	◯	◯
42. This team has mastered the art of 'straight talk'. We know how to be tough on issues and soft on people.	◯	◯	◯	◯	◯

Scoring

Assign a value of one to all marks in column one a two to column two marks and so on through column five. Then:

1. Total the score for each of the columns below. The maximum possible score for a single column is 40.
2. Add the total columns for each team characteristic to determine the overall team score, entering this total in the box to the far right.

QUESTION NUMBERS

1	◯	2	◯	3	◯	4	◯	5	◯	6	◯
7	◯	8	◯	9	◯	10	◯	11	◯	12	◯
13	◯	14	◯	15	◯	16	◯	17	◯	18	◯
19	◯	20	◯	21	◯	22	◯	23	◯	24	◯
25	◯	26	◯	27	◯	28	◯	29	◯	30	◯
31	◯	32	◯	33	◯	34	◯	35	◯	36	◯
37	◯	38	◯	39	◯	40	◯	41	◯	42	◯

◯	◯	◯	◯	◯	◯

ARROW RES 1 ©CPAS

Identifying the Strengths and Weaknesses of your Team

Here are how the scores inform you as to the six key areas of team work.

Common Purpose		Clear Roles		Accepted Leadership		Effective Processes		Solid Relationships		Excellent Communication		Overall Score
◯	+	◯	+	◯	+	◯	+	◯	+	◯		◯

Reviewing the totals for each column, answer the following questions:

1. **Overall, which characteristic was scored the highest?**

2. **Weakest?**

3. **Relatively speaking, do these scores present a reasonable assessment of the strengths and weaknesses of your team?**

Yes ◯ No ◯ Unsure ◯ If not, why not?

4. **Were there any surprises in these scores for you? That is, are any scores lower or higher than you would have guessed?**

Yes ◯ No ◯ Unsure ◯

If yes, for which characteristics, and why do you think there is a difference?

5. **As you reflect on the current performance of your team and the scores above, what one characteristic, if strengthened, could most improve your team?**

Purpose ◯ Roles ◯ Leadership ◯ Processes ◯ Relationships ◯ Communication ◯

As a first step in increasing your team effectiveness, you will need to identify a specific issue within that characteristic that you want to improve.