



TEAM EFFECTIVENESS ASSESSMENT

*A Socio-Technical Framework
for Assessing Team Growth and
Effectiveness in 7 Core Process Areas*

BUILDING A TEAM

A FRAMEWORK FOR TEAM ASSESSMENT

Every team assessment is based on a set of key areas which must be balanced and developed in order for the team to be truly effective. The Socio-technical systems model helps us focus on processes -- rather than activities which the team needs to build in order to improve in 7 separate but interconnected areas. These process areas are described below.

PURPOSING PROCESSES

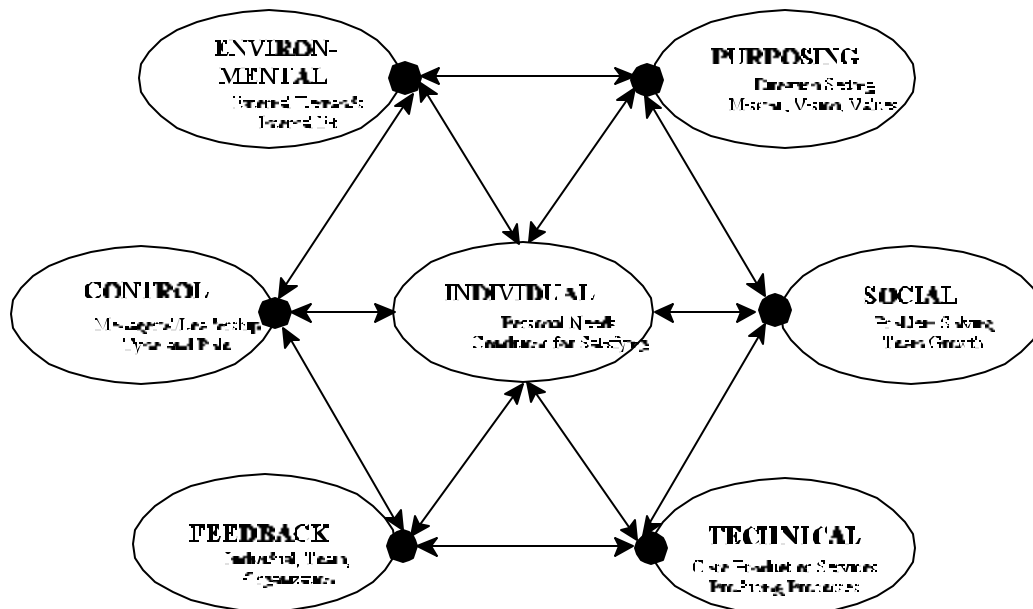
The team's sense of identity and purpose:

- Who we serve
- Our Mission
- What we achieve (objectives)
- What we value
- Ethical and moral standards
- Measures of success

TECHNICAL PRODUCING PROCESSES

The team's primary tasks and objectives for producing the work required to fulfill its purpose.

- Inputs
- Technology and equipment
- Outputs
- Procedures and standards
- Operating Standards
- Inspection Standards





INDIVIDUAL NEEDS PROCESSES

The team's process for satisfying their team members' individual interests and needs.

- Assessing skills and abilities
- Understanding individual motivators
- Balancing team needs with individual needs
- Clarifying roles and responsibilities
- Committing to each other's success

SOCIAL INTERACTION PROCESSES

Insuring communication and interaction between people within, between and outside of teams so that the team has timely, specific, and relevant information. With the right information, they are able to effectively:

- Create and Attain Goals
- Integrate with other parts of the organization
- Insure continual improvement and personal development
- Adapt to changing demands and expectations

ENVIRONMENTAL PROCESSES

How the team is going to interact with the other teams or departments for which there is internal interdependence and external demands.

- Our stakeholders
- Customer satisfaction
- Future Trends
- Stakeholder Demands
- Market direction
- Strategic Vision

CONTROL PROCESSES

How the team members insure that variances from “**standard**” are monitored and kept within the system's tolerance so that objectives in all areas can be met as they strive toward their purpose.

- Internal organization
- Inspection
- Roles and responsibilities
- Shared leadership
- Checks and balances
- Ability to act

FEEDBACK PROCESSES

How the team and its members gather information about individual, team and organizational performance and then to correct, adapt, adjust and recommit.

- Stakeholder Surveys
- Individual with Individual
- Groups with Group
- Performance Management
- Individuals with Groups
- Organization wide

These seven STS processes are highly interdependent, dynamic, and have to be maintained in a reasonable balance if the team or organization is to be effective.



A PROCESS FOR ASSESSING TEAM-DEVELOPMENT

1. Review and discuss the 7 core process areas your team and build a common understanding of each.
2. Assess the team yourself by using this framework and questions. Rating a question a "5" means that team does it very well, a "1" means the team lacks that element significantly.
3. Share the results together as a team noting:
 - ' The teams greatest strengths
 - ' The teams greatest weaknesses.
 - ' The areas where there is greatest disagreement in how well the team is doing.
4. Discuss the above results and gain a joint understanding of the 4-5 most critical areas of needed improvement for the team.
5. Build a plan with specific activities and target dates for working on the key elements. Also identify resources you may need to help gain the needed improvements.



PURPOSING PROCESSES -- The team's sense of identity and purpose:

- Who we serve
- Our Mission
- What we achieve (objectives)
- What we value
- Ethical and moral standards
- Measures of success

	Never (Circle one) Always				
1. We are clear on why we exist and what we will accomplish together. (Our mission)	1	2	3	4	5
2. We set specific and measurable objectives and goals toward accomplishing our mission.	1	2	3	4	5
3. We periodically re-evaluate our objectives and commitments.	1	2	3	4	5
4. We have established clear operating principles to guide our decisions in accomplishing our mission.	1	2	3	4	5
5. We understand our value and contribution to the Division/Corporation and account for that value.	1	2	3	4	5

ENVIRONMENTAL PROCESSES – How the team is going to interact with the other teams or departments for which there is internal interdependence and external demands.

- Our stakeholders
- Customer satisfaction
- Future Trends
- Stakeholder Demands
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6. We know who our stakeholders are and clearly understand what they require/expect from us.	1	2	3	4	5
7. We know how and when we will account to our stakeholders for our results.	1	2	3	4	5
8. We are clear as to how our work relates to the work of others in the organization.	1	2	3	4	5
9. We are effective in coordinating our efforts with other work groups.	1	2	3	4	5
10. We get the support we need from the rest of the organization.	1	2	3	4	5
11. We are adequately represented at higher levels in the organization.	1	2	3	4	5



TECHNICAL PRODUCING PROCESSES – The team’s primary tasks and objectives for producing the work required to fulfill its purpose.

- Inputs
- Technology and equipment
- Outputs
- Procedures and standards
- Operating Standards
- Inspection Standards

12. Our various tasks are integrated into a smooth operation.	1	2	3	4	5
13. As a group we have the knowledge, skills and abilities to accomplish what is expected.	1	2	3	4	5
14. We have sufficient resources to accomplish our objectives.	1	2	3	4	5
15. We have clear operating procedures, roles and responsibilities for team members.	1	2	3	4	5
16. We account for our results and plan specific actions for the future.	1	2	3	4	5
17. Team meetings are held regularly.	1	2	3	4	5
18. Team members adequately plan or prepare for meetings.	1	2	3	4	5

SOCIAL INTERACTION PROCESSES – Insuring communication and interaction between people within, between and outside of teams so that the team has timely, specific, and relevant information. With the right information, they are able to effectively:

- Create and Attain Goals
- Integrate with other parts of the organization
- Insure continual improvement and personal development
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19. Team members understand the personal contribution and productivity that is expected.	1	2	3	4	5
20. Team objectives are translated into clear individual objectives.	1	2	3	4	5
21. Team members are pulling in the same direction.	1	2	3	4	5
22. We have a process for individuals to improve their technical, functional and organizational skills.	1	2	3	4	5
23. Our team is effective in coming up with new and/or creative ideas.	1	2	3	4	5
24. Individuals feel that they are challenged, learning, developing and advancing.	1	2	3	4	5



CONTROL PROCESSES – How the team members insure that variances from “standard” are monitored and kept within the system’s tolerance so that objectives in all areas can be met as they strive toward their purpose.

- Internal organization
- Inspection
- Roles and responsibilities
- Shared leadership
- Checks and balances
- Ability to act

25. We share a commitment to high performance standards in everything we do.	1	2	3	4	5
26. We have developed procedures to monitor and track performance.	1	2	3	4	5
27. Team decisions are of high quality.	1	2	3	4	5
28. Our team’s problem solving and decision making efforts are rational and systematic.	1	2	3	4	5
29. Team decisions are based on objective information and quality of ideas vs. rank or politics.	1	2	3	4	5
30. Team decisions are made with sufficient input from all team members.	1	2	3	4	5
31. Individuals have control over tasks delegated to them.	1	2	3	4	5

FEEDBACK PROCESSES – How the team and its members gather information about individual, team and organizational performance and then to correct, adapt, adjust and recommit.

- Stakeholder Surveys
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32. Important issues are “brought to the surface” and worked through.	1	2	3	4	5
33. We value and seek constructive feedback from each other.	1	2	3	4	5
34. Our team is good at learning from its mistakes.	1	2	3	4	5
35. Attempts to review team operations and results critically are seen as positive and constructive.	1	2	3	4	5
36. Individuals get feedback in an open and supportive manner.	1	2	3	4	5
37. Individuals are recognized for their achievements.	1	2	3	4	5



INDIVIDUAL NEEDS PROCESSES – The team’s process for satisfying their team members’ individual interests and needs.

- Assessing skills and abilities
- Understanding individual motivators
- Balancing team needs with individual needs
- Clarifying roles and responsibilities
- Committing to each other’s success

38. We appreciate and capitalize on each others' differences, strengths and capabilities.	1	2	3	4	5
39. We all take equal responsibility for the success or failure of the team's efforts.	1	2	3	4	5
40. Team members are committed to both individual goals AND the overall goals of the team.	1	2	3	4	5
41. Team members willingly help one another.	1	2	3	4	5
42. Team members are frank and open.	1	2	3	4	5
43. Differences among team members are seen as “natural” and are resolved constructively.	1	2	3	4	5
44. Team members listen effectively to each other's viewpoints.	1	2	3	4	5
45. Differences or disagreements between team members are properly worked through and resolved.	1	2	3	4	5
46. All in all our team is performing effectively.	1	2	3	4	5

The most important thing that our team needs to do to be more effective is: