

Team Evaluation Survey

Exploring dynamics in staff teams

An Evaluation Tool
for Leadership Teams

Developed by Tim Dyer, John Mark Ministries
From an original idea by Geoff Cramb and Les Scarborough

Last Revised 2018 Version 10

The Team Evaluation Survey

This instrument is designed for use in groups. Complete the questions individually then discuss your responses as a leadership team. The examples, if discussed with care, can provide useful insight into your team dynamics. Examples can be documented on a separate page if needed.

How to use this instrument:

Both statements should be read before deciding on a response. Circle the letter you think most accurately reflects your own perception of the current functioning of your team with reference to the two descriptive statements provided (A and B). Answers should represent how you think things actually are and not how you wish they were.

In the space for examples below each item we invite you to outline a real situation which illustrates your reflection on the item. These written examples are not to be collected. You may **choose** to share your examples during discussion as a way of helping clarify your response. The more open and honest you are in your responses, the more accurate and useful the assessment and the discussion which arises from it. Please think carefully how to share these in a 'I feel' way.

After completing the questions, record your results on the summary sheet. Individual summary sheets can be collated, and results transferred to a team summary sheet.

Our collective sense of purpose as a team (Vision)

It seems to me that we spend a lot of time and energy on things that do not directly contribute to our shared purpose. We can overlook important parts of our collective direction as group. I sometimes wonder if we are clear about our vision and objectives as a team. I wonder too whether we are actually all working toward the same vision. I have the sense we are 'out of sync' with each other.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

Example:

Our team has a clear articulated sense of vision for our work together. We have a pretty good idea of where we are going and how we will get there. Most of our collective energy seems clearly committed to the accomplishment of these key areas of ministry. We all have a common mind on what we are doing and why. We seem to be well 'in sync' with each other.

My personal role as part of the team (Personal role clarity)

Situations often arise where I'm not quite certain as a team member about what I am supposed to do. Frequently, I'm not sure if a situation or task is my responsibility or someone else's. We rarely reflect on each person's role on the leadership team and how they contribute, consequently I am not sure of how to participate effectively. I wonder if we know where we each 'fit'.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

Example:

In almost every situation, I am clear about my responsibilities and my role as a team member. I sense that others understand me, where I contribute, and what I'm supposed to do. If I feel that the expectations team members have of me are getting too heavy or don't make sense, we are able to discuss this and resolve what is unclear.

What others expect of me and I of them (Team role clarity)

I sense others often expect me to do quite different things from what I expect of myself. Often these tasks get in the way of each other or there just isn't enough time to meet everyone's expectations. In my work I feel like a "juggler with too many balls" or a "worker with too many bosses". On top of this, I get constantly let down by others on the team who do not do their part.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

I have little trouble in doing the things that others on this team expect of me. I feel confident in my fellow team members' work and feel I know their capacities and competencies. Each individual person's role and responsibilities are discussed and understood by the whole team. The team takes time to clarify roles when someone has a question or concern about what they or someone else should be doing. We all know where we 'fit'.

Example:

How decisions get made on our team

When we make decisions, some team members' participation in discussion does not seem to be valued as much as others. Some do not contribute at all or their suggestions seem to die. Greater authority seems to be given to some team members than others. Some people seem to do most of the talking while others don't participate very much. I am not sure some are as much a part of the team as others. I sense not everyone is equally committed to our decisions.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

Everyone is valued on our team. Each one gets a chance to express themselves in our meetings. Each one has some influence in discussions about our work and the decisions we make. We listen to every person's contribution and try to discuss the strong points in each. Everyone is drawn into the discussion and contributes towards decision making. There is a strong sense that everyone is a part of the team. Our decisions are 'owned' by the team.

Example:

How we communicate

When we sit down to discuss something, I sometimes walk away wondering what just happened. It seems like the same problems keep coming up for discussion even though we thought we had worked them through. There are lots of hidden agendas on our team. Many things don't get said or dealt with. There are important questions that never actually get addressed. We don't communicate effectively and clearly. Important information is often not communicated and I sometimes don't know what is happening.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

When we have an issue to discuss, I usually understand the concern. By the end of the discussion, I am usually clear about what we have decided to do about it, why, and what my responsibilities are. We tend to be open and clear in our communication. Information that needs to be shared is always available. If concerns need to be raised, we feel we can safely talk about even difficult issues in a team environment.

Example:

How we handle conflict

When a disagreement arises on our team, we know it can tend to become personal, so we let it pass, hoping it will cool down and eventually be forgotten. If it does start to ruffle feelings, we try to calm feelings down and make little of the disagreement. Often we end the disagreement when someone on the team takes charge and makes a decision, or decides that we will not discuss it any further. We keep conflict and disagreement to ourselves and would not tend to call for outside assistance.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

We are pretty happy with the processes we use to resolve conflict. We get together and talk to each other about our points of view and our feelings. We try to see some logic in each other's ideas. Then we seek to come to a solution that is good for everyone. If we can't find a win-win solution, we try to come to an agreement somewhere between the various positions. We would be happy to call for outside assistance to facilitate difficult or complicated issues if needed.

Example:

Supporting each other

Ministry and leadership can at times really get me down. Sometimes I feel quite alone even though I serve along with others. There is not much encouragement to develop and grow. People do not seem care for and support each other. Everyone is pulling in their own direction. If I make a mistake or have a 'down day', it is held against me. I hear of it for quite a while. We rarely pray for each other.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

I really enjoy working with this team. The team encourages me to develop my role and responsibilities. I feel appreciated by the other members of the team when I do a job well. When things aren't going well, people really make an effort to help and support each other. We try to pull together on this team. We all have our 'ups and downs' and support each other through them. We pray for each other regularly.

Example:

Shared values

I sense we go about our ministry in quite different ways as individuals on our team. We rarely talk about how to do our work and the values that are important to us. Getting the job done is more important than how we do it. Some of us find the way others do things a bit concerning. We don't always do our best and we've learnt to live with it.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

As a team we are deeply aware of how we do our work as well as actually getting our work done. We talk about values and have a sense of knowing what is important to us as a group and as individuals. If things aren't done as well as we would like them to, we evaluate what went wrong and talk through how to improve for next time. Working well together and sharing the same values is important to us.

Example:

Team Evaluation Survey

Summary Sheet

<i>Item</i>	<i>Team Dynamic</i>	<i>Assessment</i>				
1	Clarity of Vision	a)	b)	c)	d)	e)
2	Personal Role Clarity	a)	b)	c)	d)	e)
3	Team Role Clarity	a)	b)	c)	d)	e)
4	Inclusion and Influence	a)	b)	c)	d)	e)
5	Communication	a)	b)	c)	d)	e)
6	Conflict Resolution	a)	b)	c)	d)	e)
7	Supporting each other	a)	b)	c)	d)	e)
8	Core values	a)	b)	c)	d)	e)

Notes:

Date:	Team:	Name:
-------	-------	-------