

Assessment of Early Head Start Team Effectiveness

Circle one number for each item, which reflects your assessment of the effectiveness of your team. Follow the scoring guides at the end of the survey.

1.		
Team goals are unclear, unstated or conflicting.	1 2 3 4 5	Goals are clear; are understood and are shared by all.
2.		
Team does little planning and goal setting; has no game plan.	1 2 3 4 5	Team regularly sets goals and develops plans for achieving them.
3.		
Members are unclear about their roles and responsibilities.	1 2 3 4 5	Members know what is expected of them and their responsibilities.
4.		
Team is inappropriately organized; tasks are fragmented or overlap.	1 2 3 4 5	Team is well organized; tasks are clear with few overlaps or gaps.
5.		
Team is guarded and cautious when communicating among members.	1 2 3 4 5	Team is open and authentic when communicating among members.
6.		
Team rarely communicates or communication is ineffective.	1 2 3 4 5	Team communicates pertinent information in an effective manner.
7.		
There is little opportunity for input; decisions are made autonomously.	1 2 3 4 5	Decisions are made jointly through group participation; plenty of opportunity for input.
8.		
Decisions are vague, not understood; poor or no decisions are made; lack of commitment to decisions.	1 2 3 4 5	Team makes good decisions; develops creative and appropriate solutions; members are committed to decisions.
9.		
Members do not coordinate their efforts; little or no cooperation.	1 2 3 4 5	Members coordinate their efforts; high level of cooperation.
10.		
Team does not demonstrate leadership; no direction; too dependent on one or a few persons.	1 2 3 4 5	Team has appropriate direction; demonstrates leadership; leaders allowed to emerge; leadership is shared.

11.		
Team denies, avoids or suppresses conflicts.	1 2 3 4 5	Team accepts conflicts and “works them through.”
12.		
Team members are unaware of others’ skills, values, and contributions; individual strengths are not recognized.	1 2 3 4 5	Team members are aware of each other’s skills, values, contributions, distinctive competence is recognized; strengths are highlighted.
13.		
Abilities, knowledge and experience are not utilized by the team.	1 2 3 4 5	Abilities, knowledge, and experience are fully utilized by the team.
14.		
Lack of concern for each other; every person for himself or herself; little helping of each other.	1 2 3 4 5	Genuine concern for each other, help each other improve, plan and solve problems.
15.		
Relationships are bad or do not exist; serious breakdown or lack of collaboration.	1 2 3 4 5	Relationships are collaborative, collegial, and mutually respectful.
16.		
We have no meetings; meetings are poorly run, boring, not useful.	1 2 3 4 5	We have regular team meetings; they are well run, stimulating and useful.
17.		
Meetings are one-way or involve the participation of only a few team members.	1 2 3 4 5	Meetings are highly engaging, interactive and tap into each person’s talents and skills.
18.		
There is little follow-through on deadlines and agreements; plans are not implemented.	1 2 3 4 5	Team members follow through on decisions and agreements; plans are put into practice.
19.		
When problems occur, they are not resolved.	1 2 3 4 5	Problems are worked out when they appear through mutual effort on the part of all team members.
20		
Team has difficulty completing tasks; accomplishes little; takes way too long and too much work to get the job done.	1 2 3 4 5	Team completes tasks efficiently; produces worthwhile results; gets the job done; accomplishes a great deal.
21.		
Few people do the work; the work load for projects and tasks is unbalanced.	1 2 3 4 5	All members share equally in getting the job done; the work load is balanced.

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Scoring Guide

I. Overall Score: Total the scores for all the items and divide by 21. That will give you an “average” overall score. The higher the average, the more your team exhibits the characteristics of effective teams.

II. Cluster Analysis: Using the chart below, put the number representing your assessment for each item in the appropriate box. Calculate a total for each column. The category with the highest number indicates your area of strength as a team. Another step could be to calculate a team total or a team average for each column.

People	Task	Process
3.	1.	6.
5.	2.	7.
10.	4.	8.
12.	9.	11.
13.	18.	16.
14.	20.	17.
15.	21.	19.

Totals: _____

III. Item Analysis: List the items that received a 4 or a 5 in one column under the heading “Strengths” and those that received a 1 or 2 in a column under the heading “Weaknesses”. Then identify a plan for addressing the weak areas while maintaining your strengths.

Strengths	Weaknesses