

THE TEAM MEETING SURVEY

Please think about the meetings your team conducts. Using the following scale, assess the extent to which these statements are true:

- 5 ALMOST ALWAYS
- 4 OFTEN
- 3 SOMETIMES
- 2 RARELY
- 1 ALMOST NEVER

STATEMENTS	ALMOST ALWAYS	OFTEN	SOMETIMES	RARELY	ALMOST NEVER
1. Meetings are held only when necessary.	1	2	3	4	5
2. Effective use is made of non-meeting methods (e.g., conference calls).	1	2	3	4	5
3. There is an agenda for the meeting.	1	2	3	4	5
4. Participants receive the agenda prior to the meeting.	1	2	3	4	5
5. Agenda topics are sufficiently clear and specific.	1	2	3	4	5
6. Each agenda item specifies the time allocated to it.	1	2	3	4	5
7. Each agenda item specifies the person responsible for it.	1	2	3	4	5
8. The meeting notice includes the time the meeting will end.	1	2	3	4	5
9. The meeting notice specifies the pre-work required for the meeting.	1	2	3	4	5
10. The agenda specifies the action required on each item.	1	2	3	4	5
11. Only the necessary and appropriate people attend the meeting.	1	2	3	4	5
12. Where possible, meetings are scheduled at the best possible time (i.e., time of day, day of week).	1	2	3	4	5

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13. A sufficient number of breaks are built into the schedule of long meetings.	1	2	3	4	5
14. The right number of people attend the meeting.	1	2	3	4	5
15. The room arrangement is appropriate for the purpose of the meeting.	1	2	3	4	5
16. Prior to the meeting, the room is checked to ensure the arrangement is acceptable and the equipment is in working order.	1	2	3	4	5
17. Participants do their homework and come prepared for the meeting.	1	2	3	4	5
18. As appropriate, outside speakers and other resources are invited to the meeting.	1	2	3	4	5
19. Effective use is made of presentation equipment (e.g., overhead projector).	1	2	3	4	5
20. The meeting is opened with a brief statement of the purpose and review of the agenda.	1	2	3	4	5
21. The meeting starts on time.	1	2	3	4	5
22. As appropriate, the agenda serves as a guide for conducting the meeting.	1	2	3	4	5
23. Members are encouraged to participate in the discussions.	1	2	3	4	5
24. Effective use is made of questions to clarify ideas; bring out opinions; and in other ways, manage the discussion.	1	2	3	4	5
25. Differences of opinion are explored and resolved effectively.	1	2	3	4	5
26. Team members demonstrate good listening skills.	1	2	3	4	5

	ALMOST ALWAYS	OFTEN	SOMETIMES	RARELY	ALMOST NEVER
27. Discussions are summarized at various points during the meeting.	1	2	3	4	5
28. The group is encouraged to seek a consensus on key decisions.	1	2	3	4	5
29. The discussions stay focused on the issue under consideration.	1	2	3	4	5
30. Problem participants are dealt with effectively.	1	2	3	4	5
31. The team celebrates the achievement of milestones and other successes.	1	2	3	4	5
32. Individual members receive recognition for contributions.	1	2	3	4	5
33. The team is open and honest in assessing the quality of its work.	1	2	3	4	5
34. Team members are willing to pitch in and help each other out.	1	2	3	4	5
35. As appropriate, the team takes the time to revisit its overall mission and goals.	1	2	3	4	5
36. The efficiency of team meetings is enhanced by the use of subgroups and committees.	1	2	3	4	5
37. Key decisions and agreements are summarized at the end of the meeting.	1	2	3	4	5
38. Follow-up action items are agreed upon and noted.	1	2	3	4	5
39. Team members take specific responsibility for action items.	1	2	3	4	5
40. As appropriate, the date and time of the next meeting is set.	1	2	3	4	5

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41. As appropriate, minutes are taken that summarize the key facts about the meeting and important action items.	1	2	3	4	5
42. Following the meeting, the minutes are distributed to team members in a reasonable amount of time.	1	2	3	4	5
43. The meetings end on time.	1	2	3	4	5
44. The leader communicates with team members between meetings about important issues or problems raised during the meeting.	1	2	3	4	5

Comments

A. Strengths: What aspects of the meetings are handled well?

B. Weaknesses: What areas need improvement?

TEAM SURVEY

Directions: Rate each item according to *your personal feelings about this team*. Also, complete the final section, which asks you to list strengths and weaknesses of your team. You will compare notes with other members of your team when you come to training.

	Strongly disagree → Strongly agree
Autonomy	
1. We have the authority to make decisions and carry them out.	1 2 3 4 5 6 7 8 9 10
2. We have made decisions/recommendations before, only to have them be ignored or vetoed higher up.	1 2 3 4 5 6 7 8 9 10
3. We investigate and solve problems.	1 2 3 4 5 6 7 8 9 10
4. We create new procedures.	1 2 3 4 5 6 7 8 9 10
5. We influence and inspire others outside the team.	1 2 3 4 5 6 7 8 9 10
6. We rely heavily on our leader to tell us what to do and how to do it.	1 2 3 4 5 6 7 8 9 10
Meeting Management	
7. We have strategies to make sure work is fairly distributed.	1 2 3 4 5 6 7 8 9 10
8. Our team facilitator balances productivity (getting things done) with team building (building trust, working on relationships).	1 2 3 4 5 6 7 8 9 10
9. Our team facilitator balances structure and creativity.	1 2 3 4 5 6 7 8 9 10
10. We have clear objectives for every meeting.	1 2 3 4 5 6 7 8 9 10
11. We have clear boundaries and ground rules.	1 2 3 4 5 6 7 8 9 10
12. We have agendas and minutes for all meetings.	1 2 3 4 5 6 7 8 9 10
13. We meet regularly.	1 2 3 4 5 6 7 8 9 10
Team Processes	
14. We use data and research on best practices to guide our decisions.	1 2 3 4 5 6 7 8 9 10
15. We reach consensus on major decisions.	1 2 3 4 5 6 7 8 9 10

	Strongly disagree	→	Strongly agree
16. We have a problem-solving process that everyone on the team knows and uses.	1	2	3 4 5 6 7 8 9 10
17. We use various strategies to make sure everyone is heard and no person(s) dominates.	1	2	3 4 5 6 7 8 9 10
18. We are encouraged to take risks; if we make a decision that "flops," we are still praised and encouraged to try again.	1	2	3 4 5 6 7 8 9 10
19. We have processes in place to resolve conflicts in a healthy way.	1	2	3 4 5 6 7 8 9 10
20. We view conflicts as an opportunity to explore our assumptions.	1	2	3 4 5 6 7 8 9 10
21. I feel free to ask the tough questions.	1	2	3 4 5 6 7 8 9 10
22. We always state our opinions, and we encourage others to do so.	1	2	3 4 5 6 7 8 9 10
23. I share information freely, without fear of any type of backlash.	1	2	3 4 5 6 7 8 9 10
24. I sometimes worry about the consequences of speaking my mind.	1	2	3 4 5 6 7 8 9 10
25. Often, it is hard to name the source of any of our final plans; everyone contributes.	1	2	3 4 5 6 7 8 9 10
26. We have been trained to work together as a functioning team: We have learned strategies for decision making, goal seeking, data analysis, planning and problem solving.	1	2	3 4 5 6 7 8 9 10
Vision			
27. We are all very clear on our purpose as a team.	1	2	3 4 5 6 7 8 9 10
28. Ask any one of us; we'll be able to tell you quickly and clearly what our vision is as a team.	1	2	3 4 5 6 7 8 9 10
29. Not only do we know our vision, we are fiercely committed to it; we'll make and break rules to get there.	1	2	3 4 5 6 7 8 9 10
30. Achieving our vision won't be easy, but we celebrate successes along the way.	1	2	3 4 5 6 7 8 9 10
31. We definitely have accomplished more as a team than any of us could have accomplished individually.	1	2	3 4 5 6 7 8 9 10
32. What we do is important to each team member and every other person in the school community.	1	2	3 4 5 6 7 8 9 10
33. We have a few very clear priorities.	1	2	3 4 5 6 7 8 9 10

	Strongly disagree	→	Strongly agree
34. Our goals are tied to student achievement.	1	2	3 4 5 6 7 8 9 10
35. We accomplish something toward our goals every day.	1	2	3 4 5 6 7 8 9 10
36. We regularly examine our progress toward our goals.	1	2	3 4 5 6 7 8 9 10
Relationships			
37. We each contribute something valuable; the team would not be as good if everyone here were not on it.	1	2	3 4 5 6 7 8 9 10
38. Some people on the team are "dead weight;" they contribute very little.	1	2	3 4 5 6 7 8 9 10
39. Some people on the team have more power and authority than others.	1	2	3 4 5 6 7 8 9 10
40. There is no way a team can function if everyone has an equal say.	1	2	3 4 5 6 7 8 9 10
41. We trust each other completely.	1	2	3 4 5 6 7 8 9 10
42. We often experience "power struggles" inside or outside our meetings.	1	2	3 4 5 6 7 8 9 10
43. Team members are sometimes passive-aggressive, going along with team decisions on one level and complaining about them or sabotaging them on another level.	1	2	3 4 5 6 7 8 9 10
44. Being on this team makes me feel that I personally have made a difference.	1	2	3 4 5 6 7 8 9 10
The following items are for team leaders only			
45. My role is to process information from the team and then make decisions.	1	2	3 4 5 6 7 8 9 10
46. My role is to provide the team with all the information they need to do their work.	1	2	3 4 5 6 7 8 9 10
47. My role is to control the way the team works.	1	2	3 4 5 6 7 8 9 10
48. My role is to facilitate communication.	1	2	3 4 5 6 7 8 9 10
49. My role is to build consensus.	1	2	3 4 5 6 7 8 9 10
50. My role is to coach the team on ways to function better.	1	2	3 4 5 6 7 8 9 10
51. My role is to encourage others to participate in decision making.	1	2	3 4 5 6 7 8 9 10

	Strongly disagree	→	Strongly agree
52. My role is to delegate tasks to the team.	1	2	3 4 5 6 7 8 9 10
53. My role is to communicate persuasively to the team.	1	2	3 4 5 6 7 8 9 10
54. My role is to set goals for the team.	1	2	3 4 5 6 7 8 9 10
55. My role is to teach others how to solve problems, without solving the problems for them.	1	2	3 4 5 6 7 8 9 10
56. My role is to organize data and information so that others can understand and act on it.	1	2	3 4 5 6 7 8 9 10
57. I believe that teams in our school make a vital contribution to improving student achievement.	1	2	3 4 5 6 7 8 9 10
58. I believe that teams can do some of the work that traditionally has been done by administrators.	1	2	3 4 5 6 7 8 9 10
59. I believe that I can accomplish as much through active listening as I can through directing.	1	2	3 4 5 6 7 8 9 10
60. I believe that I am the ultimate decision maker.	1	2	3 4 5 6 7 8 9 10

Our biggest strengths as a team are...

Our biggest challenges as a team are...

GROUPS VERSUS TEAMS

GROUPS	TEAMS
<input type="checkbox"/> Members think they are grouped together for administrative purposes only. Individuals work independently; sometimes at cross purposes with others.	<input type="checkbox"/> Members recognize their interdependence and understand both personal and team goals are best accomplished with mutual support. Time is not wasted struggling over "turf" or attempting personal gain at the expense of others.
<input type="checkbox"/> Members tend to focus on themselves because they are not sufficiently involved in planning the unit's objectives. They approach their job simply as a hired hand.	<input type="checkbox"/> Members feel a sense of ownership for their jobs and unit because they are committed to goals they helped establish.
<input type="checkbox"/> Members are told what to do rather than being asked what the best approach would be. Suggestions are not encouraged.	<input type="checkbox"/> Members contribute to the organization's success by applying their unique talent and knowledge to team objectives.
<input type="checkbox"/> Members distrust the motives of colleagues because they do not understand the role of other members. Expressions of opinion or disagreement are considered divisive or non-supportive.	<input type="checkbox"/> Members work in a climate of trust and are encouraged to openly express ideas, opinions, disagreements and feelings. Questions are welcomed.
<input type="checkbox"/> Members are so cautious about what they say that real understanding is not possible. Game playing may occur and communications traps set to catch the unwary.	<input type="checkbox"/> Members practice open and honest communication. They make an effort to understand each other's point of view.
<input type="checkbox"/> Members may receive good training but are limited in applying it to the job by the supervisor or other group members.	<input type="checkbox"/> Members are encouraged to develop skills and apply what they learn on the job. They receive the support of the team.
<input type="checkbox"/> Members find themselves in conflict situations which they do not know how to resolve. Their supervisor may put off intervention until serious damage is done.	<input type="checkbox"/> Members recognize conflict is a normal aspect of human interaction but they view such situations as an opportunity for new ideas and creativity. They work to resolve conflict quickly and constructively.
<input type="checkbox"/> Members may or may not participate in decisions affecting the team. Conformity often appears more important than positive results.	<input type="checkbox"/> Members participate in decisions affecting the team but understand their leader must make a final ruling whenever the team cannot decide, or an emergency exists. Positive results, not conformity are the goal.

WHAT CAN TEAM BUILDING DO FOR ME?

Leaders sometimes assign a low priority to team building because they have not considered the advantages that can accrue from a well executed team effort.

Following are some results of team performance. Check those you would like to achieve.

- Realistic, achievable goals can be established for the team and individual members because those responsible for doing the work contribute to their construction.
- Employees and leaders commit to support each other to make the team successful.
- Team members understand one another's priorities and help or support when difficulties arise.
- Communication is open. The expression of new ideas, improved work methods, articulation of problems and concerns is encouraged.
- Problem solving is more effective because the expertise of the team is available.
- Performance feedback is more meaningful because team members understand what is expected and can monitor their performance against expectations.
- Conflict is understood as normal and viewed as an opportunity to solve problems. Through open discussion it can be resolved before it becomes destructive.
- Balance is maintained between group productivity and the satisfaction of personal team members' needs.
- The team is recognized for outstanding results, as are individuals for their personal contributions.
- Members are encouraged to test their abilities and try out ideas. This becomes infectious and stimulates individuals to become stronger performers.
- Team members recognize the importance of disciplined work habits and conform their behavior to meet team standards.
- Learning to work effectively as a team in one unit, is good preparation for working as a team with other units. It is also good preparation for advancement.

TEAMWORK AND PRODUCTIVITY GO HAND IN HAND