

items 5, 13, 21, 29, 37, 45, 53) and calculate their ratings of each dimension of team effectiveness. Submit your filled and scored questionnaire with **your name** printed on the front page (Due: **Sunday Week 4**). https://www.cu.edu/sites/default/files/Team_effectiveness_questionnaire.pdf

- Instruct only*
2. Team members meet and use the Team Effectiveness Questionnaire as instructed on the first page of the questionnaire (*ignore the intergroup relations*).
 3. The team should use the average scores of the effectiveness dimensions to identify the strengths of the team, as well as areas to be improved.
 4. The meeting should also review and renew the Team Agreement and see if the initial plan should be adjusted for future teamwork. Renew and sign the Team Agreement.
 - a. Compose the report according to the following **outline (2-3 pages; due Sunday Week 5)**.
 5. Report the results of the Team Effectiveness Questionnaire. Use figures and/or tables to demonstrate your results.
 6. Identify two strong dimensions of your team and analyze how you achieve effectiveness on these dimensions.
 7. Identify two dimensions where your team needs improvements and analyze how you can enhance effectiveness on these dimensions.
 8. Describe changes of Team Agreement, explain rationale of change based on the analysis in the previous sections, and attach renewed Team Agreement.

1. **Team Report – Part 2: Design & Evaluation.**

- a. **Design.** Using Chapter 5 as a guide, teams should develop all program materials **except** the detailed training content. Write a description of the materials and include materials as appendix to your writing.
 - Training objectives
 - Training methods to be used, and a rationale for using them, based on training theory
 - Proposed instructors, and the reason for using them
 - A tentative training outline
 - A tentative list and description of training materials needed
2. **Evaluation.** Using Chapter 7 as a guide, develop the evaluation tools and explain your rationale. Describe the procedure and tool (e.g., a survey instrument) you plan to use for data and how you plan to analyze the data you collected.
3. Here is the outline of your report:
 - **Introduction.** give an overview of your program, with a very brief review of your target trainees
 - **Theories:** review the textbook chapter and explain the purpose and benchmark practices of training design.
 - **Design:** see requirements above.
 - **Theories:** review the textbook chapter and explain the purpose and benchmark practices of training evaluation.
 - **Evaluation:** see requirements above.
 - **Conclusion.**
 - **Appendix:** put all your assessment tools/instruments here.

Hints:

1. When you develop the list of training materials, do **not** include the detailed materials for implementation (e.g., PowerPoint slides, classroom handouts).
2. You may adapt a small part of the materials from existing documents. **Be sure to cite the source of the documents** when you do so.
3. Assignment Due: **Sunday Week 7**
1. **Team Report – Presentation (on both Part 1 and Part 2)**
2. Due in **Week 8**
3. For **online** class, both the PPT files and the videos (i.e., mp4 files) of the presentations are due by the end of Week 8.
4. For **in person** class, the PPT files are due prior to the class of Week 8, and the presentations are due during the class.
5. The PPT file should include at least 10 slides that reflect the main text of the Team report - Part 1 &

Grade Rubric of Mid-term team Self-evaluation

Student's name:

Team Number: 8

	Earning maximum points in each box in PROFICIENT column and/or points in columns to the right of PROFICIENT meets standards			
	Less quality..... more quality			
Performance Criteria	Basic (0%)	Developing (25%)	Accomplished (50%)	Score
Questionnaire	Does not fill out the questionnaire	Partially fills out the questionnaire	Fully fills out the questionnaire	
Score	Does not calculate the scores	Partially calculates the scores	Fully calculates the scores	
Total out of 100%				

Purpose and goals	Roles	Team processes	Team relationships
1 _____	2 _____	3 _____	4 _____
9 _____	10 _____	11 _____	12 _____
17 _____	18 _____	19 _____	20 _____
25 _____	26 _____	27 _____	28 _____
33 _____	34 _____	35 _____	36 _____
41 _____	42 _____	43 _____	44 _____
49 _____	50 _____	51 _____	52 _____
Total = _____	Total = _____	Total = _____	Total = _____
Average Divide total by 7 _____	Average Divide total by 7 _____	Average Divide total by 7 _____	Average Divide total by 7 _____

Challenger's Results Based on the Chart Above

Purpose and goals	Roles	Team processes	Team relationships
5	5	5	5
5	5	5	5
5	5	5	5

5	5	5	5
4	5	5	5
5	5	5	5
5	5	5	5
Total 34/7 4.8	Total 35/7 5	Total 35/7 5	Total 35/7 5

Intergroup relations	Problem solving	Passion and commitment	Skills and learning
5	6	7	8
13	14	15	16
21	22	23	24
29	30	31	32
37	38	39	40
45	46	47	48
53	54	55	56
Total =	Total =	Total =	Total =
Average = Divide total by 7	Average = Divide total by 7	Average = Divide total by 7	Average = Divide total by 7

Total of all 8 average scores = = Team Effectiveness Score

Challenger's results for the above chart. Intergroup relations was not required to do or calculate. (Column) Highlighted.

Intergroup relations	Problem Solving	Passion and commitment	Skills and learning
5	5	5	5
4	5	5	5
3	5	5	5
5	5	5	5
5	5	5	5
3	5	5	5
5	5	5	5
<i>Do not do this one/no score required</i>	Total 35/7 5	Total 35/7 5	Total 35/7 5

Total of all 8 average scores= 34.8 = Team Effectiveness Score

1. Complete the questionnaire - record your personal assessment of team effectiveness

Read through the following statements carefully	Circle ☐ the column that MOST represents YOUR VIEW of how well each statement describes your team				
Statements	Strongly Agree	Agree	Neutral	Disagree	Disagree Strongly
1. Our team has a meaningful, shared purpose.	5	4	3	2	1
2. Team members clearly understand their roles.	5	4	3	2	1
3. Team problem solving results in effective solutions.	5	4	3	2	1
4. Team members appreciate one another's unique capabilities.	5	4	3	2	1
5. We are able to resolve conflicts with other teams collaboratively.	5	4	3	2	1
6. Team members take personal responsibility for the effectiveness of our team.	5	4	3	2	1
7. Working on our team inspires people to do their best.	5	4	3	2	1
8. We have the skills we need to do our jobs effectively.	5	4	3	2	1
9. We are strongly committed to a shared mission.	5	4	3	2	1
10. When an individual's role changes, an intentional effort is made to clarify it for everyone on the team.	5	4	3	2	1
11. We address and resolve issues quickly.	5	4	3	2	1
12. Team members are effective listeners.	5	4	3	2	1
13. We seek to arrange our priorities to meet the needs of other work groups.	5	4	3	2	1
14. Team members maintain a can-do approach when they encounter frustrating situations.	5	4	3	2	1
15. My team has a strong sense of accomplishment relative to our work.	5	4	3	2	1
16. We always ask ourselves, "How can we do better tomorrow what we did today?"	5	4	3	2	1
17. We focus on big-picture strategic issues as much as on day-to-day activities.	5	4	3	2	1
18. Team members understand one another's roles.	5	4	3	2	1
19. People on my team are rewarded for being team players.	5	4	3	2	1

Read through the following statements carefully

Circle the column that MOST represents YOUR VIEW of how well each statement describes your team

Statements	Strongly Agree	Agree	Neutral	Disagree	Disagree Strongly
20. Communication in our group is open and honest.	5	4	3	2	1
21. We communicate effectively with other groups.	5	4	3	2	1
22. Team members take initiative to resolve issues between themselves without involving the team leader.	5	4	3	2	1
23. People are proud to be part of our team.	5	4	3	2	1
24. As a team, we are continually working to improve cycle time, speed to market, customer responsiveness, or other key performance indicators.	5	4	3	2	1
25. We set and meet challenging goals.	5	4	3	2	1
26. Everyone values what each member contributes to the team.	5	4	3	2	1
27. Group meetings are very productive.	5	4	3	2	1
28. Members of our team trust each other.	5	4	3	2	1
29. Our team has established trusting and supportive relationships with other teams.	5	4	3	2	1
30. We spend very little time complaining about things we cannot control.	5	4	3	2	1
31. Team members frequently go beyond what is required and do not hesitate to take initiative.	5	4	3	2	1
32. We view everything, even mistakes, as opportunities for learning and growth.	5	4	3	2	1
33. We consistently produce strong, measurable results.	5	4	3	2	1
34. Team members avoid duplication of effort and make sure they are clear about who is doing what.	5	4	3	2	1
35. Our team has mechanisms in place to monitor its results.	5	4	3	2	1
36. Team members help one another deal with problems or resolve issues	5	4	3	2	1
37. We work toward integrating our plans with those of other work groups.	5	4	3	2	1
38. Team members seek and give each other constructive feedback.	5	4	3	2	1
39. As a team, we work to attract and retain top performers.	5	4	3	2	1

Read through the following statements carefully

Circle the column that MOST represents YOUR VIEW of how well each statement describes your team

Statements	Strongly Agree	Agree	Neutral	Disagree	Disagree Strongly
40. We use various forms of training to keep our skills up-to-date.	5	4	3	2	1
41. We make sure our work helps the organization achieve its goals.	5	4	3	2	1
42. When team members' roles change, specific plans are implemented to help them assume their new responsibilities.	5	4	3	2	1
43. Our team works with a great deal of flexibility so that we can adapt to changing needs.	5	4	3	2	1
44. We are able to work through differences of opinion without damaging relationships.	5	4	3	2	1
45. Our collaborations with other teams are productive, worthwhile, and yield good results.	5	4	3	2	1
46. Team members are sure about what is expected of them and take pride in a job well done.	5	4	3	2	1
47. Our team is excited about the contribution it is making to the organization's competitive viability.	5	4	3	2	1
48. Team members embrace continuous improvement as a way of life.	5	4	3	2	1
49. The mission and goals of my team are well aligned with the organization's mission and goals.	5	4	3	2	1
50. Overlapping or shared tasks and responsibilities do not create problems for team members.	5	4	3	2	1
51. When we choose consensus decision-making, we do it effectively.	5	4	3	2	1
52. Team members display high levels of cooperation and mutual support.	5	4	3	2	1
53. The goals of our group support those of other groups.	5	4	3	2	1
54. Team members consider how their actions will impact others when deciding what to do.	5	4	3	2	1
55. My team is proud of its accomplishments and optimistic about the future.	5	4	3	2	1
56. Team members work to ensure we are using best-practice methods.	5	4	3	2	1

2. Transfer your assessments to your personal score sheet

1. In the matrix below, *write the numeric value of your assessments* (1, 2, 3, 4 or 5) for each of the 56 statements.
2. *Total the scores.*
3. *Divide each total by 7* to calculate the average for each team effectiveness dimension.

Purpose and goals	Roles	Team processes	Team relationships
1 <u>5</u>	2 <u>5</u>	3 <u>5</u>	4 <u>5</u>
9 <u>5</u>	10 <u>5</u>	11 <u>5</u>	12 <u>5</u>
17 <u>4</u>	18 <u>5</u>	19 <u>5</u>	20 <u>4</u>
25 <u>5</u>	26 <u>5</u>	27 <u>5</u>	28 <u>4</u>
33 <u>5</u>	34 <u>5</u>	35 <u>5</u>	36 <u>5</u>
41 <u>5</u>	42 <u>5</u>	43 <u>4</u>	44 <u>5</u>
49 <u>5</u>	50 <u>4</u>	51 <u>4</u>	52 <u>5</u>
Total = <u>34</u>	Total = <u>34</u>	Total = <u>33</u>	Total = <u>33</u>
Average Divide total by 7 <u>4.86</u>	Average Divide total by 7 <u>4.86</u>	Average Divide total by 7 <u>4.7</u>	Average Divide total by 7 <u>4.7</u>

Intergroup relations	Problem solving	Passion and commitment	Skills and learning
5 <u>5</u>	6 <u>5</u>	7 <u>5</u>	8 <u>5</u>
13 <u>5</u>	14 <u>5</u>	15 <u>5</u>	16 <u>5</u>
21 <u>5</u>	22 <u>4</u>	23 <u>5</u>	24 <u>5</u>
29 <u>5</u>	30 <u>4</u>	31 <u>4</u>	32 <u>4</u>
37 <u>5</u>	38 <u>4</u>	39 <u>5</u>	40 <u>4</u>
45 <u>5</u>	46 <u>5</u>	47 <u>5</u>	48 <u>5</u>
53 <u>5</u>	54 <u>4</u>	55 <u>5</u>	56 <u>5</u>
Total =	Total = <u>31</u>	Total = <u>34</u>	Total = <u>33</u>
Average = Divide total by 7	Average = Divide total by 7 <u>4.4</u>	Average = Divide total by 7 <u>4.86</u>	Average = Divide total by 7 <u>4.7</u>

Total of all 8 average scores = 33.08

4.7 = Team Effectiveness Score