Cornell University
Leadership Team Effectiveness Survey

Note: Please do not press the "back arrow" at any time while completing this survey request. It will result in a need to re-enter data.

		Mostly Agree	Mostly Disagree
1.	The team's manager and members spend sufficient time clarifying what they expect and need from one another.	○	○
2.	Team members have the technical qualifications necessary for quality work by the team.	○	○
3.	Most of the members feel that the aims of the team are worthwhile.	○	○
4.	People in this team are often really frank and open with each other.	○	○
5.	The objectives of our team are really clear.	○	○
6.	Team members are clear about the team's contribution to the wider organization.	○	○
7.	We usually achieve much progress in team meetings.	○	○
8.	The objectives of individual team members usually gel with those of other members.	○	○
9.	When team members are criticized, they do not feel as though they have lost face.	○	○
10.	Team members make room for and integrate new members into the group.	○	○
11.	Many new ideas are generated by the team.	○	○
12.	Conflicts between our team and other groups are rare.	○	○
13.	The team manager welcomes leadership efforts by other team members.	○	○
14.	Most team members are able to handle the current requirements of their work.	○	○
15.	Team members are really committed to the success of the team.	○	○
16.	In group discussion, team members do not hide their real motives.	○	○
17.	In practice, the team usually achieves its objectives.	○	○
18.	Our team's contribution is clearly understood by other parts of the organization.	○	○
19.	When the team is having a meeting, we really listen to each other.	○	○
20.	Team members are clear about their individual roles in relation to the team.	○	○
21.	Members do not hold back critical remarks to avoid "rocking the boat."	○	○
22.	Team members are being developed to their potential.	○	○
23.	Team members feel free to suggest new ideas.	○	○
24.	Our team has constructive relationships with other teams in the organization.	○	○
25.	Team members are clear on where they stand with the team manager.	○	○

		Mostly Agree	Mostly Disagree
26.	Our mix of skills is appropriate for the work we are doing.	○	○
27.	I feel a strong sense of belonging to the team.	○	○
28.	The team does not allow issues to "build up" by not discussing them.	○	○
29.	In practice, low levels of achievement are not accepted.	○	○
30.	If the team were disbanded, the organization would feel the loss.	○	○
31.	We take a methodical approach to team meetings.	○	○
32.	There is a regular review of individual objectives and priorities.	○	○
33.	The team is good at learning from its mistakes.	○	○
34.	Team members tend to show initiative in keeping up-to-date or in developing themselves.	○	○
35.	We have the reputation of being flexible.	○	○
36.	The team responds sufficiently to the needs of other teams in the organization.	○	○
37.	The team's manager receives sufficient information about how the team sees his performance.	○	○
38.	People outside the team consider us as qualified to meet work requirements.	○	○
39.	I am prepared to put myself out for the team.	○	○
40.	Important issues are usually faced and worked through.	○	○
41.	Individuals are given many incentives to stretch themselves.	○	○
42.	There is a clear understanding between the work of this team and the work of others.	○	○
43.	Team members plan and prepare for meetings.	○	○
44.	If team members are missing, their important work will get done.	○	○
45.	Attempts to review events critically are seen as positive and helpful to the organization.	○	○
46.	Time and effort is spend on individual development and training.	○	○
47.	This team is often innovative.	○	○
48.	We actively seek to develop our working relationships with other teams.	○	○
49.	Team members' initiative produces high quality decisions.	○	○
50.	The team's total level of ability is ample.	○	○
51.	Team members find it easy to commit themselves to doing the job well.	○	○
52.	There is not much stress placed on conformity.	○	○
53.	Energy is directed in productive ways and in getting results.	○	○
54.	The role of our team is clearly identified within the organization.	○	○

	Mostly Agree	Mostly Disagree
55. The team takes the time to consider and review how it tackles problems.	○	○
56. Communication between members is wholly satisfactory.	○	○
57. We would probably benefit from an impartial assessment of how we work.	○	○
58. Most team members are knowledgeable about more than just their own technical discipline.	○	○
59. Good ideas seem to get implemented.	○	○
60. Significant mistakes have been avoided due to good communication with other teams.	○	○
61. The team manager often makes decisions by talking them through with the team.	○	○
62. Members' knowledge and skills make the team complete.	○	○
63. I feel motivated by working in this team.	○	○
64. Differences between team members are usually properly worked through.	○	○
65. We devote time to reviewing whether our efforts have been worthwhile.	○	○
66. We have an adequate way to establish our team's objectives and strategy.	○	○
67. We are usually productive when a difficult problem is being discussed in team meetings.	○	○
68. The team has adequate administrative resources and procedures.	○	○
69. We have the skills necessary to review our effectiveness constructively.	○	○
70. The team takes steps to develop its members.	○	○
71. New ideas from outside the team are welcomed and considered.	○	○
72. In this organization, teams and departments tend to collaborate rather than compete.	○	○
73. The team manager adapts style to changing circumstances.	○	○
74. New people coming into the team have the necessary qualifications.	○	○
75. Everyone is trying hard to make this a winning team.	○	○
76. Individuals in this team really get to know each other as people.	○	○
77. We are more concerned about achieving results than giving a good appearance.	○	○
78. The organization uses the vision and skills that the team has to offer.	○	○
79. We properly examine the purpose of our team meetings.	○	○
80. We function in a flexible manner and are adaptable in using team resources.	○	○
81. Constructive criticism is encouraged to improve performance.	○	○
82. Individuals who are retiring or uncertain are not overridden.	○	○

	Mostly Agree	Mostly Disagree
83. It is fair to say the team has real vision.	○	○
84. Other teams/departments seem to have a high opinion of us.	○	○
85. The team manager is sufficiently sensitive to the different needs of each member.	○	○
86. Team members respond to efforts to help them adapt to the needs of the team.	○	○
87. If a team member gets into difficulties, he or she is usually offered help.	○	○
88. There are no cliques and political maneuvering in the team.	○	○
89. Much that we do could be described as excellent.	○	○
90. The team's objectives are systematically related to the objectives of the whole organization.	○	○
91. Decisions made at meetings are properly recorded and activated.	○	○
92. Team members collaborate often on a person-by-person basis.	○	○
93. Sufficient time is spent on reviewing what the team does, how it works and how to improve it.	○	○
94. A person who questions the established practices in the team probably will be listened to.	○	○
95. Most members often suggest new ideas.	○	○
96. We get to know the people working in other teams in the organization.	○	○
97. Our team is adequately represented at higher levels.	○	○
98. Team members are equipped to do their work effectively.	○	○
99. Team members are committed to individual goals, but not at the expense of the team.	○	○
100. Disagreements between team members are usually worked through thoroughly and individual viewpoints are fully heard.	○	○
101. We usually finish things satisfactorily.	○	○
102. We work within clear strategic guidelines.	○	○
103. Our meetings resolve all the issues that should be dealt with.	○	○
104. We examine how the team spends its time and energy.	○	○
105. We make resolutions and basically, we seem to learn from our mistakes.	○	○
106. Individuals are encouraged to go outside the team to widen their personal knowledge and skills.	○	○
107. Creative ideas are often followed through to definite action.	○	○
108. We work with other teams to help us all be more effective.	○	○