

Questions To Test Your Group or Team's Effectiveness

1. Do members of the group share in knowing why this group exists, where it is going, what it's trying to accomplish, what its core priorities are?
Or are they non-committed, grudging participants, perhaps because they feel that membership in the group is irrelevant to their individual performance and individual compensation?
2. Do practitioners believe that they can really depend upon and count on each other, and do they feel confident about each other's capabilities and efforts?
Or do they feel that relying on each other's goodwill and expertise is either naive or dangerous?
3. Do people share their collective wins and losses with each other?
Or do they only claim personal victories while rationalizing negative outcomes with excuses and finger-pointing?
4. Do members of the group genuinely listen to each other's ideas and opinions?
Or do they simply defend and promote their own positions?
5. Do people publicly honor and recognize each other's efforts and contributions?
Or are accomplishments taken for granted?
6. Do members of the group value each other's time?
Or do they behave in a way that suggests that other's time doesn't have much importance to them?
7. Do group members hold agreements and promises made among themselves as sacred?
Or, are agreements and promises only made expediently, such as "maybe, if it's convenient"?
8. Do people help each other succeed and grow, and then share in the excitement of each other's accomplishments?
Or are such concerns deemed irrelevant?
9. Do people hold each other to high standards of performance and provide each other with straight feedback, coaching, and compassion?
Or do they fail to insist on high standards or to coach poor performance, and confuse caring for people with indulging them.
10. Do group members behave as if their own success will be enhanced by the success of the group?
Or do these people act as if their own needs and those of the team are contradictory concepts?
11. Do people in the group share client contacts, information, tools and other resources with each other?
Or do they tend to hoard and protect turf?
12. Are members of the group recognized for contributing to the team purpose?
Or do group members feel that they are better off pursuing their own personal agendas, even though outwardly participating?
13. Does the group get the authority, the resources and the support to do what it was organized to do?
Or is a lot of time wasted playing political games to overcome internal bureaucracy?

Source: McKenna and Maister, *First Among Equals*, Free Press, 2002

DAVID MAISTER
90 COMMONWEALTH AVENUE
BOSTON, MA, 02116 USA
TEL: 1-617-262-5968
FAX: 1-617-262-7907
WEBSITE: www.davidmaister.com
Email: david@davidmaister.com