

Committee/Team Assessment

Purpose and Instructions

This assessment tool is an opportunity to voice your opinions of how well your decision-making group is functioning. It examines four areas: *Task* and *Process* in group dynamics, the creative use of constructive conflict, and how effectively the group is delegating responsibilities and doing its work between meetings.

Please express your views openly: if you and your colleagues know what the members of the group think about its operations you will be more likely to have an effective and participatory decision-making and action-oriented group.

When all group members have entered their scores (from 0 - low to 10 - high) for each of the items, these scores should be entered on the Group Assessment Report Summary for study and discussion leading to improvement of the group's functioning.

Group Dynamics

Task

A group's task is the stated purpose or outcome of the group's interaction: the *what* of its activities, its results.

Group Task Items	Score 0 – 10
1. <i>Clear objectives</i> – members know why they are meeting and what they hope to achieve.	
2. <i>Focus on outcomes</i> – members demonstrate commitment to the group's outputs.	
3. <i>Achievement of results</i> – the group achieves its objectives in a timely and effective manner.	
4. <i>Sharing the load</i> – the group's workload is distributed fairly among its members.	
5. <i>Learning from experience</i> – the group systematically evaluates its results and applies lessons learned to improve its output.	

Process

A group's process is the way it goes about its business, the *how* of its workings. This aspect of a group's operation is a key to its success.

Group Process Items	Score 0 – 10
1. <i>Common Purpose and Principles</i> —the group's principles and purpose are shared and overt.	
2. <i>Role Clarity</i> —roles are clearly defined and understood by all members.	
3. <i>Climate</i> —group members trust and respect each other, and hold each other in high esteem; they are unified and supportive of the group's decisions.	
4. <i>Consultation</i> —members express their opinions freely and fully, and with moderation.	
5. <i>Listening</i> —members feel they are listened to and their comments have an influence on the group's progress.	
6. <i>Self-discipline</i> —members avoid giving or taking offence.	
7. <i>Detachment</i> —when a member expresses an opinion, it then becomes the property of the group, and when a differing opinion is expressed, it is seen as another contribution to a shared exploration of the issue.	
8. <i>Conflict</i> —when there is conflict, this is seen as a clash of opinions which serves to shed light on the issue being discussed, rather than a clash between the people who voiced them.	
9. <i>Order</i> —there is shared responsibility for ensuring participation; when the group at large fails to maintain order, a designated member of the group uses his/her responsibility to keep things on track, and the group's decisions are clearly defined and recorded for action.	

Constructive Conflict

The constructive and creative use of conflict is essential for organizational survival and growth, particularly in diverse and turbulent contexts.

Constructive Conflict	Score 0 – 10
1. Members <i>value their diversity</i> and recognize the creative potential in constructive conflict. They look for opportunities to voice their different views, discuss frustrations and work to make their relationships productive.	
2. Members seek <i>mutual benefit</i> . They understand that they have mutual interests and seek common ground. They are all committed to pursuing a shared vision and creating a work environment that is fair and facilitating for all.	
3. Group members feel <i>empowered</i> . They are confident they have the mandate, opportunities and skills to manage conflict.	
4. Members regularly <i>take stock</i> and <i>reflect</i> on their conflict handling. They realize that becoming conflict-positive requires continuous experimenting, feedback and improvement.	

Adapted from: Tjosvold, Dean, *The Conflict-Positive Organization*, New York: Addison Wesley, 1991.

Delegation of Responsibility

The effectiveness of a group depends on how well it delegates responsibilities and supports members' activities from one meeting to the next. Members should feel free and confident they can carry out their responsibilities within clearly defined guidelines.

Delegation	Score 0 – 10
1. <i>Clear guidelines</i> – members know when they are free to act and when they should seek guidance from others.	
2. <i>Clear task definition</i> – members know what's expected of them between meetings.	
3. <i>Available assistance</i> – members have ready access to the help they need between meetings.	
4. <i>Freedom, safety and support</i> – individual initiative is encouraged between meetings and the group supports members' efforts to carry out their responsibilities.	

Group Assessment Report Summary

Each group member should circle the numbers representing their scores for the items above. Openly discussing members' scores will increase group effectiveness.

Group dynamics: Task

- | | |
|-----------------------------|--|
| 1. Clear objectives | 0...1...2...3...4...5...6...7...8...9...10 |
| 2. Focus on outcomes | 0...1...2...3...4...5...6...7...8...9...10 |
| 3. Results achievement | 0...1...2...3...4...5...6...7...8...9...10 |
| 4. Sharing the load | 0...1...2...3...4...5...6...7...8...9...10 |
| 5. Learning from experience | 0...1...2...3...4...5...6...7...8...9...10 |

Group dynamics: Process

- | | |
|------------------------------|--|
| 1. Common purpose/principles | 0...1...2...3...4...5...6...7...8...9...10 |
| 2. Role clarity | 0...1...2...3...4...5...6...7...8...9...10 |
| 3. Climate | 0...1...2...3...4...5...6...7...8...9...10 |
| 4. Consultation | 0...1...2...3...4...5...6...7...8...9...10 |
| 5. Listening | 0...1...2...3...4...5...6...7...8...9...10 |
| 6. Self-discipline | 0...1...2...3...4...5...6...7...8...9...10 |
| 7. Detachment | 0...1...2...3...4...5...6...7...8...9...10 |
| 8. Conflict | 0...1...2...3...4...5...6...7...8...9...10 |
| 9. Order | 0...1...2...3...4...5...6...7...8...9...10 |

Constructive Conflict

- | | |
|-------------------------|--|
| 1. Value diversity | 0...1...2...3...4...5...6...7...8...9...10 |
| 2. Mutual benefit | 0...1...2...3...4...5...6...7...8...9...10 |
| 3. Empowered | 0...1...2...3...4...5...6...7...8...9...10 |
| 4. Take stock & reflect | 0...1...2...3...4...5...6...7...8...9...10 |

Delegation

- | | |
|------------------------------|--|
| 1. Clear guidelines | 0...1...2...3...4...5...6...7...8...9...10 |
| 2. Clear task definition | 0...1...2...3...4...5...6...7...8...9...10 |
| 3. Available assistance | 0...1...2...3...4...5...6...7...8...9...10 |
| 4. Freedom, safety & support | 0...1...2...3...4...5...6...7...8...9...10 |