

Harvard ManageMentor — TEAM LEADERSHIP TOOLS

Checklist for Evaluating Yourself as a Team Leader

To evaluate yourself as a team leader, answer these questions. Your answers will help to pinpoint areas of improvement that may lead to better leadership.

Question	Always	Often	Rarely	Never
1. Do you facilitate effective team decision making?				
2. Do you work with the team to determine work assignments?				
3. Do you help the team evaluate itself?				
4. Do you ensure that the team is accountable for its work?				
5. Do you do “real work” beyond decision making, delegating, and agenda setting?				
6. Do you put team results ahead of personal achievement?				
7. Are you able to strike a balance between doing things yourself and letting other people do them?				
8. Do you promote constructive conflict?				
9. Do you help the team resolve conflicts and problems in a positive and constructive way?				
10. Do you widen your perspective to help the team clarify its purpose, goals, and approach?				
11. Do you avoid actions that unnecessarily limit team members?				
12. Do you constantly challenge the team to sharpen its common purpose, goals, and approach?				
13. Do you build trust in team members by acting in concert with the team and its purpose?				
14. Do you create opportunities for team members, sometimes at your own expense?				
15. Do you explain the team’s purpose and act to promote and share responsibility for it?				
16. Do you think about and describe your role in team terms instead of individual or hierarchical terms?				
17. Are you a champion for the team? For example, do you fight for the resources that the team needs, promote the team’s best interests in dealings with the company, and have an undying belief in the project?				
18. Do you identify and act to remove barriers for the team?				
19. Do you accept team failures rather than blaming other people?				
20. Do you accept performance shortfalls and find solutions to address them, rather than excusing them by pointing to things outside of your control?				
21. Does your attitude reflect dependence on the team?				
22. Do you see when your actions could hinder the team?				
23. Do you believe that you do not have all the answers?				
24. Are you able to give up command and control to help the team perform better?				
25. Are you able to change your leadership style as the team develops?				
26. Do you wholeheartedly believe in the team's purpose and in the people on the team?				
27. Are you able to strike a balance between too much control and too little guidance?				

28. Are you able to strike a balance between making tough decisions and letting others make them?				
29. Are you patient while the team talks about its purpose, goals, and approach?				
30. Do you encourage team members to take risks needed for growth and development?				
31. Do you challenge team members by shifting work assignments so that the same members are not always responsible for the same types of work?				
32. Do you challenge team members by shifting role patterns so that the same members are not always assuming the same types of roles?				

*The leader of a highly effective team is likely to answer “**always**” or “**often**” to most of these questions. If you answered “**rarely**” or “**never**” to any questions, you might want to think about the issue that the question implies and about ways in which you might be inhibiting team performance. Brainstorm ways you can get help; for example, if you think it’s appropriate, consider asking for guidance from the manager to whom the team reports. Or, think about whether other managers or executives, or your peers, can help. You might also consider asking the team for guidance.*

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