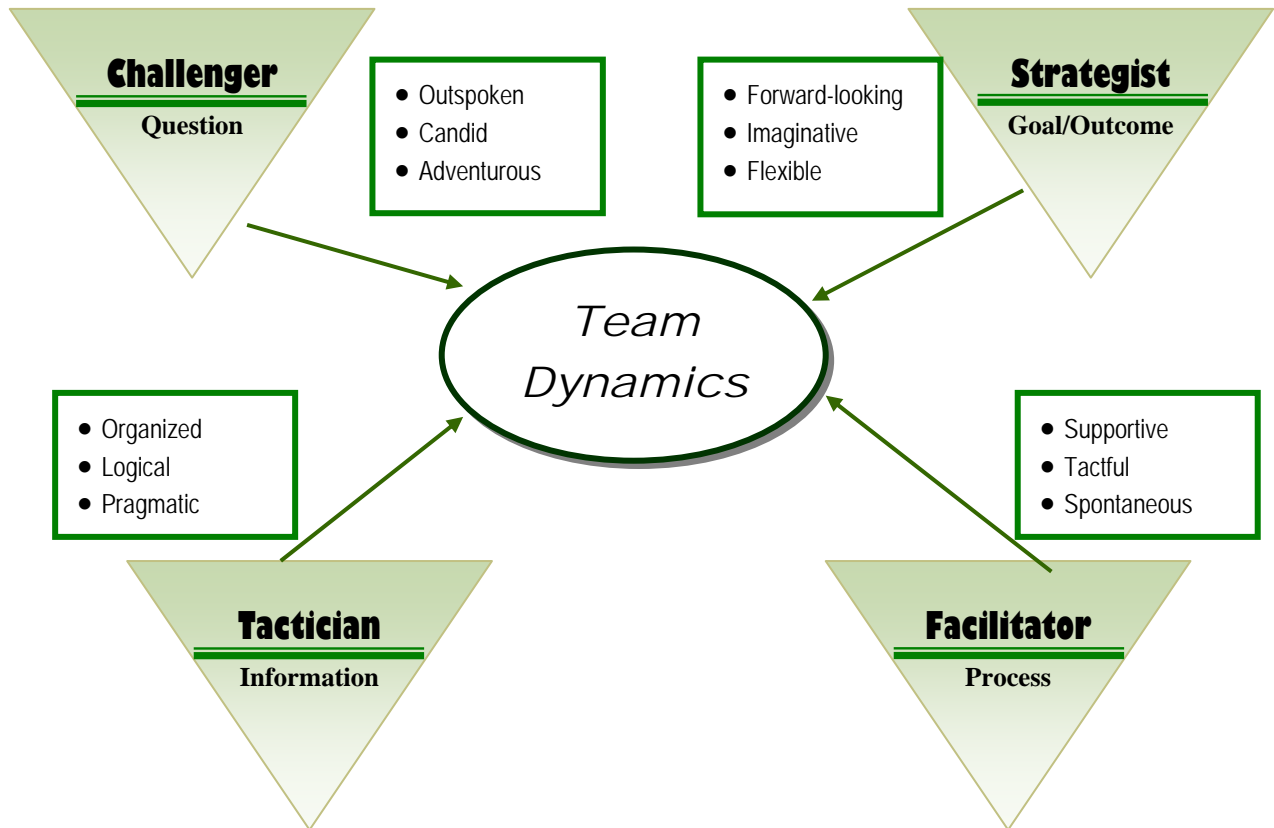


Quick Reference to Team Basics

Is Your Team Really A Team?



Does Your Team Have the Right Mix of Member Styles?



Has Your Team Agreed on Its Values and Operating Principles?

The most effective organizations (and teams) are based on shared ethical values or common norms — such moral consensus gives members of a group a basis for mutual trust

Source: Adapted from F. Fukuyama.
Trust: The Social Virtues and the Creation of Prosperity
 (Toronto: The Free Press, 1995), p.26.

Does Your Team Have the Right Management Support?

Managers that act as godfathers, sponsors or executive champions by:

◆ Continually altering structures, policies, and practices to meet the demands of teams?

◆ Linking team goals to corporate goals?
 ◆ Frequently interacting with teams?

◆ Allowing team freedom to resolve conflicts and manage progress towards goals?
 ◆ Not meddling on a day-to-day basis?

◆ Providing management training in how to work with teams?
 ◆ Providing team training in how to be a team?

◆ Creating circumstances for teams to learn from one another?
 ◆ Codifying “learnings”?

◆ Tangibly valuing teamwork (not just individual success)?

◆ Making available necessary resources (and keeping the commitment)?

Team FAQs

What is the most important determinant of team performance?	<i>A specific performance challenge that is clear and compelling to all team members is the greatest motivator,</i>
When should you use teams?	<i>Whenever a specific performance objective requires collective work and real time integration of multiple skills, perspectives, or experiences, the team approach makes sense.</i>
Even if a team has all the right ingredients for success within itself, what else is critical?	<i>Being too inwardly focused can prevent a great team product from getting off the ground. High performing teams emphasize outreach to stakeholders inside and outside their organizations and flexible membership. They know how to market the project to the organization’s power structure, lobby for resources, negotiate with other teams, to meet deadlines, track competitors, leverage relationships with other organizations, and get new members in response to changing requirements.</i>
When is a team the WRONG choice?	<i>A group will gain no ‘team’ advantage if: (1) members are not creating a product which requires the integration of their respective skills; (2) the necessary ‘performance’ of the group is only the sum of members’ separate functions; (3) members need only meet to keep each other informed of their separate functions.</i>

