

A team working resource prepared by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Three levels on which to measure team effectiveness

Task How well do we achieve our targets?
Process Could we improve *how* we work?
Feelings How do we *feel* about this team and each other?

Bruce Nixon

Three ways to judge team effectiveness

By:
Performance
Goals
Criteria

Ingram et al

Three signs of team greatness

A lack of errors and mistakes
Achievement levels and margin of victory
The 'charge' they get from what they do

David Kirk

Four parts to the Tuckman team development model

Forming
Storming
Norming
Performing

Four determinants of innovation in teams

Vision
Participative safety
A climate for excellence
Support and reward for excellence

Neil Anderson et al

Five influences on team performance

Degree of competence and desire within the team
The nature of the team – geographical, functional, project, or hierarchical
Leader type – elected, appointed, leaderless
Mix of roles and contributions
Other diverse issues such as gender and race mix

Five enabling factors for high performing teams

Vision and goals
Team selection and formation
Training and skills development
Resource, commitment and empowerment
Supporting culture and empowerment

Drew and Coulson-Thomas

Five parts to the GOALS team development model

Goals
Opportunity
Authority
Learning
Standards

Simon Hayward

Six chances people want in really effective teams

The chance to:

Do things that make them feel good
Accomplish something really worthwhile
Learn new things, develop new skills
Have the freedom to do their tasks well
Do the things they do best

James Kouzes et al

Six things real leaders of teams do

Are sensitive to needs, interests and concerns
Listen to ideas, dreams and plans
Share their dreams, visions and plans
Delegate and trust, giving significant responsibility for assignments or tasks
Involve the team in goal-setting and problem solving
Are honest and open about their own mistakes and vulnerabilities

Waldo Emerson

Seven barriers to team development

Time not right – too many other priorities
Those taking part don't see themselves as a team
Unwillingness to share information about themselves
Not known what to work on or how best to do this
Not felt to be 'safe' to talk of needs or feelings
Preoccupation with past rather than future potential
Too little time allocated to the activity to have effect

Oliver and Langford

Seven team competencies

Trust building
Negotiation
Information brokerage
Information transmission and amplification
Network design and co-ordination
Knowledge management
Adaptivity and learning

Drew and Coulson-Thomas

Seven deadly sins of team building

Malselection - personality and position over competence and contribution
Impatience - failing to wait long enough for results
Deception - using team building inappropriately
Aimlessness - failing to set goals
Absence of open communication channels
Powerlessness - failing to empower
Competitive mania - anti co-operative, thwarting teamwork

McDonald and Key

Seven characteristics of a high performing team

Participative leadership
Shared responsibility
Strong communication
Clearly defined purpose
Optimisation of creative talents
A focus on the future
Rapid responses

Gustafson and Kleiner

Seven essentials for team working

Balance: mutualism and individualism resolved
Leadership that builds commitment and morale
Excellent external relations with others
Autonomy: appropriate self-management within the team
A shared understanding of roles goals and targets
Fair recognition and reward for individual contributions
Positive full circle feedback from all

Borelli et al

Eight aspects to a team charter

Contract
Clarity
Focus
Alignment
Permission
Protection
Boundaries
Metrics

Wilkinson and Moran

Eight enablers of effective teamwork

Clear and measurable objectives
Personal commitment
Management attitudes
Teamworking and project management skills
Accountability
Empowerment
Supporting management processes and systems
Role model behaviour

Drew and Coulson-Thomas

Eight qualities of team greatness

Vision – being clear about what is critical
Belief in the capability of individual contribution
Ability – mastery of skills driving performance
Learning – and insatiable hunger to improve
Clarity – of each member's role and expectations
Discipline – respectfully supporting each other
Leadership – subtle and facilitative not too direct
Focus – maintaining energy without distractions

David Kirk

Eight essentials of teams

- Common sense of priorities
- Awareness of each other's strengths and weaknesses
- Valuing each other's strengths
- Willingness to speak openly
- Willingness to share knowledge and experience
- Trust in each other's ability and goodwill
- Knowing how each other thinks
- Common sense of purpose

Peter Honey

Nine building blocks of teamwork

- Clear objectives and agreed goals
- Openness and confrontation
- Support and trust
- Co-operation and conflict
- Sound procedures
- Appropriate leadership
- Regular review
- Individual development
- Sound inter-group relations

Arroba and Wedgwood-Oppenheim

Nine signs of a fully functioning team

- People care about each other
- There is a high level of trust
- Decisions are made by consensus
- People are open, honest and truthful
- Conflict is faced up to and worked through
- Ideas and feelings are really listened to fully
- There is strong team identity and commitment
- Feelings are expressed freely
- Process issues (task and feelings) are dealt with

Casey and Critchley

Nine steps to developing a powerful team

- Define and communicate challenging possibilities
- Give authority equal to the responsibility
- Establish standards for excellence
- Develop skills to achieve the high standards
- Provide knowledge and information needed
- Give appropriate, positive feedback
- Recognise and reward effort and achievement
- Trust your team – empower and show respect
- Give permission to fail

Steve Mills