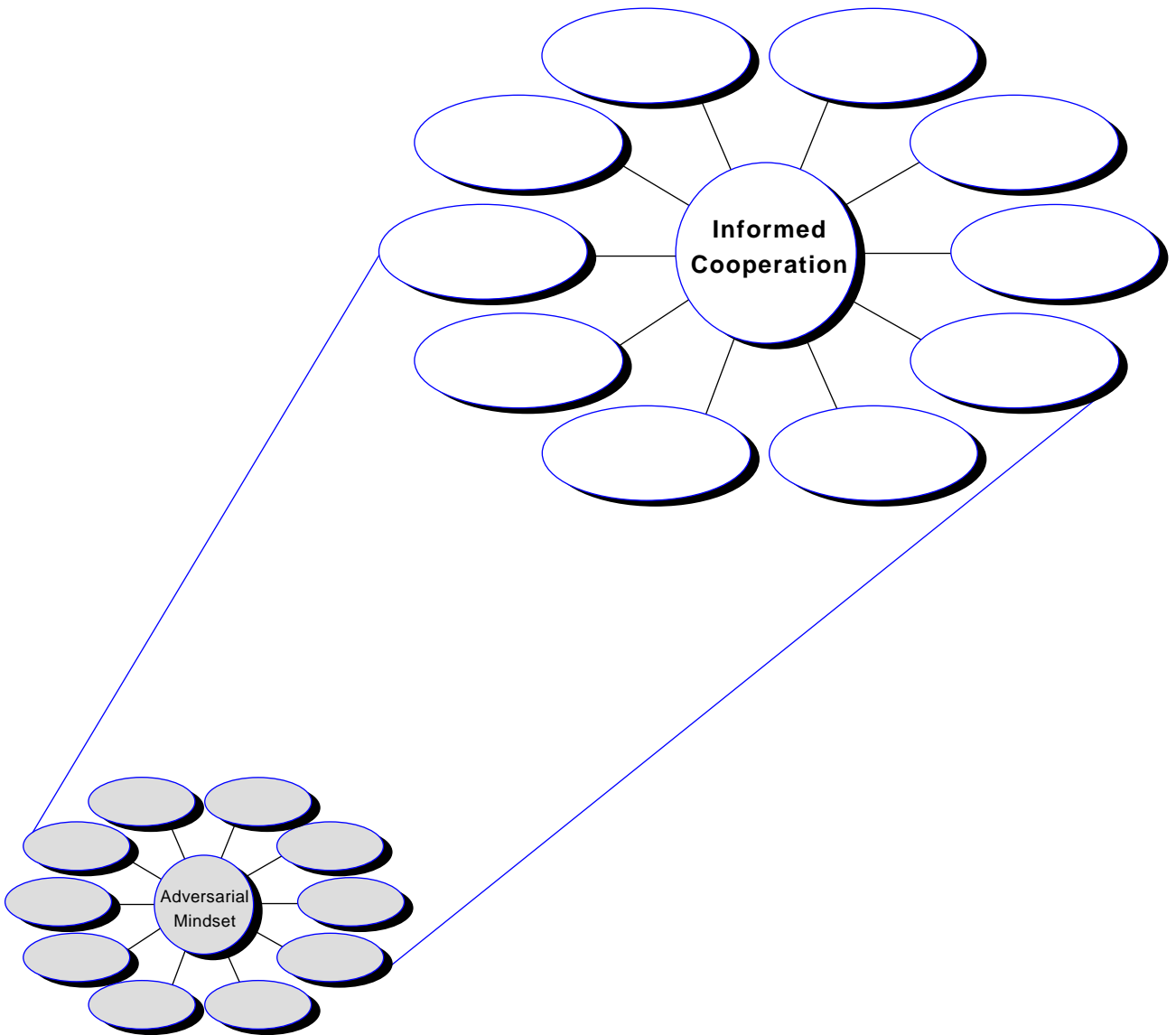


TEAM-BUILDING WORKBOOK



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Preparing people & organizations for continuous change



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FOREWORD

This handbook is intended to:

- raise your awareness of what you already know and challenge your thinking about teams and teamwork
- provide you with personal insights into how to improve your team skills
- give you and your teammates a common language to talk about teamwork and a way to continuously improve team performance
- help you organize your thinking and perceptions so that you can participate effectively in a team-building meeting

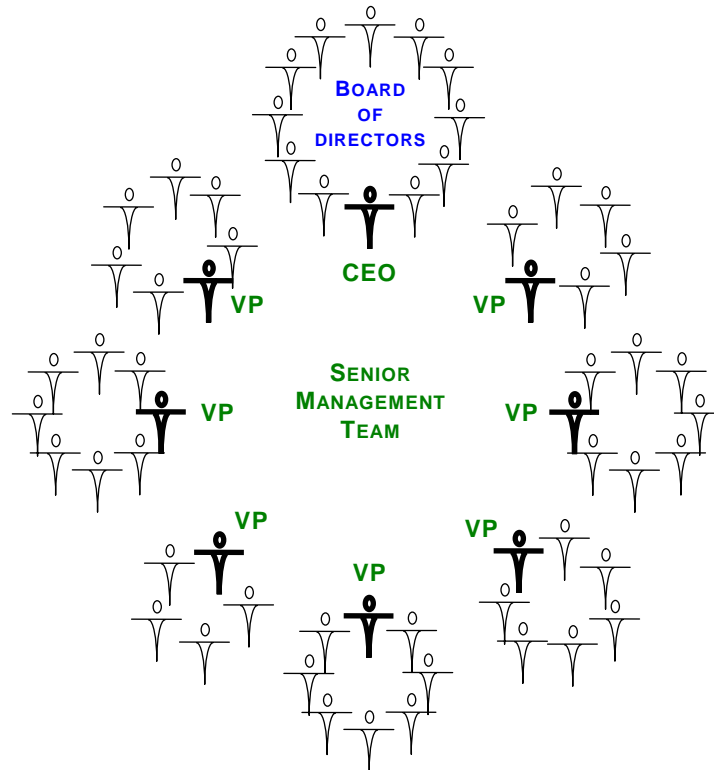
HOW TO MAXIMIZE THIS EXPERIENCE

You already possess a lot of personal perspective on teamwork. You've participated in many teams in many different settings, and you've observed many teams at work and at play. Space has been provided so that you can interact with the text as you read it. You will gain the most out of this experience if you highlight passages that have special relevance to you and make notes freely—especially recording the connections you make to your past team experiences and to your current team involvement.

A team is a group of people who need to cooperate in order to accomplish a common goal. The specific form of cooperation needed varies a great deal, depending on the demands of the task. Every team is unique. No team ever arrives at perfection.

No matter what the current level of functioning of this team, you have the opportunity to work with your fellow associates to improve it. It may not always be comfortable. You may need to talk directly about topics everyone has been avoiding. There may be disagreements as to what is keeping the team from being more effective.

This is all part of the process of getting clarity about what's happening, what's important and figuring out how to improve performance. If you participate fully and honestly, the chances are very high you'll emerge feeling good about yourself and the contribution you made to team improvement.



INTRODUCTION

There's hardly anything more fun and exhilarating than being part of a winning team—especially when you achieve results that nobody thought were possible. There's a bone-deep satisfaction in knowing that you did your part, others did theirs, and together you accomplished something none of you could have done alone.

It's also true that there's probably nothing more frustrating than being part of a team that doesn't live up to its potential. You know you can do better. The team has the individual talent it needs, but you don't manage to get your collective act together.

Team-building is a systematic way to produce more winning experiences at work.

Connections / Observations / Questions



THE CRUCIAL ROLE OF TEAMS

Teams have always played an important role in organizational life, but major forces of change in the workplace are elevating their importance still higher. Before we begin to explore the internal workings of this team, let's take a look at some of the external forces of change affecting all teams.

GLOBAL MARKETPLACE

The global marketplace has introduced a level of competition that requires excellent teamwork *throughout* the organization. In the past, geographical distance and the slow dissemination of information provided a barrier to potential competitors from other parts of the world. Information technology has changed that forever. There is every reason to expect that the level of competition will continue to intensify, creating still more pressure to perform—especially to manage and reduce costs.

DOING MORE WITH LESS

Doing more with less is almost a common corporate mantra today as most organizations have been forced to downsize as one way to reduce costs and remain competitive. *Doing more with less* is clearly possible and desirable in most organizations, but not without effective teamwork and not without empowered associates.

TRANSITION TO THE INFORMATION ERA

The transition from the industrial to the information era has changed what's possible and what's required of teams. Advances in information technology make it feasible for team members to share large amounts of information very quickly from any location in the world. This effectively eliminates some previous barriers to teamwork such as geographical distance, and at the same time, it brings with it new challenges such as choosing the most important information to communicate and the best channel to use.

RISING CUSTOMER EXPECTATIONS

Rising customer expectations are placing new demands on teams. Customers rightfully expect that whoever they are dealing with at the moment is empowered to solve their problem, or at the very least, knows who to call to get it

Connections / Observations / Questions



handled. There is no greater turnoff to a customer or a potential customer than the old “that’s-not-my-job” attitude.

USE OF TEMPORARY TEAMS

Most organizations have been and still are structured around more or less permanent teams, but the use of special, temporary teams to address specific, short-term issues has become commonplace in large organizations. These temporary teams take many forms, but four of the most common are:

- Task forces that are charged with solving specific, urgent problems, after which team members return to their previous jobs.
- Project teams that are assembled to develop a new product or build a new plant, after which a new team comes in to manage what they began.
- Quality improvement teams that are formed to correct specific defects or improve specific processes on certain products.
- Business process reengineering teams that are charged with making fundamental changes in the way the organization conducts its business.

The life span of a temporary team may be as brief as a week or as long as several years. The time commitment can range from a few hours a month to full-time. Team composition may be homogeneous or heterogeneous, depending on the nature of the task. Many of these special teams offer exciting challenges with a lot of organizational visibility, and team members are often allowed to bend organizational rules to meet deadlines and overcome obstacles. It’s commonplace for special team members to voluntarily work long hours because they get caught up in a clear-cut challenge to solve an important problem. Participation in such a team is often the highlight of one’s career.

The transition to a temporary team and back to a permanent one can be a disruptive experience for the individual and the organization if sufficient attention is not paid to the process. Special teams often develop great loyalty and cohesiveness. This is desirable up to a point, but it’s a problem when it becomes difficult for new members to join the team and difficult for existing team members to

Connections / Observations / Questions



return to their old functional group or to find a new home base.

A second downside is the resentment felt by other organizational members who observe the special teams bending the rules while they are required to live within the normal organizational constraints. Care must be taken to position the work of special teams in the overall context such that everyone sees their use as an integral part of the organizational process in achieving key results, and participation must be open to all.

SIMULTANEOUS MEMBERSHIP ON MORE THAN ONE TEAM

Membership on more than one team at a time has become the rule rather than the exception for most organizational members. Every manager has always been a member of at least two teams—their boss's and their own group of subordinates, but the proliferation of special teams has created the problems of simultaneous membership on more than one team for large numbers of organizational members in addition to managers.

Every team makes demands on its members in terms of their time and use of resources. It would be an extremely rare circumstance in which multiple team membership didn't cause some conflicts between competing demands. Team leaders are usually focused on their responsibilities in achieving team results and may not be very sensitive to the other commitments that most team members have in their other roles. As the significance of one's roles on multiple teams increases, the frequency and severity of conflicts inevitably increases as well.

Simply attending meetings on more than one team usually produces time conflicts, but juggling two or more sets of priorities is where the real problems arise. A single team member who is careless about making commitments can have a significant negative impact on several teams at the same time. It doesn't have to involve serious broken promises. Coming late and unprepared to meetings can be disruptive and demotivating to other team members.

Fundamental teamwork skills are just as important as they ever were, but two additional skills are now equally vital: the ability to join and leave teams gracefully and the ability to sustain an overall perspective (a systems view) no matter what one's current team memberships may be.

Connections / Observations / Questions



PACE OF CHANGE

The sheer pace of change requires a higher level of teamwork in today's rapidly moving marketplace. Everything tends to happen faster, and very few things stay the same for long. This calls for more frequent communications among team members to stay abreast of what's happening and to stay ahead of the competition.

The history of change in your industry is not a good predictor of the future. No one knows where their next competitor will come from and how they will serve customers. The only thing you can be relatively sure of is that someone you are unaware of is studying how to capture your customers right now.

TIME-BASED COMPETITIVENESS

Let's give the lawyers their due on this one—time *is* of the essence. The supplier who can deliver quality products and services *faster* and with *flexibility* to meet the customer's needs and timetable is the one who will win the business.

Becoming a truly time-based competitor requires a level of teamwork and a style of management not present in many corporations today. It requires leaders who understand the systems view and work relentlessly to achieve the best fit between the technical and social systems that are interwoven in every organization. It requires that everyone have access to relevant information, that resources be used efficiently and that there be a constant focus on the elimination of waste. Finally, and perhaps most important, it requires that everyone engage in continuous improvement.

FOCUS ON PROCESSES

Most American organizations are still organized around principles of mass production and are run by a command and control style of management. To embrace time-based competitiveness, we must break down walls between functional groups, we must open for examination every process used in the business, and we must empower those who are adding value to make changes as they discover ways to eliminate waste and improve the processes.

In short, we must be willing to start over—to throw out all our cherished ways of doing things and invent new, better ways. Many of the greatest leaps in improvement will

Connections / Observations / Questions



be found at the interface of processes previously viewed as independent.

CROSS-FUNCTIONAL TEAMS

Self-managed, cross-functional teams are a key strategy in improving processes and eliminating time required to produce and deliver products and services. By giving such teams responsibility for a whole process, we create the possibility of dramatic improvement, but we also create the need for learning and deep organizational change.

Each team member will need to know more and will need to assume more responsibility than in the past. Team members will have access to more information and control of more resources than ever before. Many managers who grew up in the old command and control philosophy will have great difficulty making the transition to this new way of operating.

Being a member of a self-managed, cross-functional team will be more interesting and more challenging. Everyone will be required to think—and generally, to assume full responsibility for the success of their team. A high trust level within the team and with all stakeholders is an essential requirement for success.

PRESSURE TO PERFORM

The net result of all of these forces of change is a heightened pressure to perform—on the organization as a whole and on every team in the organization. To improve performance, we must learn from our experience and apply what we learn as quickly as possible. Tomorrow's organizations will have no place for individuals and teams that aren't learning and improving continuously.

The implications for the life of teams and what it means to be a team member are profound.

Since teams are central to organizational performance, the productivity improvements that can be achieved by improving team effectiveness are staggering.

What other external forces of change are having an impact on teams in your organization and your industry?

Connections / Observations / Questions

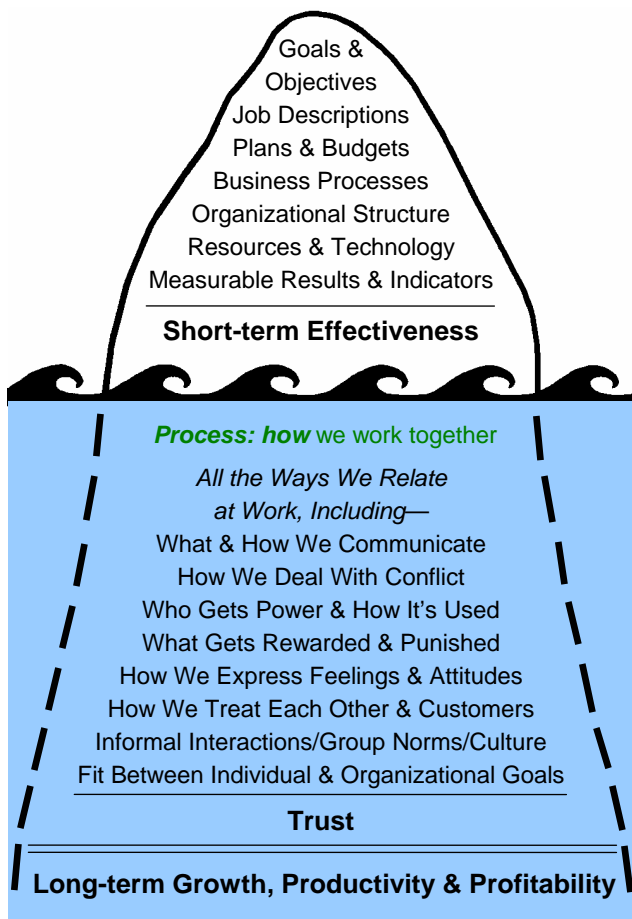


TEAM EFFECTIVENESS IS A FUNCTION OF CONTENT AND PROCESS EXPERTISE.

Every group or team has a task to perform which can usually be described in specific *content* terms. Every team also uses some common *processes* to accomplish their task. The “organizational iceberg” provides a graphic representation of typical *content* and *process* issues at work. Of course, reality is never quite this clearly organized.

THE ORGANIZATIONAL ICEBERG

Content: what we work on



A typical agenda for a staff meeting is a listing of the *content* issues the team plans to work on. Rarely do *process* issues get a formal place on the agenda, but rest assured, *process* makes a difference in every meeting. Not surprisingly, most teams devote as much as 95% of their attention and discussion to *content*, which leaves 5% or less to examine the *process* of their work.

Connections / Observations / Questions



There are several reasons for this uneven attention. *Content* issues can usually be measured objectively and have a clear, direct relationship to the group's goals. *Process* issues, in contrast, are subjective and personal in nature. Most team members have had formal training about *content*, but not *process*.

Some teams never get around to openly discussing the impact of the group's *process* on their effectiveness. They are all aware at some level of its importance, but they haven't developed the interpersonal skills and/or enough trust to work on *process* as another way to improve team performance.

Trust is a singularly important *process* issue in groups. Without trust, team members will not say what needs to be said to one another. But even if we can agree that trust is the "bottom line" of group *process*, how much trust do we need to be effective in achieving our goals?

Team effectiveness is a function of all the factors in the iceberg, not just the readily apparent ones above the surface.

It follows that team development requires paying attention to both *content* and *process*. In essence, every team member needs to be a participant-observer in every team meeting—actively working on *content* issues while paying attention to *process* as well.

To ignore *process* is to run the risk of building up a lot of stuff beneath the surface that can get in the way of team effectiveness. Talking about *process* issues directly is a way of bringing them to the surface where their effects can be understood and dealt with openly.

Connections / Observations / Questions



PSEUDO-TEAMWORK

Unfortunately, what passes for *teamwork* in many organizations would best be called *pseudo-teamwork* because it's not the real thing. The truth is, most teams waste a lot of time and energy because members compete with each other instead of cooperating.

The hallmark of pseudo-teamwork is an adversarial climate or mindset.

Here are some things that cause and sustain adversarial mindsets.

PSEUDO-TEAMWORK



When team members lack necessary skills and resources, they are starting at a disadvantage. When they aren't clear about common goals and how their respective roles are intended to fit in the overall scheme of things, they are unable to plan and act strategically toward the organizational mission. Faced with an ambiguous situation, they will attempt to establish a role for themselves that allows them to feel they're making a contribution. This inevitably leads to self-serving communication—not because people are inherently selfish, but because they want to be productive.

The problem is, their way of defining things may not coincide with what others need from them and what others think their role should be. They often withhold information needed by others, sometimes in an effort to protect the niche they're carving out, and at other times, simply because they aren't aware of who needs to know what.



This typically leads to a lot of win-lose conflict and endless power struggles. Differences of perceptions, opinions and preferences are to be expected in every work setting, but the assumption that in every such instance there must be a winner and a loser does great harm to relationships and the ability of people to listen and collaborate effectively.

In this kind of organizational climate there are more losers than winners, and unfortunately, many of the losers adopt a survival mentality. They withdraw from the competitive struggle to initiate change or to move up in the organization and focus energy on personal survival. They do what's necessary to create the appearance of being productive, but careful observation will show that their participation is half-hearted and defensive.

Those who succeed in gaining power usually create norms which others see as restrictive and make policies which others see as double standards. They end up building walls around their turf and using a lot of energy to protect it from the rest of the organization. They often become masters at playing organizational politics.

Not surprisingly, the trust level is low to nonexistent in organizations where pseudo-teamwork is the norm. People are typically unable to see the negative effects of their actions on their fellow team members and others throughout the organization. Or if they see the negative effects, they often continue their way of behaving, believing "that's the way life is in organizations." To a large degree they are correct in this last belief, but it doesn't have to be that way.

There is a better way...

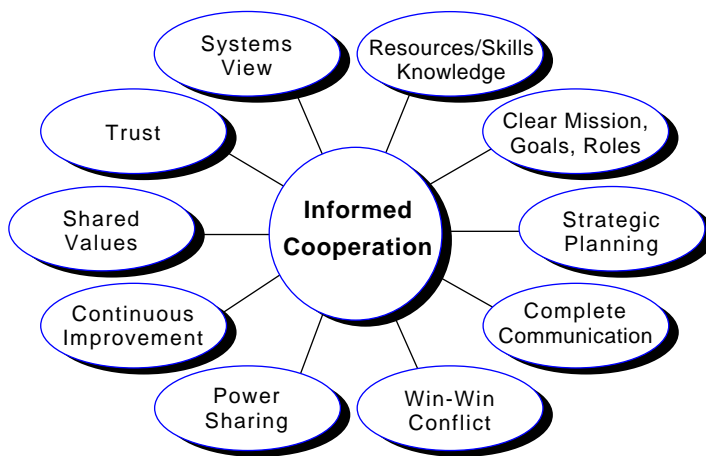
Connections / Observations / Questions



INFORMED COOPERATION: THE KEY TO EFFECTIVE TEAM PERFORMANCE

Groups that achieve excellence in teamwork do so by replacing the adversarial climate with a cooperative one. Informed cooperation involves more than a willingness to cooperate; team members must learn enough about each other and their respective functions so that they know *how* to support one another. Here are the distinguishing characteristics of groups that attain a degree of excellence in teamwork.

EXCELLENCE IN TEAMWORK



Every team should be composed of talented people with access to the resources they need to be successful. The starting point for a cooperative climate is having great clarity about team goals and the roles each team member will play. When the goals and roles are set in a larger mission or vision that people believe is important, there's a motivating and guiding force that energizes and sustains team members more than any external motivators, including money.

Everyone at work engages in many different kinds of planning every day. In addition to the obvious planning activities such as preparing budgets, production schedules, 5-year plans, etc., there are many less structured forms of planning that are ongoing. These include planning how you will use discretionary time every day, planning how you will participate in meetings, planning how you will make up a budget shortfall or how you will spend a budget surplus, planning how to deal with demands from internal and external customers, etc. Clear goals and roles make it possible to plan and focus time strategically.



Getting and keeping goal and role clarity requires regular, complete communication on the part of all team members about the content and the process of their work. As people communicate more fully, differences and conflicts are inevitable. It's important that team members accept this and use all such occasions as opportunities to improve performance by achieving win-win outcomes.

As the fear of "losing" to a teammate diminishes, the need to gain personal power also decreases, and power sharing replaces power struggles.

The fact that everyone can influence outcomes and make a difference provides a motivating faith and leads everyone to seek continuous improvement in every aspect of their work together.

Core values become evident in the best role models of the group and eventually are incorporated into the mission statement and other vehicles for communicating to the world what the team stands for and what it's about.

One of these values is reflected in the last characteristic on the model—the systems view. It's essential that team members maintain a high level of consciousness of the impact of their actions on every other team member and that excellent individual performance is always defined in the team context. This doesn't mean giving up your individual identity. It does mean putting team goals ahead of individual goals.

Teamwork is not a fixed characteristic of a group; it's a dynamic property that varies from day to day—even moment to moment.

The two models described above can be thought of as defining the opposite extremes of a teamwork continuum.

TEAMWORK CONTINUUM:

Pseudo-TeamworkExcellence in Teamwork

Hopefully, no team ever behaves completely according to the pseudo-teamwork definition, but likewise, it's unlikely a team ever achieves perfect cooperation. The challenge is to move a team from wherever it is on the continuum to a higher level of performance. Suffice it to say, most teams have a lot of opportunity for improvement.

Connections / Observations / Questions



COMPETITIVE SPORTS AS A LEARNING LABORATORY

Participating in and observing competitive sports offer many opportunities to learn about teamwork. Television and other media coverage of professional sports, in particular, provides a unique window for this learning. Let's look at some of the similarities and differences between winning at sports and winning in business.

PARALLELS BETWEEN SPORTS AND BUSINESS

At the highest levels of competition, it becomes clear that teamwork is the key to winning. A single talented player is not enough to carry a team to a professional sports championship. He or she must be surrounded with other talented players who know how to cooperate and are motivated to do so. This is increasingly true in the business world as more and more talented, motivated companies enter the global marketplace.

Successful sports franchises hire the most talented players they can find and then give them the best coaching they can muster to further hone their individual skills and mold them into an effective team. They set clear, measurable goals and constantly review performance against plans. They meticulously record and analyze performance—always looking for the next increment of improvement. Successful corporations do the same.

DIFFERENCES BETWEEN SPORTS & BUSINESS

In most team sports, a large amount of time is devoted to preparing for relatively short periods of intense competition—often leading to an annual championship. Players are able to devote themselves to the work, knowing they will have a period to recuperate following the end of the season. Most businesses, in contrast, require a year-round focus on building competitive advantage, with no promise of a lengthy off-season for rest and renewal.

In sports, the players are in visual contact and constant communication with each other during the most critical periods of performance. They usually know immediately when someone misses an assignment, and they get constant feedback in terms of how well they are executing their game plan. This stands in stark contrast to a typical business situation in which team members are often geographically dispersed and may not see or talk to each other for

Connections / Observations / Questions



days at a time. Getting feedback on results is also far more complicated in most business settings. You do get immediate feedback on some actions and decisions, but the results of others are not known for months and even years.

The implications of these last differences are profound. In order to function effectively as a team in a business setting where much of the work is done apart from fellow team members, we need great clarity about goals and roles—and we need great trust.

Team members must count on each other to perform without the ability to observe each other in action. This places a premium on the effective use of their time together—especially on honest communication. A missed assignment may be known only to the person who missed it and may not show up in results until long after the fact.

There are many other similarities and differences we could explore, but let's look at one additional significant difference. In sports, a non-playing coach has primary responsibility for developing individual skills, teamwork, and a game plan that will get results. In business, it's not so simple. Managers have similar “coaching” responsibilities, but they are also active team players—and non-managers in a business setting also have “coaching” responsibilities.

TEAM-BUILDING AT WORK, JUST LIKE TEAM PERFORMANCE, IS A SHARED RESPONSIBILITY.

Every team member has four distinct areas of responsibility in team-building:

1. Tending to their personal development of content and process skills
2. Contributing to the development of other team members, including their manager
3. Contributing to the continuous improvement of team processes
4. Improving teamwork at the interfaces with customers and suppliers

How are you and your fellow team members doing in meeting these responsibilities?

Connections / Observations / Questions

**PROCESS SKILLS THAT IMPROVE TEAM EFFECTIVENESS CAN BE MASTERED BY VIRTUALLY EVERYONE**

Process skills can be learned as readily as we develop competence in other areas of technical expertise. Team-building sessions offer a structured, theory-based approach to learning such skills and developing teamwork in any organization.

A good way to begin is to have an off-site meeting that permits everyone to focus on the importance of team processes away from some of the normal demands of the work setting. The primary purpose of the meeting will be for team members to share their perceptions of how well the team is doing and work on ways to improve team effectiveness. An outside consultant may be used to facilitate the meeting.

Some of the advantages in using outside consultants are:

- They can raise questions about any aspect of team functioning without the kind of bias and personal investment team members normally have because of their ongoing involvement.
- They may be able to suggest new ways of looking at team behavior and new techniques for improving team functioning.
- They bring to the effort expertise in the process of group work, whereas team members typically have more expertise in the content of their work.
- Having a consultant facilitate the meeting frees all team members, including the team manager, to participate fully in the team-building process.

Some possible disadvantages are:

- Some team members may consider the consultant an outsider and may be reluctant to deal with some of the most important issues because it might be seen as “airing their dirty linen in public.”
- Some team members may expect the consultant to do their work for them.

TEAM-BUILDING MUST EVENTUALLY BECOME AN ONGOING PROCESS.

An off-site workshop can provide an opportunity for renewal and concentrated team effort, but in the long run,

Connections / Observations / Questions



team-building must become an ongoing process, a normal part of the team's day-to-day work. A team-building opportunity occurs every time two or more members of the team interact—whether the interaction is a five-minute phone conversation or a four-hour staff meeting.

The way team members treat each other in such instances leaves them feeling better about their team involvement or worse. The team leader can never be present or even aware of all the interactions among team members, so it's imperative that they all share responsibility for team development.

EXCELLENCE IN TEAMWORK IS A PROCESS—A PURSUIT THAT NEVER ENDS.

It's a state of mind—an attitude, but not an end state. There are two definitive characteristics of excellence in any form—mastery of the basics and continuous improvement. Excellent performers in all fields are never completely satisfied with whatever result they achieve. They are always able to recognize at least one area where they could have done better. At its best, this takes the form of an attitude of positive dissatisfaction. They aren't unhappy with their performance, but they aren't satisfied either.

Improving team performance requires paying attention to the fundamentals, coming back again and again to share perceptions of what's happening vs. what people want to happen, and committing again to move toward shared goals. One cannot assume that everyone will eventually learn the right thing and do the right thing on their own. Managers must be coaching every day—reinforcing the shared purpose to which team members are committed and affirming every individual action toward that purpose.

Knowledge of effective team behaviors is a prerequisite to success, but it doesn't guarantee it. Execution is the key and results are the criteria.

On the following page are some examples of team-building issues. As you read down the list, make some brief notes, a word or a phrase, to record your first gut reaction as to how your team stands on each issue. Mark the ones you want to discuss with the team and add any additional items you think are relevant.

Connections / Observations / Questions



TEAM-BUILDING AGENDA:

1. Mission/vision
2. Leadership
3. Goals/roles
4. Norms
5. Power
6. Resources
7. Major strengths and weaknesses
8. Communication/disclosure patterns
9. Feedback
10. Trust
11. Problem-finding/problem-solving
12. Creativity
13. Synergy
14. Motivation
15. Conflict resolution
16. Competition/cooperation
17. Decision-making
18. Planning
19. Strategy
20. Technologies
21. Awareness of stakeholders
22. Identity/key interfaces/place in the system
23. Evaluation/rewards/punishment
24. Execution
25. Learning
- 26.
- 27.
- 28.
- 29.
- 30.

Connections / Observations / Questions



TEAM PROFILE

Indicate how often each of the following is true of this team by circling a number from 1 through 10 for each one.

	Scale:									
	Almost Never		Some- Times			Usually		Almost Always		
1. Team members possess the relevant skills and knowledge needed to do their jobs well.	1	2	3	4	5	6	7	8	9	10
2. The team has good access to the resources—financial and otherwise—needed to be successful.	1	2	3	4	5	6	7	8	9	10
3. Team members share a strong commitment to a clear set of goals and objectives that are aligned with the team mission.	1	2	3	4	5	6	7	8	9	10
4. Roles and responsibilities are spelled out in enough detail so that everyone is clear about who is accountable for what.	1	2	3	4	5	6	7	8	9	10
5. Planning is considered an essential activity, and all team members participate actively in the process.	1	2	3	4	5	6	7	8	9	10
6. The team is able to focus energies on appropriate priorities—not just respond to the most urgent crisis or follow the plan just because it’s there.	1	2	3	4	5	6	7	8	9	10
7. Team members communicate openly, directly, and regularly about everything important to team effectiveness.	1	2	3	4	5	6	7	8	9	10
8. The team is an open system—team members have open lines of communication with all their key interfaces.	1	2	3	4	5	6	7	8	9	10
9. Relationships are honest—differences and interpersonal issues are confronted instead of being denied or ignored.	1	2	3	4	5	6	7	8	9	10
10. Conflicts are considered a normal part of working together and are welcomed as a source of learning without fear of losing or being attacked personally.	1	2	3	4	5	6	7	8	9	10
11. Team leadership is shared—shifting from one person to another to suit the needs of the situation and the person(s) involved.	1	2	3	4	5	6	7	8	9	10
12. Problem-solving is pragmatic and informal—the boss is frequently challenged, and territorial rights take a back seat to the needs of the problem.	1	2	3	4	5	6	7	8	9	10
13. Mistakes are not punished, but are looked upon as opportunities to learn—risk is accepted as a condition of growth and change.	1	2	3	4	5	6	7	8	9	10
14. The team fosters creativity—members bring fresh perspectives to new problems and are not locked into past ways of doing things.	1	2	3	4	5	6	7	8	9	10
15. Team members are connected and highly involved by choice—there is a shared sense of what’s important to the team and what isn’t.	1	2	3	4	5	6	7	8	9	10
16. A strong feeling of mutual respect provides a supportive environment for team members to express their uniqueness.	1	2	3	4	5	6	7	8	9	10
17. Team members make clear commitments to one another and the team—and do their utmost to deliver on each one in a timely way.	1	2	3	4	5	6	7	8	9	10
18. The overall trust level is high as evidenced by the easy expression of feelings, spontaneity, and risk-taking in meetings.	1	2	3	4	5	6	7	8	9	10
19. Team members recognize and respect their interdependence with each other and their environment.	1	2	3	4	5	6	7	8	9	10
20. Team members are careful to take account of how their actions affect other parts of the organization.	1	2	3	4	5	6	7	8	9	10

**THERE IS ONE PREDICTION WE CAN MAKE ABOUT
THE FUTURE WITH A HIGH DEGREE OF CERTAINTY—**

*Teamwork will be even more important
than it is today.*

WHAT IF...

*Every team in your organization improved its
effectiveness by 5%?*



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