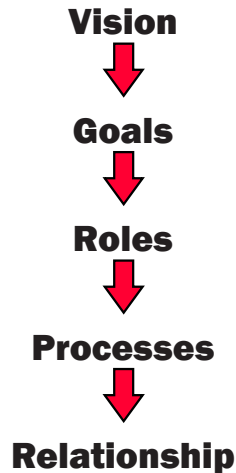




VALUE-ABILITY

Factors Influencing Team Effectiveness



We may summarize the factors influencing team effectiveness as follows:

Vision - How We Define Success

Clarity
Shared
Excites, energizes, motivates

Goals - What the Team is to Accomplish

Understanding the need to clarify
Ownership and agreement
Operational: Specific, measurable, achievable, result oriented, time bound
No conflicts

Roles - Who Does What

Understanding and need for clarity
Agreement and ownership
No conflict

Processes - The Way in Which the Team Accomplishes Work

Decision making
Communication
Meetings
Style of leadership

Relationships - Quality of Interaction

Interpersonal conflicts
Feelings, attitudes, emotions
Interpersonal issues

Well-Functioning Teams

Vision

1. Vision is clearly articulated.
2. All team members know the vision.
3. Team members actions are aligned with vision.
4. Any conflict in action is about “how” to do it.

Goals

1. Team members are involved in the setting of objectives.
2. Objectives are understood by all members.
3. All individuals agree with objectives.
4. Objectives are set and met within realistic time frames.

Roles

1. Roles are clearly defined and do not overlap.
2. Team members and their leader know their assignments.
3. Roles are understood by all and are supported.
4. There is strong, effective leadership with clearly defined responsibilities.
5. Members and the leaders are accessible to help each other.

Poorly-Functioning Teams

Vision

1. Vision not clearly defined.
2. Vision not understood by all.
3. Team actions not aligned with vision.
4. Conflict in action is about “what” to do.

Goals

1. Members do not participate in setting goals.
2. Goals are unclear.
3. Goals are not communicated.
4. Everyone is doing his/her own thing without attention to team goals.

Roles

1. Responsibilities are poorly defined.
2. No clear leader is defined.
3. There is buck-passing of responsibility.
4. Members engage in power plays for authority and control.
5. Members refuse to recognize their interdependence and act as if they were independent .

Well-Functioning Teams

Processes

1. Decisions are made by consensus.
2. Meetings are efficient and task improvement oriented.
3. Emphasis is on solving problems, versus blaming the individual responsible for the problem.
4. All members participate in discussions and meetings.
5. Minutes of meeting are promptly distributed.
6. Members listen well.
7. There is frequent feedback to individuals regarding performance.
8. All members are kept informed.
9. Deadlines and milestones are clearly established and agreed to by team.

Relationships

1. There is team identity or esprit de corps and pride.
2. There is tolerance for conflict, with an emphasis upon resolution.
3. Conflict is openly discussed, often resulting in growth or learning.
4. Members enjoy each other.
5. Team members support each other.

Poorly-Functioning Teams

Processes

1. Decisions are always made in a crisis situation.
2. Decision making is dominated by one person.
3. Communications are one way -- from top down -- and channeled through the leader.
4. Minor points are debated endlessly.
5. Meetings are unproductive with the issues unresolved.
6. Meeting cover trivia, versus significant issues.
7. Actions are taken without planning.
8. Members work individually.
9. Members are late for meeting or do not attend.

Relationships

1. Members are unwilling to be identified with the team.
2. There is covert conflict between members.
3. There are severe personality conflicts.
4. Relationships are competitive.
5. Members are defensive.