

Worksheet #5: Leading Teams

The following statements summarize the attributes of high-performing teams included in this chapter.

If you are currently using teams, use this scorecard to assess your current processes to determine if each of the attributes is being addressed.

If you are creating new teams, use this scorecard to assess how well your team implementation plan addresses each of these attributes. Use it again later to identify how to enhance the processes you put in place.

This scorecard is also available as an online assessment. Visit www.gamaweb.com for more information.

Team Effectiveness Scorecard

For each of the following statements, select the answer that best describes the extent to which the behaviors described are exhibited.

Shared Vision	No Extent	Some Extent	Great Extent
Team members share a common vision of where the team is headed and what they want to accomplish.			
Team members understand how achieving the team vision helps them achieve their personal visions.			
Team Commitment	No Extent	Some Extent	Great Extent
The leadership team demonstrates commitment to the team through its actions and words.			
Team members are committed to contributing to the collective good of the team and are willing to make sacrifices for the good of the team.			
Team members are confident that other members of the team are committed to the team and achieving the long-term vision.			
Clear Goals	No Extent	Some Extent	Great Extent
Individual and team goals are clearly defined and communicated to team members.			
Individual and team goals are specific, measurable, attainable, results-oriented and time-bound.			
Individual and team goals are focused on achieving the team vision.			

Effective Communications	No Extent	Some Extent	Great Extent
Team members take special care to listen to each other to be sure they understand the speaker's intent and meaning.			
Team members are able to set aside their preconceptions about the speaker so they can objectively evaluate new ideas.			
The team takes the time to discuss their assumptions and preconceptions on important issues so they can come to a mutual understanding.			
In group discussions, everyone's participation is equally valued.			
All team members fully participate in meetings. Discussions are not dominated by one or two members. Some members are not passive or uninvolved.			
Team members are willing to bring important issues to the table, even when they know others may disagree or the subject is uncomfortable.			
Team members are willing to share incomplete thoughts and ideas in meetings, allowing the group to build on them.			
Team members are able to agree to disagree when they have opposing viewpoints and find the common ground to move on.			
Team members move easily into different conversational roles: sometimes challenging ideas, sometimes putting forth new ideas, sometimes supporting others, sometimes offering different perspectives. The same person does not take on the same role in every discussion.			
Productive Meeting Management	No Extent	Some Extent	Great Extent
Agendas with clearly stated objectives are distributed before meetings.			
Teams stay on task and on schedule during meetings.			
The appropriate people are invited to meetings.			
Follow-up reports that document decisions made, action items and next steps are distributed after meetings.			
The meeting facilitator does a good job facilitating discussions: drawing out quiet members, making sure one member does not dominate the discussion, asking questions to get further clarification and so forth.			

Structured Problem Solving	No Extent	Some Extent	Great Extent
Teams take the time to clearly define a problem before taking action.			
Teams spend time brainstorming and discussing multiple causes and possible solutions before deciding on a course of action.			
When a solution is agreed upon, team members are confident others are committed to the decision.			
Proactive Conflict Management	No Extent	Some Extent	Great Extent
Training is provided to help team members effectively manage conflicts.			
Tools, such as the Myers Briggs Type Indicator, are used to help team members understand different communication styles.			
The team has discussed and documented expected team behaviors.			
Appropriate Feedback	No Extent	Some Extent	Great Extent
Team members receive regular feedback on their performance.			
The team receives regular feedback on team performance.			
Feedback is specific and timely and focuses on results that are attainable and measurable.			
Team leaders are provided coaching on how to give effective feedback.			
Balanced Leadership	No Extent	Some Extent	Great Extent
The leader provides a good balance of providing specific direction and allowing the team to make its own decisions.			
The leader provides a good balance of focusing on achieving results and developing the team.			
Team members have opportunities to develop their leadership skills.			