

The Secrets of Great Teamwork

1. Compelling direction

Great teams need a clear, challenging direction that energizes, orients, and engages members with meaningful goals. Goals should be difficult yet achievable, with intrinsic and extrinsic rewards to motivate team members.

2. Strong structure.

Teams need a diverse mix of members with both technical and social skills. Properly designed tasks, clear norms, and good communication are essential. Diverse backgrounds prevent groupthink and enhance creativity. Adding too many members can cause issues, so roles should be clear, and members should have autonomy and feedback.

3. Supportive context

Supportive context is essential for team effectiveness, involving a reward system for performance, an information system for data access, and educational and material resources like funding and technology. Geographic distribution and resource disparities can complicate this, as seen in Jim's experience at General Mills, where resource differences, not cultural clashes, hindered team performance.

4. Shared mindset

Creating a shared mindset is essential for modern teams to avoid "us versus them" issues and misinformation. Team leaders can foster unity by promoting a common identity and understanding, highlighting each subgroup's value, and encouraging open communication to enhance collaboration and efficiency.

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Clear goals, diverse skills, strong support.. Clear direction, varied skills, resource support. Challenging goals.