Indicators of teams with
Absence of Trust

- Conceal their weaknesses and mistakes from one another.
- Hesitate to ask for help or provide constructive feedback.
- Hesitate to offer help outside their own areas of responsibility.
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.
- Fail to recognize and tap into one another's skills and experiences.
- Waste time and energy managing their behaviors for effect.
- Hold grudges
- Dread meetings and find reasons to avoid spending time together.

Indicators of Trusting Teams

- Admit weaknesses and mistakes.
- Ask for help.
- Accept questions and input about areas of responsibility.
- Give one another benefit of the doubt before arriving at a negative conclusion.
- Take risks in offering feedback and assistance
- Appreciate and tap into one another's skills and experiences
- Focus time and energy on important issues, not office politics.
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group.

Role of a leader

Build Vulnerability-Based Trust

- Share personal experiences and challenges.
- Encourage open and honest communication.
- Create a safe environment for team members to express vulnerability.

Indicators of teams that fear conflict

- Have boring meetings.
- Create environments where back-channel politics and personal attacks thrive.
- Ignore controversial topics that are critical to team's success.
- Fail to tap into all the opinions and perspectives of team members.
- Waste time and energy with posturing and interpersonal risk management.

Indicators of teams that engage in conflict

- Have lively, interesting meetings.
- Extract and exploit the ideas of all team members.
- Solve real problems quickly.
- Minimize office politics.
- Put critical topics on the table for discussion.

Role of a leader

Encourage Healthy Conflict

- Promote open debate and discussion.
- Address conflicts promptly and constructively.
- Model healthy/productive conflict resolution behaviors.

Indicators of teams that fails to commit

- Creates ambiguity among team about direction and priorities.
- Watches windows of opportunity close due to excessive analysis and unnecessary delay.
- Breeds lack of confidence and fear of failure.
- Revisits discussions again and again.
- Encourages second-guessing among team members.

Indicators of teams that commits

- Creates clarity around direction and priorities.
- Aligns the entire team around common objectives.
- Develops an ability to learn from mistakes.
- Takes advantage of opportunities before competitors do.
- Moves forward without hesitation.
- Changes direction without hesitation or guilt.

Role of a leader

Ensure Clarity and Buy-In

- Define clear goals and expectations.
- Involve team members in decision-making processes.
- Summarize decisions and confirm understanding.

Indicators of teams that avoids accountability

- Creates resentment among team members who have different standards of performance.
- Encourages mediocrity.
- Misses deadlines and key deliverables.
- Places an undue burden on the team leader as the sole source of discipline.

Indicators of teams that holds one another accountable

- Ensures poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation.
- Establishes respect among team members who are held to the same high standards.
- Avoids excessive bureaucracy around performance management and corrective action.

Role of a leader

Foster a Culture of Accountability

- Set clear performance standards and expectations.
- Regularly review progress and provide feedback.
- Hold team members accountable for their commitments.

Indicators of teams that is not focused on results

- Stagnates/fails to grow.
- Rarely defeats competitors
- Loses achievement-oriented employees.
- Encourages team members to focus on their own careers and individual goals.
- Is easily distracted

Indicators of teams that focuses on collective results

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failures acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distruction

Role of a leader

Focus on Collective Results

- Emphasize team achievements over individual success.
- Align team goals with organizational objectives.
- Celebrate team successes and address underperformance collectively.