TEAM PERFORMANCE SCORECARD

1. Teams should be the right size. *Can communicate with all members easily & often. *Each member understands everyone else's roles.	✔
2. Teams should have adequate levels of complementary skills. *All critical skills represented. *Members willing to develop themselves & others.	✔
3. Teams should have a truly meaningful overall goal. *Members can articulate and support goal. *Goal supports organization's true purpose.	✔
4. Teams should have specific goals. *Goals are clear, simple and measurable. *Goals call for a set of concrete team products.	✔
5. Teams should have a clear working approach. *Approach capitalizes on skills of all members. *Approach provides for open interactions, fact-based problem solving, & results-based evaluation.	✔
6. Teams should have a sense of mutual accountability. *Members are individually and jointly accountable for the purpose, goals, approach, and work products. *Clear understanding that <u>team</u> succeeds or fails.	✔

What Qualities Characterize an Effective Team?[1]

1. The "atmosphere," which can be sensed in a few minutes of observation, tends to be informal, comfortable, relaxed. There are no obvious tensions. It is a working atmosphere in which people are involved and interested. There are no signs of boredom.

2. There is a lot of discussion in which virtually everyone participates, but it remains pertinent to the task of the group. If the discussion gets off the subject, someone will bring it back in short order.

3. The task or the objective of the group is well understood and accepted by the members. There will have been free discussion of the objective at some point until it was formulated in such a way that the members of the group could commit themselves to it.

4. The members listen to each other! The discussion does not have the quality of jumping from one idea to another unrelated one. Every idea is given a hearing. People do not appear to be afraid of being foolish by putting forth a creative thought even if it seems fairly extreme.

5. There is disagreement. The group is comfortable with this and shows no signs of having to avoid conflict or to keep everything on a plane of sweetness and light. Disagreements are not suppressed or overridden by premature group action. The reasons are carefully examined and the group seeks to resolve them rather than to dominate the dissenter.

   On the other hand, there is no "tyranny of the minority." Individuals who disagree do not appear to be trying to dominate the group or to express hostility. Their disagreement is an expression of genuine difference of opinion, and they expect a hearing in order that a solution may be found. Sometimes there are basic disagreements which cannot be resolved. The group finds it possible to live with them, accepting them but not permitting them to block its efforts. Under some conditions, action will be deferred to permit further study of an issue between the members. On other occasions, where the disagreement cannot be resolved and action is necessary, it will be taken but with open caution and recognition that the action may be subject to later reconsideration.

6. Most decisions are reached by a kind of consensus in which it is clear that everybody is in general agreement and willing to go along. However, there is little tendency for individuals who oppose the action to keep their opposition

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private and thus let an apparent consensus mask real disagreement. Formal voting is at a minimum; the group does not accept a simple majority as a proper basis for action.

7. Evaluation of the team's products or progress is frequent, frank, and relatively comfortable. There is little evidence of personal attack, either openly or in a hidden fashion. Any criticism is constructive and oriented toward removing an obstacle that faces the group and prevents it from getting the job done.

8. People are free in expressing their feelings as well as their ideas both on the problem and on the group's operation. There is little pussyfooting; there are few "hidden agendas." Everybody appears to know quite well how everybody else feels about any matter under discussion.

9. When action is taken, clear assignments are made and accepted.

10. The chairman of the group does not dominate it, nor on the contrary, does the group defer unduly to him. In fact, as one observes the activity, it is clear that the leadership shifts from time to time, depending on the circumstances. Different members, because of their knowledge or experience, are in a position at various times to act as "resources" for the group. ·The members utilize them in this fashion and they occupy leadership roles while they are thus being used. There is little evidence of a struggle for power as the group operates. The issue is not who controls but how to get the job done.

11. The group has an awareness of its own operations. Frequently, it will stop to examine how well it is doing or what may be interfering with its operation. The problem may be a matter of procedure, or it may be an individual whose behavior is interfering with the accomplishment of the group's objectives. Whatever it is, it gets open discussion until a solution is found.

These and other observable characteristics are generally found in the effective task group. Every one of them represents important ways of dealing with forces which are present in every group. A substantial amount of sensitivity, understanding, and skill is required of all the members—not of the leader alone—to create such a setting as this.

¹ Adapted from Douglas McGregor, *The Human Side of Enterprise*, McGraw Hill, New York, pp. 232-35.

What to Observe in Groups

1. Communication and Participation
Who talks to whom? Who talks most often? Interruptions, etc.

2. Decision Making
How does the group go about selecting a course of action – majority rule, consensus, lack of response, etc.

3. Conflict
Inevitable and necessary in reaching effective and creative solutions for problems. How is conflict handled in the group – avoidance, compromise, competition, collaboration, etc.?

4. Leadership
Who is influencing whom?

5. Goals and Roles
Goals – what are they trying to accomplish and is their clarity in that pursuit?
Roles – who is doing what?

6. Group Norms
Assumptions or expectations held by group members that govern the kinds of behaviors that are appropriate or inappropriate in the group. Ground rules that regulate the group's behavior. Which norms are most obvious in the group?

7. Problem Solving
Identifying and formulating the problem, generating alternative solutions, analyzing consequences, action planning and evaluation. How does the group solve problems?

8. Climate / Tone
How pleasant do things seem? Who is helping maintain climate and how?

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