

Guide to Effective Teams

Attribute	Looks Like	Suggestions	Guiding Survey Questions
<p>Psychological Safety</p> <p>A shared belief that the team is safe for interpersonal risk.</p>	<ul style="list-style-type: none"> • Teammates feel safe to take risks. • Team members do not embarrass or punish anyone else. • Mistakes are admitted freely. • Questions are asked openly. • New ideas are offered. 	<ul style="list-style-type: none"> • Start each meeting with recognition of work done well. • As the leader, admit when you don't know something. • Ask for help. 	<ul style="list-style-type: none"> • I am comfortable asking the people I work with for help. • I can bring up problems without fear of it being held against me. • I trust the people I work with.
<p>Dependability</p> <p>The quality of being reliable.</p>	<ul style="list-style-type: none"> • Team members reliably complete quality work on time. • Team members do not shirk responsibilities. • When a teammate says they'll do something, they follow through with it. 	<ul style="list-style-type: none"> • Evaluate skills-based training programs. • Consider which behavior(s) your people/leaders need training on. • For each missed deadline, determine whether it was a system failure or behaviors within the team. 	<ul style="list-style-type: none"> • People I work with do what they say they are going to do. • I have the opportunity to learn the skills I need to do my job. • I get what I need from other departments/teams.
<p>Structure and Clarity</p> <p>Give organization to in a coherent manner.</p>	<ul style="list-style-type: none"> • Team members understand job expectations. • Team members know how to meet expectations. • Team members are cognizant of the consequences of their performance (good & bad) on other team members. 	<ul style="list-style-type: none"> • Review the team's decision-making process. • Job requirements are known beyond the organizational chart • When asked, each team member understands their role on the team and knows the role of other teammates. 	<ul style="list-style-type: none"> • I have a clear understanding of what is expected of me. • I know what success looks like in my role. • I have what I need to be successful in my job.
<p>Meaning</p> <p>Important or worthwhile quality; purpose.</p>	<ul style="list-style-type: none"> • Team members have a sense of the purpose in the work or the output of the work. • Team members can personally identify with the purpose (financial security, supporting family, team success, etc.). • Team members use values as a decision-making tool. 	<ul style="list-style-type: none"> • Understand how work is meaningful to each team member • Start meetings and projects with why the action is being taken and how it relates back to the purpose. • Ask what difference the work makes in the lives of others. 	<ul style="list-style-type: none"> • My work is personally fulfilling. • My work allows me to grow as a person. • The work we do here makes a difference in the lives of others.
<p>Impact</p> <p>Having a strong effect on someone or something.</p>	<ul style="list-style-type: none"> • Team members understand how the results of their work contribute to organizational goals. • Each project and initiative can be traced back to the goals and/or strategies of the organization. • Teammates can see that for each amount of work put in, an equal or greater amount of result happens. 	<ul style="list-style-type: none"> • For each meeting and project, relate the efforts back to how it makes a difference. • Relate the impact back to how it serves people (reduces frustration, makes it easier, etc.). • Ask team members what their greatest system frustration is. 	<ul style="list-style-type: none"> • I get satisfaction from meeting the challenges of my work. • My work contributes to the success of this organization. • My work allows me to put my skills to use.