Effective Teams

• Clear goals
• A plan
• Established ground rules and norms
• Clear expectations and roles
• Defined decision process
• Clear communication

P Scholtes: *The Team Handbook*
H Robbins and M Finley, *Why Teams Don’t Work*
…and lots of others…
Establish team norms

- Meeting start times?
- Email communication?
- Decision process?
- Role of team “leader”?
Team “Rules of the Road”

1. I will respect every member of the team
2. I will follow through on commitments and will only take on what I can complete
3. I will support other team members
4. I will attend all meetings, will arrive on time, and will email team in advance if I cannot attend
5. I will check my e-mail daily

Signatures:
<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FORMING</td>
<td>Task exploration, polite discussion, exploration of each other</td>
</tr>
<tr>
<td>STORMING</td>
<td>Disagreement, criticism of people (vs ideas), push for influence, posturing</td>
</tr>
<tr>
<td>NORMING</td>
<td>Definition of roles and behaviors, agreement on procedures, value recognition</td>
</tr>
<tr>
<td>PERFORMING</td>
<td>Goal/task orientation, mutual cooperation</td>
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</tbody>
</table>
Meetings

• Facilitator/Scribe (rotate)
• Start and Stop times
• Agenda
• Record decisions
• Stick to agenda, stay on track
• Leave with action items (individual)
Team exercise

• Using the agenda form, create an agenda for the team meeting you are about to start
• ~6 min