

Understanding Team Dynamics and Evolution

STEP 1: Use the scale below to indicate how each statement applies to your team. Try to evaluate the statements honestly and without over-thinking your answers.

3 = USUALLY 2 = SOMETIMES 1 = RARELY

STEP 2: Add up the total for each area.

SHARED RESULTS	<p>_____ Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.</p> <p>_____ Morale is significantly affected by the failure to achieve team goals.</p> <p>_____ Team members are slow to seek credit for their own contributions, but quick to point out other's.</p>	TOTAL:
ACCOUNTABILITY	<p>_____ Team members call out one another's deficiencies or unproductive behaviors.</p> <p>_____ Team members are deeply concerned about the prospect of letting down their peers.</p> <p>_____ Team members challenge one another about their plans and approaches.</p>	TOTAL:
COMMITMENT	<p>_____ Team members know what peers are working on and how they contribute to the team.</p> <p>_____ Team members leave meetings confident that their peers are committed to the decisions that were agreed on, even if there was initial disagreement.</p> <p>_____ Team members end discussions with clear and specific resolutions and calls to action.</p>	TOTAL:
UNFILTERED CONFLICT	<p>_____ Team members are passionate and unguarded in the discussion of issues.</p> <p>_____ Team members are compelling, and not boring.</p> <p>_____ During team meetings, the most important and difficult issues are put on the table to be resolved.</p>	TOTAL:
TRUST	<p>_____ Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.</p> <p>_____ Team members openly admit their weaknesses and mistakes.</p> <p>_____ Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.</p>	TOTAL:

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STEP 3: Consider your scores. Which areas did your team score highest? Which areas need improvement?

AREAS WITH HIGH SCORES

AREAS WITH LOW SCORES

STEP 4: Explore strategies to improve areas with low scores and to maintain areas with high scores. There's always work to be done in a dynamic team.

If your team is inattentive to results:

- Align individual goals and results with the greater team goals
- Take the time to publicly celebrate results
- Consider result-based awards

If your team is avoiding accountability:

- Conduct simple, regular progress reviews using a system like [SMART Goals](#)
- Consider team-based rewards to foster accountability within the group
- Train on giving meaningful feedback on specific behaviors rather than the person

If your team has a lack of commitment:

- Focus on clear deadlines to help move projects forward
- Try low-risk exposure therapy to decision making for team members
- Avoid placing too high a premium of consensus or certainty
- Explicitly clarify and recap all decisions and commitments.

If your team fears conflict:

- Have team members share their thoughts and feelings regarding conflict
- Create explicit team expectations and guidelines for productive conflict
- Lead the way by asking challenging questions and mining for conflict
- Point out when productive conflict is occurring and that it's a good thing

If your team has an absence of trust:

- Model the behavior by being the first to "open up" and extend trust to others
- Try exercises like [Personal Histories Exercise](#) and [Team Effectiveness Exercise](#)
- Share experiential team experiences outside of your day-to-day work