

Creating Effective Teamwork

PARTICIPANT WORKBOOK



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OBJECTIVES

- Discover the six characteristics of high-performance teams.
- Conduct a self-assessment on your team.
- Identify how to apply the characteristics to your team.
- Consider the impact of Behavior Styles on team performance.
- Review a Behavior Style Team Distribution.

Characteristics of Great Teams

HIGH-PERFORMANCE TEAMS

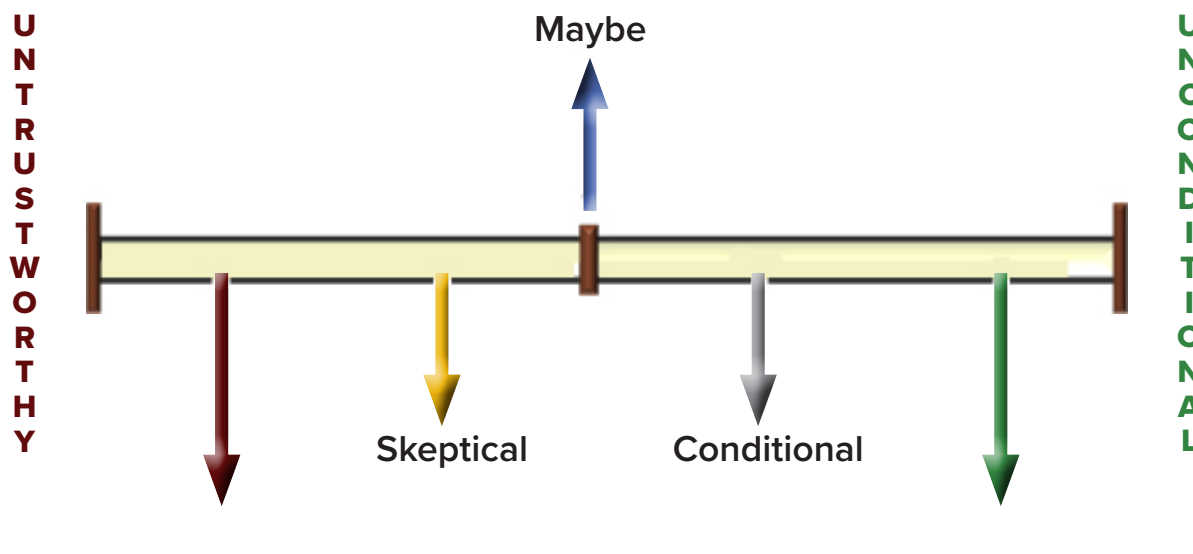
There are six essential characteristics of high-performance teams:

1. High Level of _____
2. High Level of _____
3. Commitment to a Clear and Common _____
4. Willingness and Ability to Manage _____
5. Focus on _____
6. Alignment of Authority and _____

1. HIGH LEVEL OF TRUST

We are **WILLING TO BE OPEN** with each other.

- Perceived _____
- Perceived Authenticity
- Perceived _____



HIGH-PERFORMANCE TEAMS

2. HIGH LEVEL OF RESPECT

We have a high regard for each other's skills and abilities to accomplish tasks.

3. COMMITMENT TO A CLEAR AND COMMON PURPOSE

We all **BUY IN**.

- Purpose is the “_____” reason for the team
- It must be clear before it is common
- A clear and common purpose is required to gain _____

Three additional points to gain commitment:

1. Purpose larger than self
2. WIIFM (_____)
3. Room for _____

HIGH-PERFORMANCE TEAMS

4. WILLINGNESS AND ABILITY TO MANAGE CONFLICT

We **ASK THE DIFFICULT QUESTIONS** and address the issues.

(There are no _____ in the room)

5. FOCUS ON RESULTS

We **MEASURE AND RECOGNIZE OUR ACHIEVEMENTS AND OUTCOMES.**

6. ALIGNMENT OF AUTHORITY AND ACCOUNTABILITY

We **ACT ON DEFINED ROLES AND EXPECTATIONS.**

1. We have the authority we need.
2. We know _____ we are accountable for
3. We know _____ we are accountable for it
4. We know _____ to ask for accountability

Breakout Room Discussion

1. Which characteristic does my team do best?
2. Which characteristic does my team need to work on the most?

HIGH-PERFORMANCE TEAMS

- _____ ○ High Level of Trust
(OPEN WITH)
- _____ ○ High Level of Respect
(REGARD FOR)
- _____ ○ Commitment to a Clear and Common Purpose
(BUY IN)
- _____ ○ Willingness and Ability to Manage Conflict
(ASK THE DIFFICULT QUESTIONS)
- _____ ○ Focus on Results
(MEASURE AND RECOGNIZE ACHIEVEMENTS/
OUTCOMES)
- _____ ○ Alignment of Authority and Accountability
(ACT ON DEFINED ROLES AND EXPECTATIONS)

Characteristic:

Rating (circle one)

	Low				High
1. High Level of Trust	1	2	3	4	5
Why did you rate your team this way?					
2. High Level of Respect	1	2	3	4	5
Why did you rate your team this way?					
3. Commitment to a Clear and Common Purpose	1	2	3	4	5
Why did you rate your team this way?					

Characteristic:

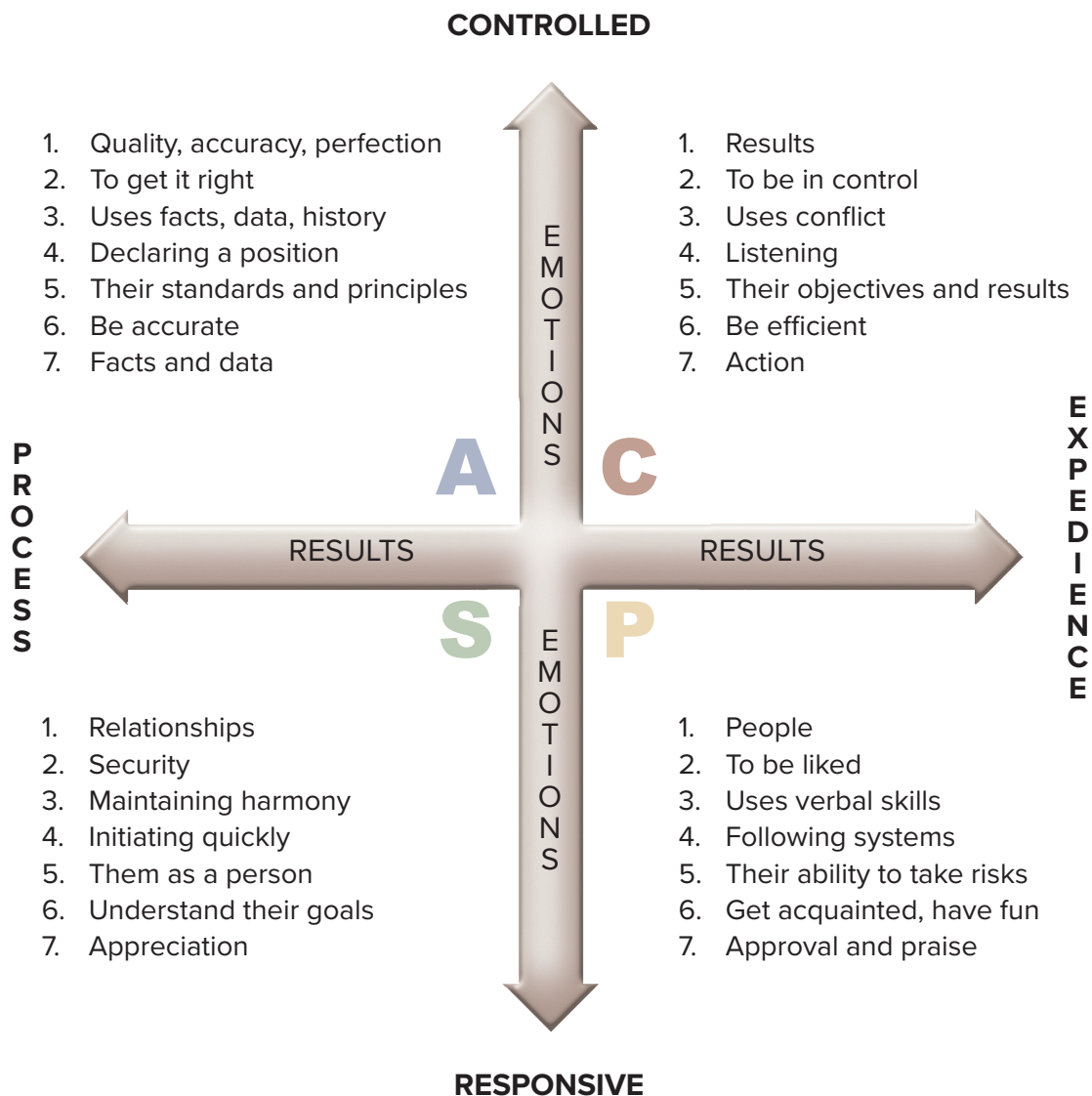
Rating (circle one)

	Low				High
4. Willingness and Ability to Manage Conflict	1	2	3	4	5
Why did you rate your team this way?					
5. Focus on Results	1	2	3	4	5
Why did you rate your team this way?					
6. Alignment of Authority and Accountability	1	2	3	4	5
Why did you rate your team this way?					

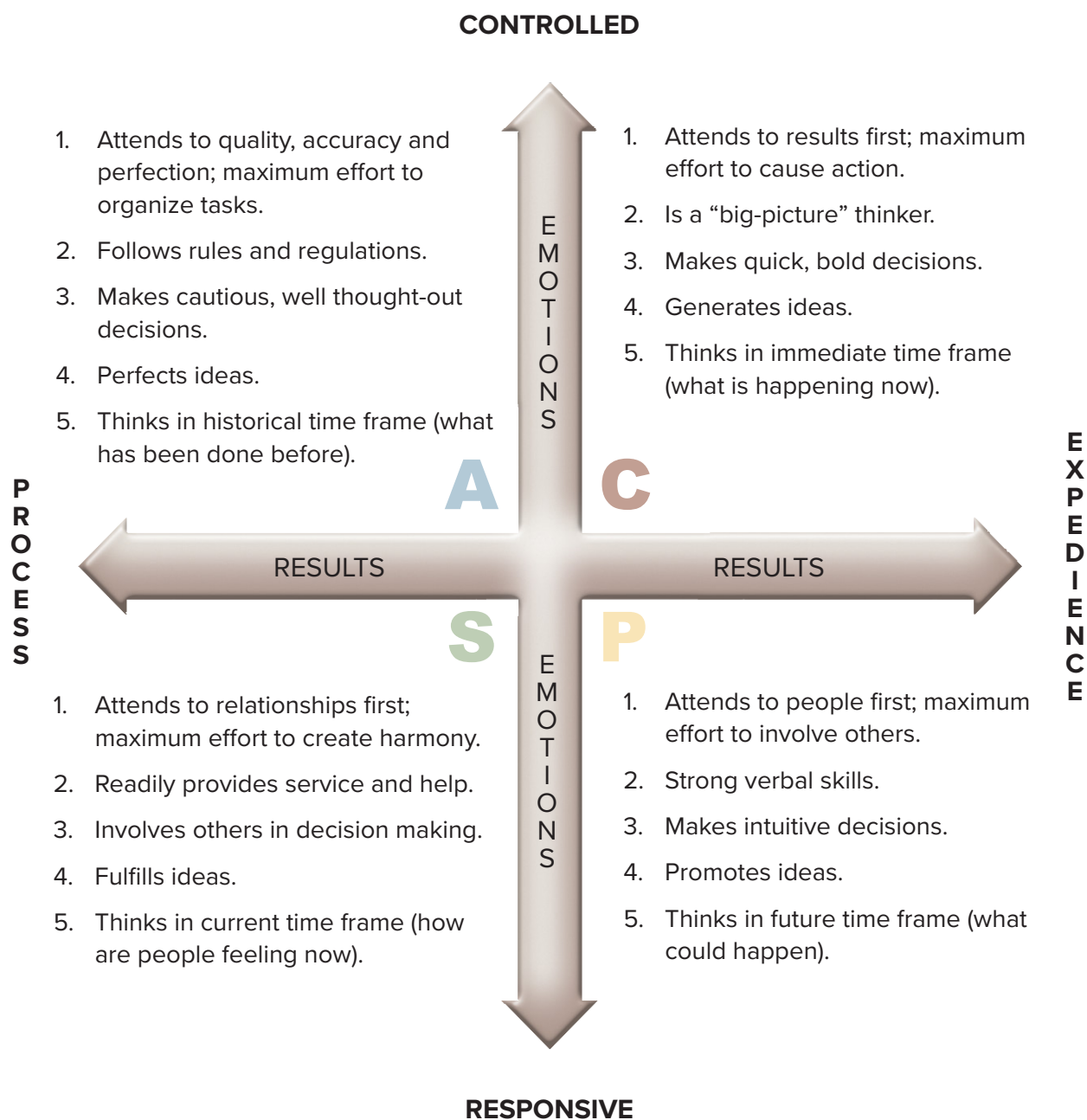
BEHAVIOR TENDENCIES

Regarding the four Behavior Styles...

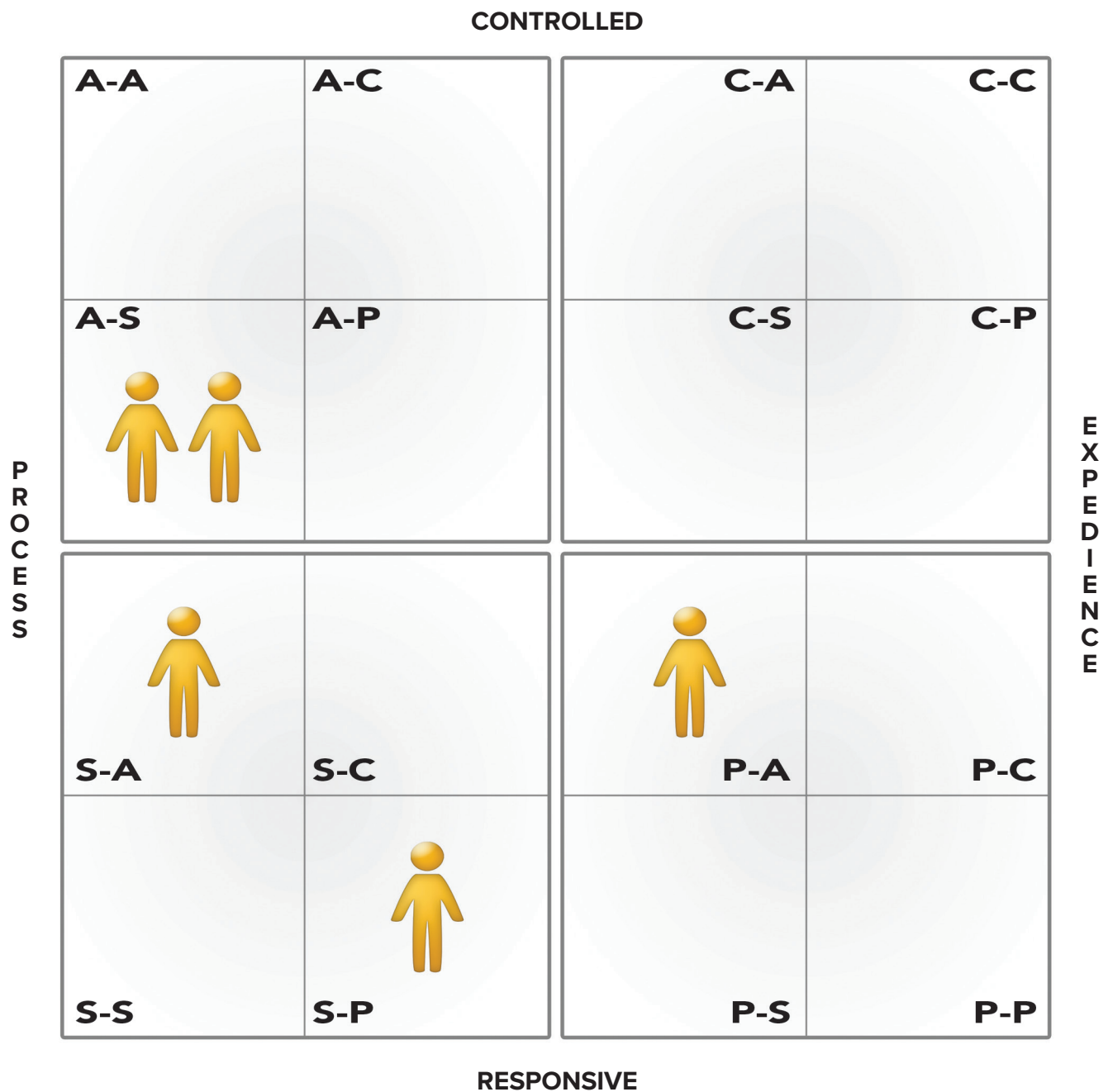
1. What is their major focus?
2. What is their driving need?
3. What is their greatest strength?
4. What is their blindspot?
5. What do they want you to support?
6. How should you spend your time?
7. What do they want from you?



ACTIVITY TENDENCIES



SAMPLE TEAM DISTRIBUTION CHART

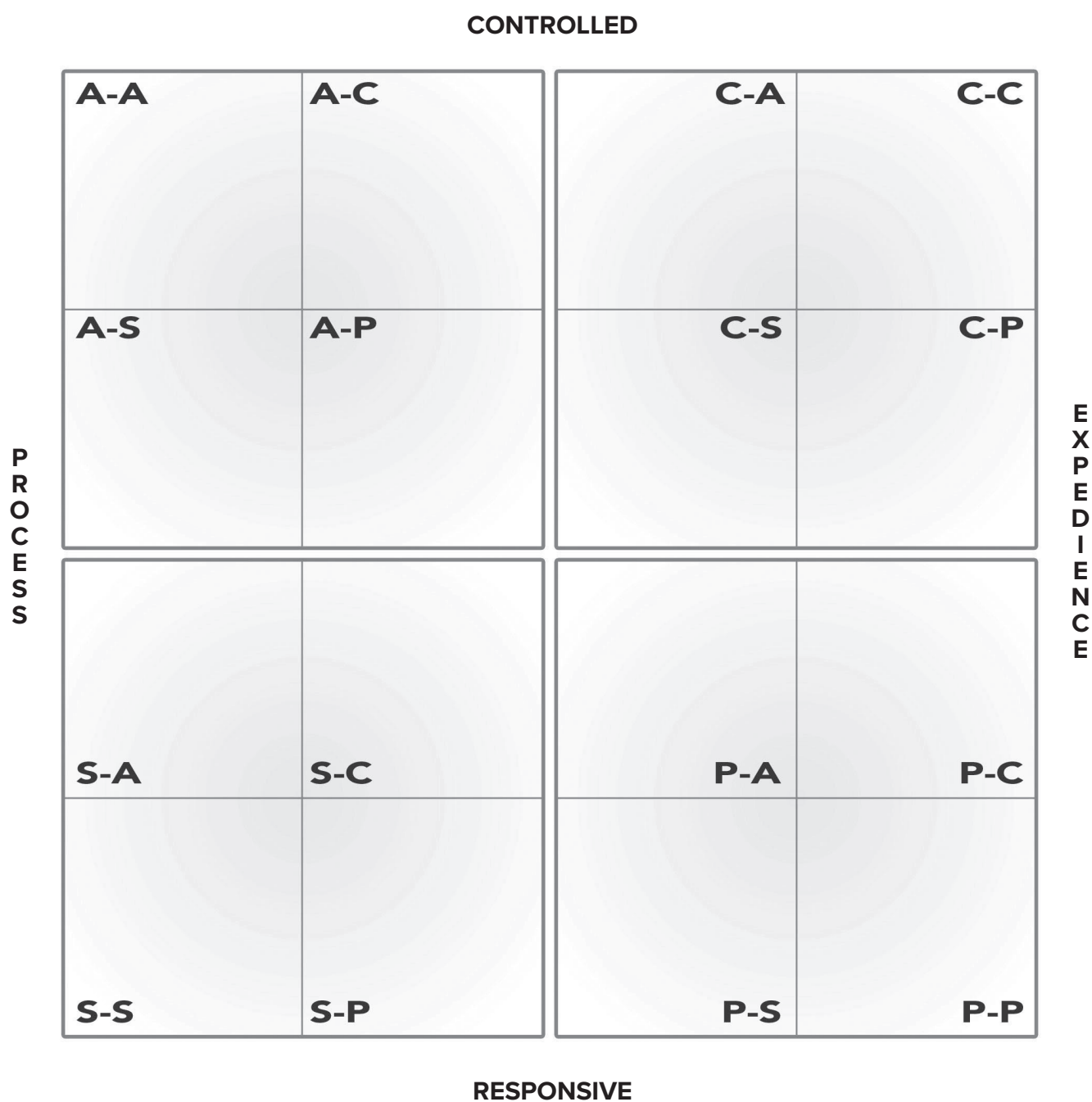


IMPACT OF TEAM BEHAVIOR STYLES

How will the team tend to perform in relation to the following areas? Give examples.

1. We actively look for new ways to improve how we do our work as a team.	
2. We create and follow effective processes and systems to do our work.	
3. We actively communicate our team's successes to our district and community.	
4. We look out for each other in high pressure situations.	
5. We take time to get input from all team members regarding team issues.	
6. We challenge each other when necessary.	
7. We take action quickly.	
8. We meet our deadlines.	
9. We do not let feelings or emotions dictate how we get work done.	
10. We pay close attention to the details involved in our work.	

YOUR TEAM DISTRIBUTION



IMPACT OF TEAM BEHAVIOR STYLES

How will your team tend to perform in relation to the following areas?

1. We actively look for new ways to improve how we do our work as a team.	
2. We create and follow effective processes and systems to do our work.	
3. We actively communicate our team's successes to our district and community.	
4. We look out for each other in high pressure situations.	
5. We take time to get input from all team members regarding team issues.	
6. We challenge each other when necessary.	
7. We take action quickly.	
8. We meet our deadlines.	
9. We do not let feelings or emotions dictate how we get work done.	
10. We pay close attention to the details involved in our work.	

TEAM ACTION PLAN

Use the space below to capture two commitments you will make to improve your team's performance.

1. ACTION	
DESIRED OUTCOME(S)	
FOLLOW-UP (when and how)	
2. ACTION	
DESIRED OUTCOME(S)	
FOLLOW-UP (when and how)	



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