

Characteristics of an Effective Team

1. The team members **share a sense of purpose and common goals**, and each team member is willing to work to achieve these goals.
2. The team is aware of and **interested in its own processes** and examines norms operating within the team.
3. The team **identifies its own resources and uses them**, depending on its needs. The team willingly accepts the influence and leadership of the members whose resources are relevant to the immediate task.
4. The team members **continually listen to and clarify what is being said** and show interest in others thoughts and feelings.
5. **Differences of opinion are encouraged and freely expressed**. The team does not demand narrow conformity or adherence to formats that inhibit freedom of movement and expression.
6. The team is willing to **identify conflict and focus on it until it is resolved or managed** in a way that does not reduce the effectiveness of those involved.
7. The team **focuses on problem solving** rather than allowing by interpersonal issues or competitive struggles to drain the team's energy.
8. **Roles are balanced and shared** to facilitate both the accomplishment of tasks and feelings of team cohesion and morale.
9. To encourage risk taking and creativity, **mistakes are treated as sources of learning** rather than reasons for punishment.
10. The team is **responsive to the changing needs of its members** and to the external environment to which it is related.
11. Team members are **committed to periodically evaluate the team's performance**.
12. The members identify with the team and consider it a source of both **professional and personal growth**.
13. Developing a **climate of trust is recognized as the crucial element** for facilitating all the above characteristics.

Characteristics of Effective Team Members

Effective Team Members:

1. Support the team leader
2. Help the team leader to succeed
3. Ensure that all view points are explored
4. Express opinions, both for and against
5. Compliment the team leader on team efforts
6. Provide open, honest and accurate information
7. Support, protect and defend both the team and the team leader
8. Act in a positive and constructive manner
9. Provide appropriate feedback
10. Understand personal and team roles
11. Address problems to the team (upward feedback)
12. Accept ownership for team decisions
13. Recognize that they each serve as a team leader
14. Accept ownership for team decisions
15. Participate voluntarily
16. Maintain confidentiality
17. Show loyalty to the organization, the team leader, and the team
18. View criticism as an opportunity to learn
19. State problems, along with alternative solutions/options
20. Give praise and recognition when warranted

Based on *Teamwork: We Have Met the Enemy and They are Us* by M.M. Starceвич and S.J. Stowell. Bartlesville, OK: The Center for Organizational Effectiveness.

Based on "Team Building as Group Development" by Philip Hanson and Bernard Lubin. Organizational Developmental Journal: Spring 1986. and George Mason University's Center for Service and Leadership