

Four Elements of Effective Teamwork

1 Translating the Goals

Team members understand their contribution to organizational goals and how they fit into the big picture.

2 Engagement

Team members feel fully aligned with the organization. They have clear roles and performance expectations, and feel they can give ideas, talents, skills, knowledge and abilities to the team's work efforts.

3 Collaboration

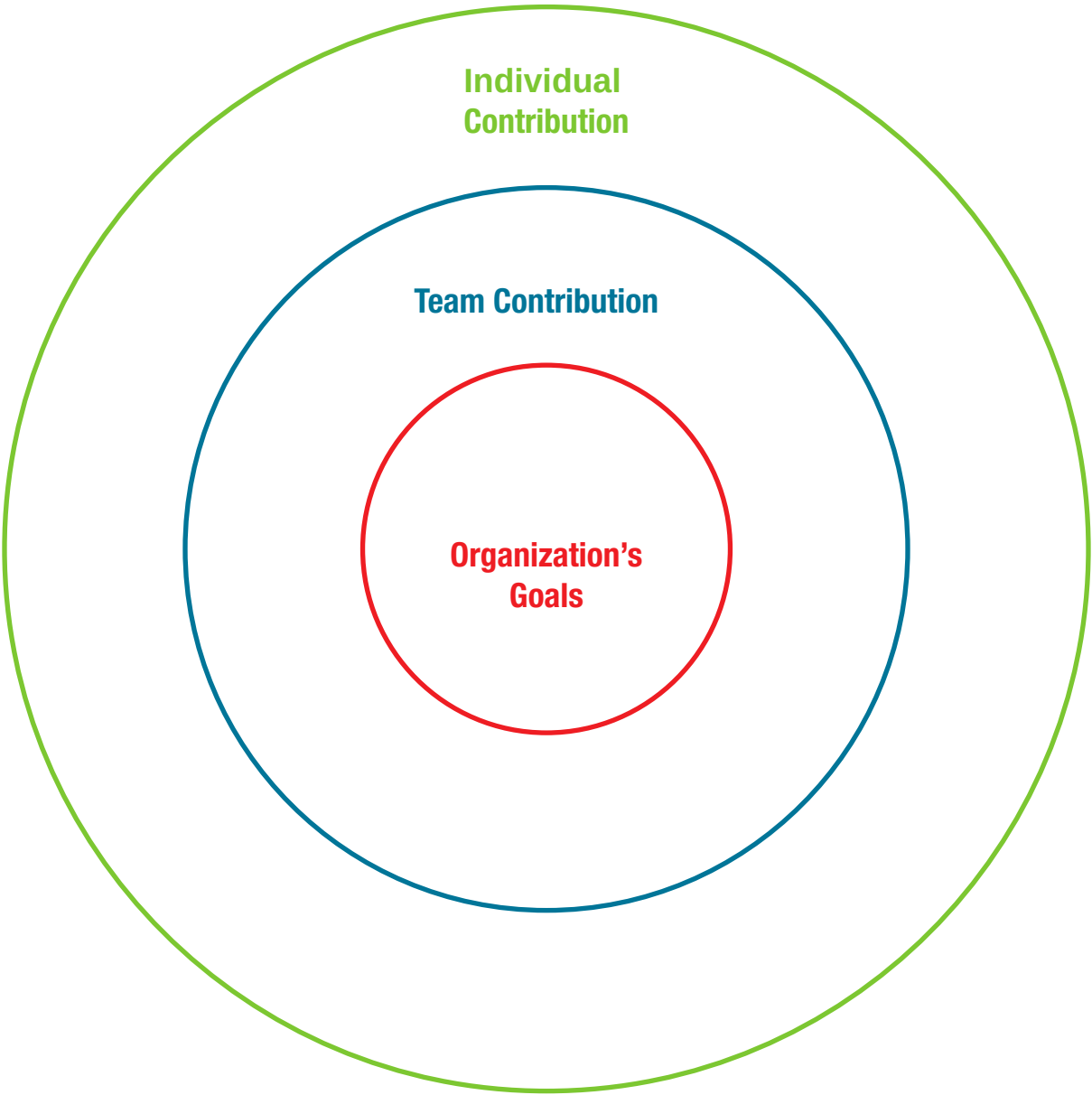
Team members work together well and support each another in achieving individual and team goals.

4 Monitoring Performance

Teams have a keen sense of how they are doing, and their leaders achieve goals and performance targets through monitoring, follow-up, feedback, and coaching.

Your Team's and Members' Contributions

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Teamwork Assessment

Instructions: Read and rate each teamwork behavior on a scale of 1 to 4.

1 = I almost never demonstrate this behavior. 3 = I often demonstrate this behavior.

2 = I sometimes demonstrate this behavior. 4 = I almost always demonstrate this behavior.

Teamwork Behaviors	1	2	3	4
Translating the Goals Behaviors				
1. I understand my organization's goals and how they relate to the team.	☐	☐	☐	☐
2. I can translate my organization's goals so that team members understand that their contributions are important to the achievement of the goals.	☐	☐	☐	☐
3. I communicate the standards of excellence and encourage the team to work together to achieve the standards.	☐	☐	☐	☐
4. I can define the role and responsibility of each team member. (This ensures that each team member clearly understands the role he/she is to play in order for the team to be effective.)	☐	☐	☐	☐
5. I post my department/team goals, values, and vision for everyone to see.	☐	☐	☐	☐
6. I share and explain my department's goals with the other teams and departments within my organization.	☐	☐	☐	☐
7. I set expectations that support the achievement of team goals for each team member's performance.	☐	☐	☐	☐
8. I hold each team member accountable for agreed-upon performance expectations.	☐	☐	☐	☐
9. I believe that the team has a clear understanding of how to achieve success based on criteria set by team members and me as the leader.	☐	☐	☐	☐
10. I limit competitive activities, contests, or language that encourages team members to compete against one another.	☐	☐	☐	☐
Column Total				
				Row Total

1 = I almost never demonstrate this behavior. 3 = I often demonstrate this behavior.
 2 = I sometimes demonstrate this behavior. 4 = I almost always demonstrate this behavior.

Teamwork Behaviors	1	2	3	4
Engagement Behaviors				
11. I give each team member an equal voice in communicating opinions and information.	☐	☐	☐	☐
12. I create a sense of openness and trust in the team for the sharing of ideas, thoughts, and opinions.	☐	☐	☐	☐
13. I ask for input from team members whenever possible.	☐	☐	☐	☐
14. I ensure that everyone's ideas are heard.	☐	☐	☐	☐
15. I encourage all team members to participate in meetings.	☐	☐	☐	☐
16. I spend an equal amount of time with each team member.	☐	☐	☐	☐
17. I recognize and value the interpersonal styles of each team member.	☐	☐	☐	☐
18. I apply the knowledge and expertise each team member brings to the team; I fully utilize the talents of all team members.	☐	☐	☐	☐
19. I understand the career aspirations and goals of each team member.	☐	☐	☐	☐
20. I align work assignments to each team member's career aspirations and goals.	☐	☐	☐	☐
Column Total	___	___	___	___
				Row Total

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Teamwork Behaviors	1	2	3	4
Collaboration Behaviors				
21. I expect team members to be reliable and accountable for commitments.	☐	☐	☐	☐
22. I demonstrate a sense of shared responsibility for the success of the team.	☐	☐	☐	☐
23. I do not allow personal priorities/agendas to hinder team effectiveness.	☐	☐	☐	☐
24. I use input from the team to make decisions or to solve problems.	☐	☐	☐	☐
25. I relate discussions, conflicts, and decisions to a goal or a purpose.	☐	☐	☐	☐
26. I provide important criteria, limits, and success indicators before team members collaborate to make decisions.	☐	☐	☐	☐
27. I disagree in a constructive way.	☐	☐	☐	☐
28. I gain "agreement of support" from all team members in the implementation of decisions.	☐	☐	☐	☐
29. I deal with conflict in a constructive manner.	☐	☐	☐	☐
30. I encourage team members to work together rather than compete with one another.	☐	☐	☐	☐
Column Total	_____	_____	_____	_____
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Teamwork Behaviors	1	2	3	4
<i>Monitoring Performance Behaviours</i>				
31. I provide feedback to all team members on individual performance.	☐	☐	☐	☐
32. I effectively monitor team interactions for signs of unproductive conflict.	☐	☐	☐	☐
33. I provide individual and team recognition when members demonstrate teamwork.	☐	☐	☐	☐
34. I celebrate individual and team member successes.	☐	☐	☐	☐
35. I recognize and actively address the barriers/threats the team faces from the external environment.	☐	☐	☐	☐
36. I acknowledge and celebrate team and individual achievements.	☐	☐	☐	☐
37. I provide coaching consistently among all team members (career development, skill development, performance standards, etc.).	☐	☐	☐	☐
38. I have informal conversations consistently with all team members.	☐	☐	☐	☐
39. I use effective and efficient procedures to ensure that information is shared and received.	☐	☐	☐	☐
40. I resolve redundancies or gaps in roles and responsibilities.	☐	☐	☐	☐
Column Total	___	___	___	___
				Row Total