Team Agreements

Integrating the Seven Drivers of
Team Effectiveness

McIntosh Consulting

What makes teams effective?

Sustained Performance	Team Resilience	Vitality
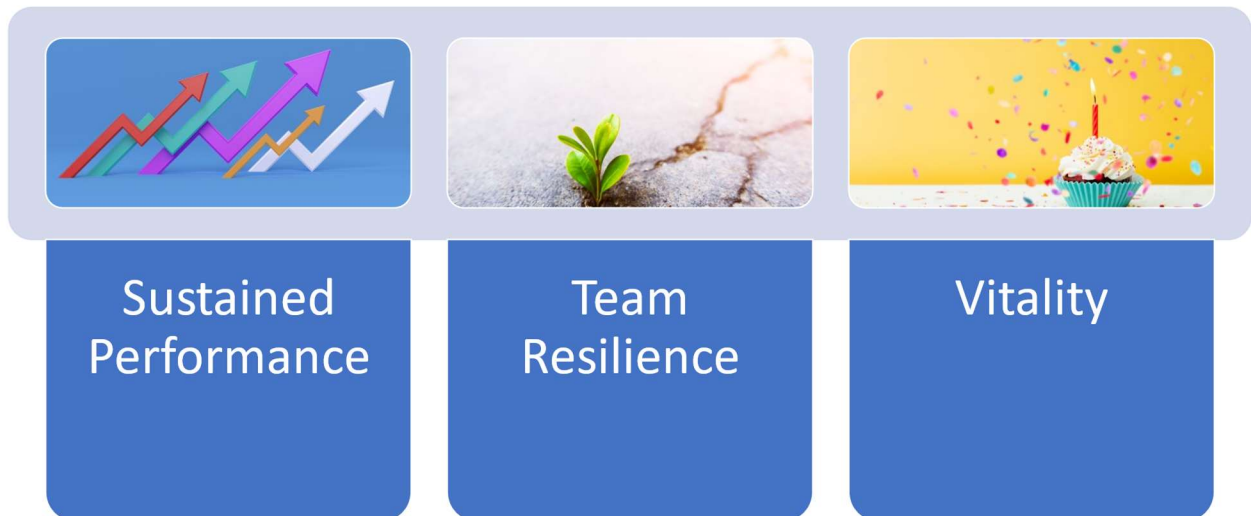
Shared Perspectives
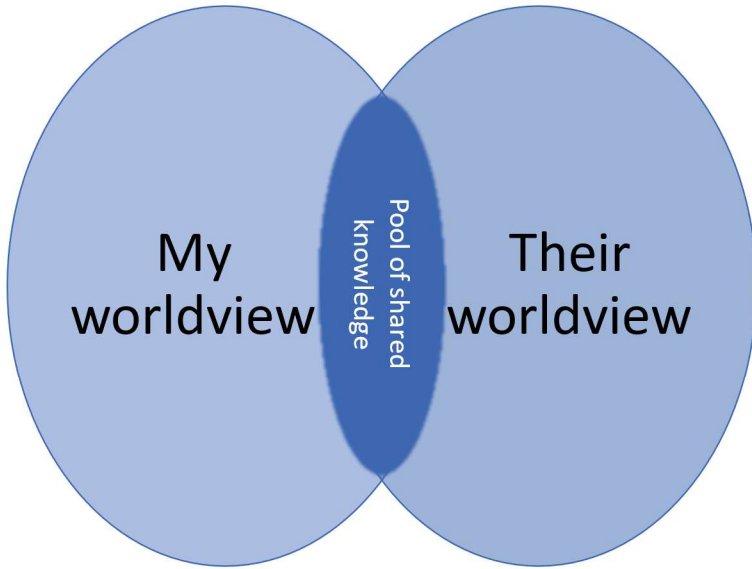
- How does this affect me?
  - My work processes
  - My emotions
  - My interactions
- How does this affect others?
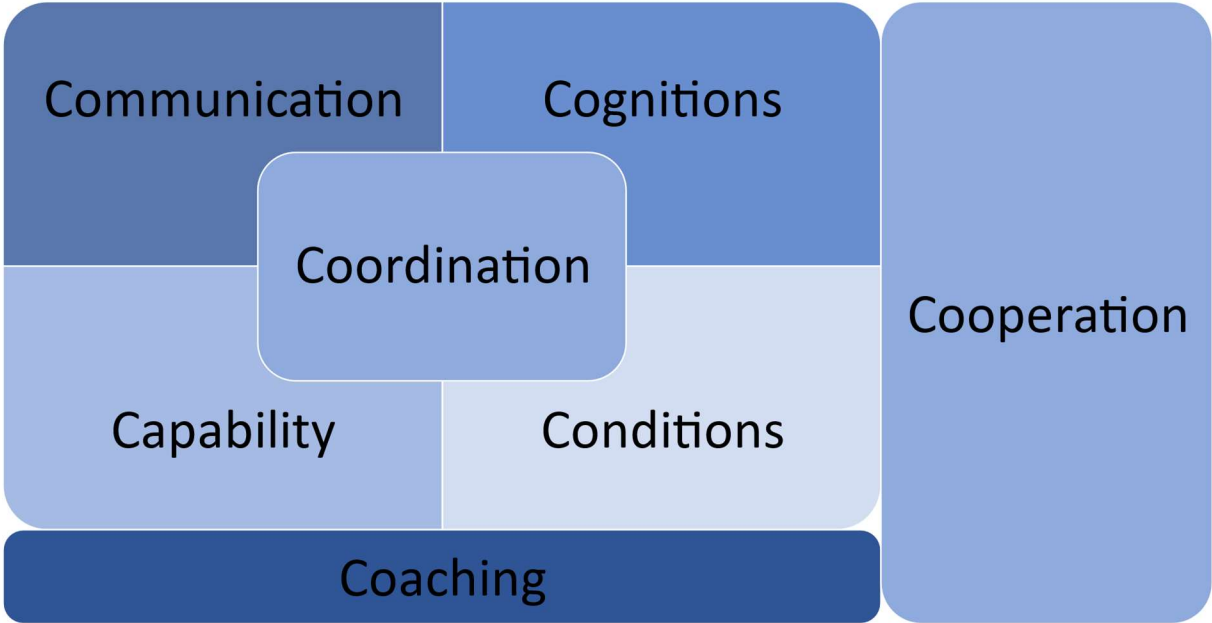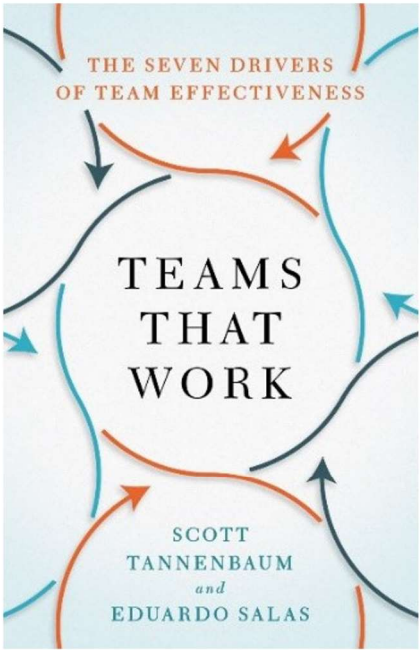 - Their work processes
  - Their emotions
  - Their interactions

You can't just copy some other team

Culture	Product	People
Experience	Customers	Income
Expenses	Background	Failures
Successes	Processes	Location

Background	Successes	Customers
Product	People	Experience
Culture	Failures	Income
Processes	Location	Expenses

Teams that Work

- Teams are different
- Meta analysis of what success looks like
- Agile practices encourage many elements (debriefs!)

THE SEVEN DRIVERS OF TEAM EFFECTIVENESS

TEAMS THAT WORK

SCOTT TANNENBAUM
and
EDUARDO SALAS

Communication	Cognitions	Cooperation
Coordination		
Capability	Conditions	
Coaching		
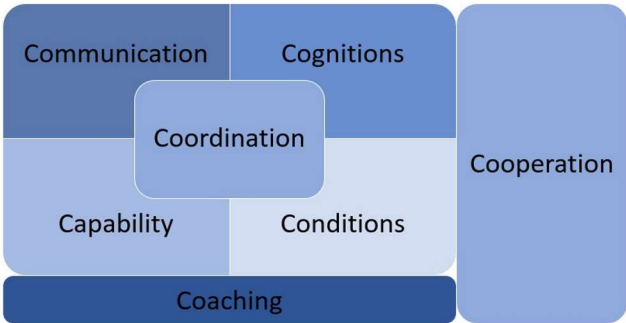
Capability

Essential (Task) Capabilities

	CSS	SQL	Java	.Net
Joe	◆	●	●	●
Sandy	◆	●	◆	●
Anna	●	●	●	●
Max	◆	●	◆	●
Doug	●	▲	▲	▲
Karen	◆	◆	▲	▲

You can't "team away" insufficient abilities on your team

Team-Related Capabilities

Fundamental interpersonal skills
- Feedback
- Communication
- Conflict resolution

Teamwork savvy
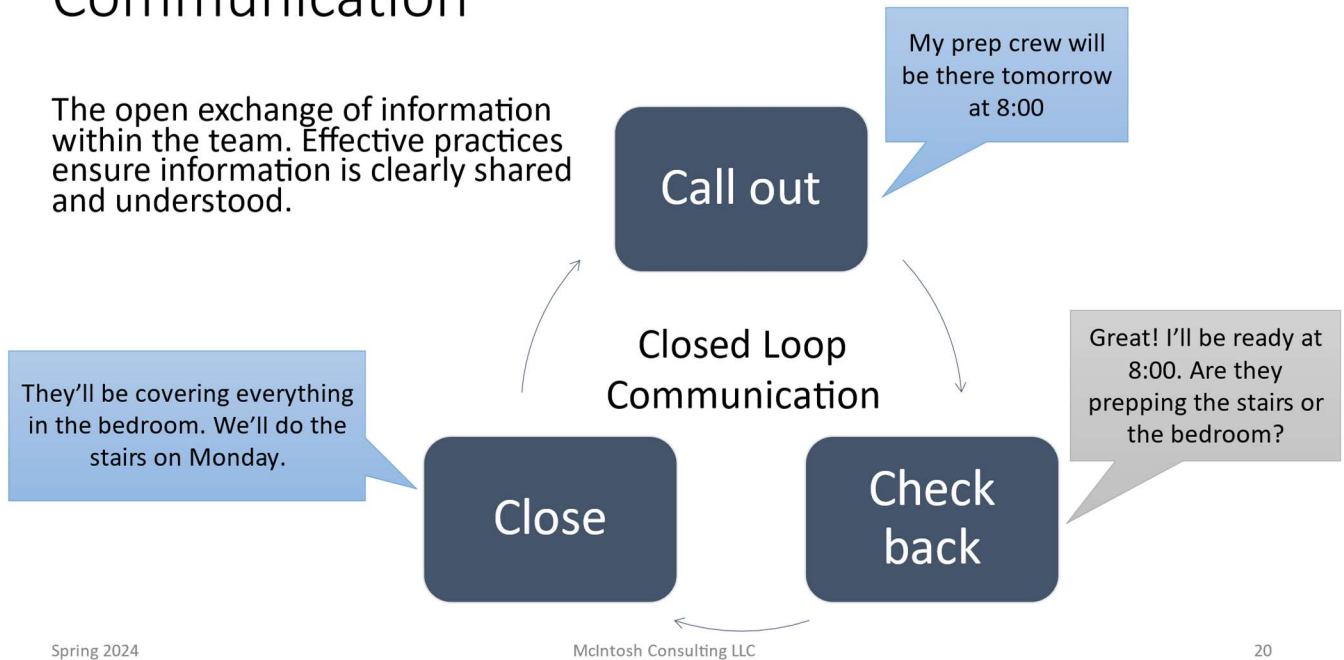- Team dynamics

Personal attributes
- Collective orientation
- Conscientiousness
- Adaptability
- Cognitive ability

Capability – What can help

- Skills matrix
    - Include team-based skills
- Good documentation
- "Borrow" an expert
- Interview for team-based skills
- Don't overuse your team players

- Provide clear expectations
- Practice clear feedback
- Hold each other accountable

Communication

The open exchange of information within the team. Effective practices ensure information is clearly shared and understood.

My prep crew will be there tomorrow at 8:00

Call out

Closed Loop Communication

Great! I'll be ready at 8:00. Are they prepping the stairs or the bedroom?

Check back

They'll be covering everything in the bedroom. We'll do the stairs on Monday.

Close

Communication – What can help

- Who else should know about this?
- Does the whole team understand?
- Confirm agreements / decisions
    - **Who** will do **what** by **when** ?
- Know when to change the communication channel
    - Face-to-face is better for emotional conversations, or when email or text threads get long
- Commit – do what you say you will do
    - When you can't, acknowledge it ASAP, and ask for help

Cognition

Shared (somewhat common) awareness and understanding about team vision, priorities, roles, expertise, non -negotiables and areas of flexibility.

Do it fast

Do it right

Customer

Company

Employee
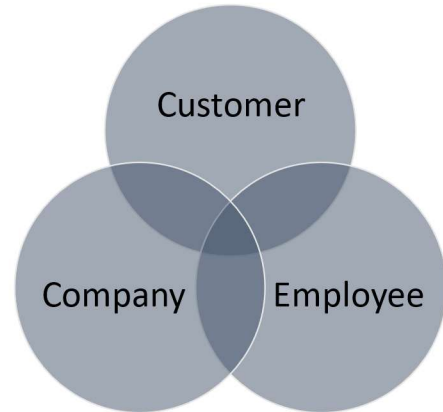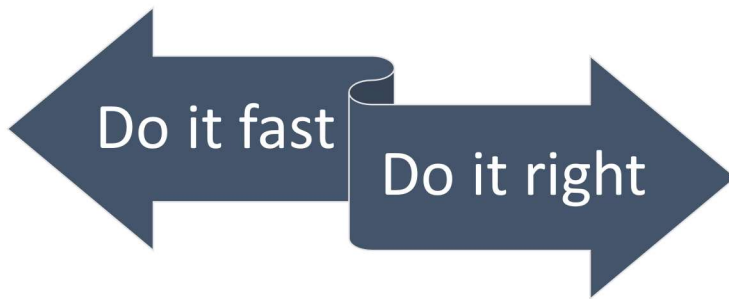
Cognition – What can help

- Regularly review the team's purpose and direction
- Regularly review the team's priorities
- Clarify roles
- Understand how specific decisions will be made (using Delegation poker or other tools)
- Understand impacts of choices from different perspectives: self, team, department, organization (and potentially larger society)
- Team norms or agreements
- Regular debriefs (or retrospectives)

Conditions

The cultural norms, values, and environmental factors that enable or restrict team performance. Explicitly defining expected traits and norms provides clarity.

Policies & Practices	• Hiring and onboarding • Rewards & recognitions • Leadership development
Senior Leadership	• Modeling behaviors • Communications • Building psyc. safety
Team-specific	• Resources • Time • Decision-making authority • Mission & purpose

Conditions – What can help

• Be aware of constraints in the organization

• Understand trade-offs

• Constructive feedback (especially with leadership)

• Keep goals/vision top of mind

Cooperation

The *attitudes and beliefs* the team holds about themselves

- Trust
- Psychological safety
- Collective efficacy (confidence in the team's abilities)
- Cohesion around tasks and commitments

Cooperation – What can help

- Build up psychological safety and trust
- Discuss – and celebrate – your team's successes
- Understand and encourage **collective efficacy**
- Show appreciation; say thank you
- Use connectors – people who relate to distinct group– to reduce silos
- Emphasize common goals to reduce siloes and faultlines

Coordination

The *actions and behaviors* that allow a team to organize and align their efforts.

• Situation Awareness

• Back-up/support

• Adaptations

• Managing team emotions and conflict

Coordination – What can help

• Clarify expectations about filling in, helping out, and backing up
  • When someone is out/unavailable, we do …

• Ensure that the team is aware of each other's work

• Ensure that the team is aware of external information that affects them

• Practice coordination tasks – share reporting chores

• Learn about collaborative conflict, and how that differs from competitive conflict

• Ensure meetings are effective and well-managed

Coaching

Team members are supporting each other's growth and development and demonstrating shared leadership and responsibility

Coaching – What can help

- Essential leadership functions
  - Ensure clarity
  - Remove obstacles
  - Encourage participation
  - Promote learning
  - Manage team emotions
  - Hold team members accountable
  - Foster psychological safety

- Are all functions present in your team (not just in one person)?
- Retrospectives!
- Seek for and provide feedback
- Explore the use of Core Protocols
- Clear roles and responsibilities
  - But ability to shift when needed

Thank you!

McIntosh Consulting

50% off a 45-minute
coaching session!

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