

The Goal



Strong teams through strong team leadership

From the organization's point of view, teams exist to produce results. That is the measure that makes a difference. It is this goal that drives every aspect of the team's life from inception onward. Teams are constantly monitored against results delivered. But a focus on output alone tells only half of the story for high performing. The most successful and most effective teams in producing results are teams that have developed the ability to be sustainable as well. There are times in the life of any team when 100% of the focus must be on the task, the deadline and the deliverables. But the intensity of the heat of that focus is not sustainable. Burn out is the predictable result and teams that are burned out eventually disappoint when it comes to achieving results.

The question to ask then is, "What are the essential factors that go into creating a high-performing sustainable team?"

What is a Team?



Every team creates its own unique culture; that culture exerts tremendous influence on the team's ability to perform. On great teams, the culture and spirit of excellence motivate team members to contribute their best. The opposite is also true; when teams are adrift, team members drift. It is our belief that team members want to be on great teams and want to contribute their best. The goal then is to create the conditions where that can happen.



Characteristics of effective teams:

- ***Identity:*** A team is more than a collection of individuals. It is a dynamic, living entity with a past, a present, and an anticipated future. A team has an identity, a personality, a reputation.
- ***Mission / Purpose:*** There is a reason for this team's existence and team members are clear about that reason; they also know how they contribute to the achievement of that team mission.
- ***Goals:*** There are goals and milestones that provide a measurable way for the team to know it is fulfilling its mission.
- ***Roles:*** The team and each member of the team make an essential contribution in support of the team's mission; team members are interdependent. Roles and responsibilities are clear.
- ***Agreements:*** The team has clear, behavioral agreements and a process for updating or negotiating agreements.

When the conditions are right a sixth, and invaluable characteristic emerges and that is ***Commitment.***

The Model Dimensions



The model describes the essential qualities for an effective team, in two dimensions.

1. *Productivity Dimension*

Conditions necessary for a team to be productive.

2. *Positivity Dimension*

The conditions necessary for engaged, collaborative team performance. The word “Positivity” is borrowed from Daniel Goleman’s work with Emotional Intelligence. It means the ground conditions support team interaction; it does not mean everyone is happy.

We put Productivity on a horizontal axis and Positivity on the vertical axis.

Teams on the right have the qualities that deliver high productivity. Teams to the left do not. Teams above the midline have attributes that support collaboration and engagement. Teams below the midline are low positivity.

This gives us:

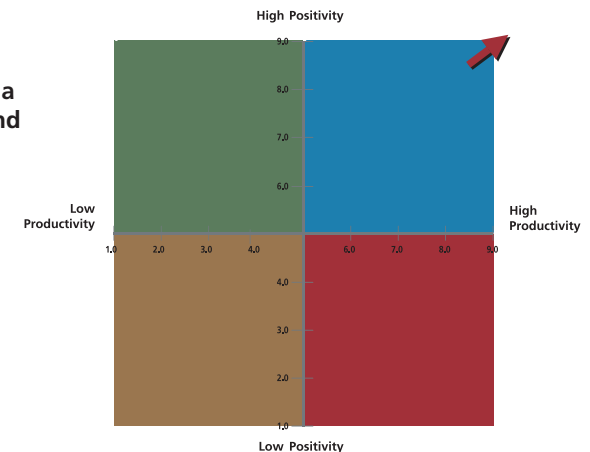
- *Low Productivity and Low Positivity (brown)*
- *Low Productivity and High Positivity (green)*
- *High Productivity and Low Positivity (red)*
- *High Productivity and High Positivity (blue)*

The goal is to create the conditions that enable **High** Productivity and **High** Positivity.

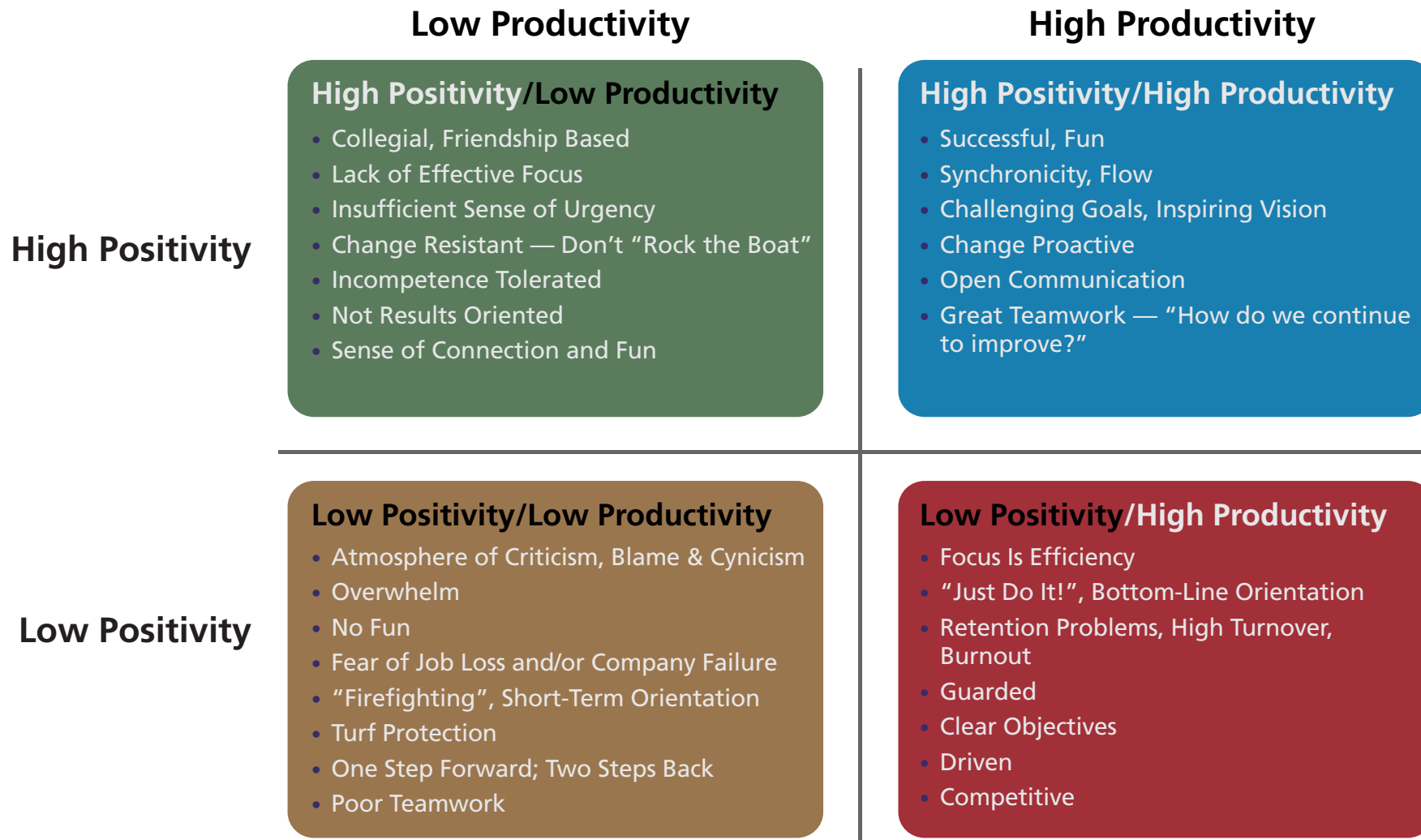
“The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance — a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional.”

— From *Primal Leadership* by Daniel Goleman, Richard Boyatzis and Annie McKee

The Team Diagnostic™ model creates a four quadrant matrix. Data from the assessment results are displayed as a range of Productivity and Positivity scores.



The Four Quadrants — Team Diagnostic™ Model



The Model — Productivity



Productivity Strengths support the team in achieving results, accomplishing tasks, staying on course to reach goals and objectives. The Team Diagnostic™ model identifies seven attributes necessary for teams to achieve high performance.

- ***Alignment:*** There is a sense of common mission and purpose. The team values cooperation, cohesion and interdependence. The team collectively owns its results.
- ***Goals & Strategies:*** The team has clear, challenging objectives; there is alignment on strategies and priorities. Objectives are linked to recognition, rewards and compensation. The team is highly resilient and not easily defeated in its goals.
- ***Accountability:*** There is clarity of roles and responsibilities with high follow through. When problems arise the team responds. Team members actively hold each other accountable for team agreements.
- ***Proactive:*** Change is embraced and seen as vital to this team and to the larger organization. The team is nimble and flexible in addressing opportunities for change, responding positively and creatively.
- ***Decision Making:*** The team has clear and efficient decision making processes, which have proven effective over time.
- ***Resources:*** The team clearly requests, obtains and manages adequate resources and training to meet its objectives. There is sufficient expertise to accomplish the team's objectives.
- ***Team Leadership:*** The team leader's role is clear and supportive of the team as a whole. There is a strong sense of team leadership; team members take initiative to provide leadership as the need for initiative arises.

The Model — Productivity Strengths



The Model — Positivity



Positivity Strengths focus on the interrelationships between team members and the spirit or tone of the team. The Positivity Strengths create the culture, the ground conditions for the work of the team.

- ***Trust:*** It is safe on this team to speak your mind, openly. Team members can count on each other; as a team, we are reliable. The team does not operate in a fear-based environment.
- ***Respect:*** There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated. We empower other members of the team to contribute.
- ***Camaraderie:*** There is a strong sense of belonging to the team. The team celebrates and acknowledges accomplishments. Empathy, playfulness and humor are present.
- ***Communication:*** Clear and efficient communication is valued over less direct approaches such as politicizing, gossiping, or consistently avoiding necessary conversation.
- ***Constructive Interaction:*** Conflict is seen as an opportunity for discovery, growth and creativity. The team avoids criticizing, defensiveness and finger pointing. We give and receive feedback well.
- ***Values Diversity:*** The team is open-minded and values differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.
- ***Optimism:*** The team has an inspiring shared vision. They are enthusiastic, forward looking and appreciative of each other. There are low levels of cynicism, pessimism, helplessness, or hopelessness.

The Model — Positivity Strengths



The Model — Productivity/Positivity



“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

— Andrew Carnegie

The fuel that Carnegie refers to is a high-energy mixture of equal parts Productivity Strengths and Positivity Strengths. Typically, organizations focus on the Productivity measures; they are a clear, direct way to impact results. Research continues to show however, that organizations that focus on Positivity, improve Productivity.