



Does your organization's culture help, or hinder teamwork?

Clear and consistent executive sponsorship is critical when building a team-based environment. Consider the following ...

Empowerment: How are the teams empowered, and what does that mean?

Governance: Who oversees the work of the team, and who re-directs their work, or makes "go/no-go" decisions?

Transition to matrix structure: Are silos still strongly in place—do line managers know how to manage in a matrix?

Team Structure: Who leads the team? How many people on the team?

Team Leaders: Is there a consistent process for selecting the team leader? How skilled are leaders in team decision making, facilitation, communication, etc?

Hiring Practices: Are team-based skills an integral part of the hiring process? How are they determined?

Team Training: Do all employees, line managers, team members and team leaders know how to work in a team? Have they been trained on the fundamentals of effective teamwork?

Performance Measures: Are team-based competencies built into performance measures?

Accountability: What are the teams accountable for... are team goals integrated into individual goals?

High Performance Teams: Does everyone know what this means, for this organization? Does the company "walk the talk" about teamwork?

Global Teams: Do teams have the appropriate technology and training to work across different locations, time zones, and cultures?

Does your organization support teamwork? To what extent are the following statements true?
1. A common definition of "high performing teams" exists in our organization
2. Teamwork is one of our organization's top priority strategic objectives
3. Empowerment goals (authority and accountability) have been clearly established for our teams.

**Does your organization support teamwork?
To what extent are the following statements true?**

4. Oversight and governance of teams are clearly defined
5. Reward systems are in place for both individual and team performance.
6. We recruit and hire for team skills as well as technical ability
7. Functional leaders support the teams (i.e., encourage team members to complete team assignments, obtain feedback from team leader on team member's performance, etc.).
8. Reporting structures for teams are clear
9. Team goals are aligned with functional and individual goals.
10. Team leaders, team members, and functional leaders are trained in the fundamentals of teamwork (communication skills, interpersonal skills, group decision making, etc.).
11. Team leaders have experience and skill in managing team process issues (i.e., facilitate team meetings, conflict resolution, and consensus building.)
12. Team leaders cooperate across functions, and other organizational boundaries.
13. Team members are skilled in working across cultures
14. We have technology to support virtual meetings and file sharing

I've helped Fortune 100 companies build stronger team environments *from the ground up*, with a shared understanding and language about high performance teams, the requisite sponsorship, process, skills and metrics they need to create, nurture and sustain top performing teams.



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