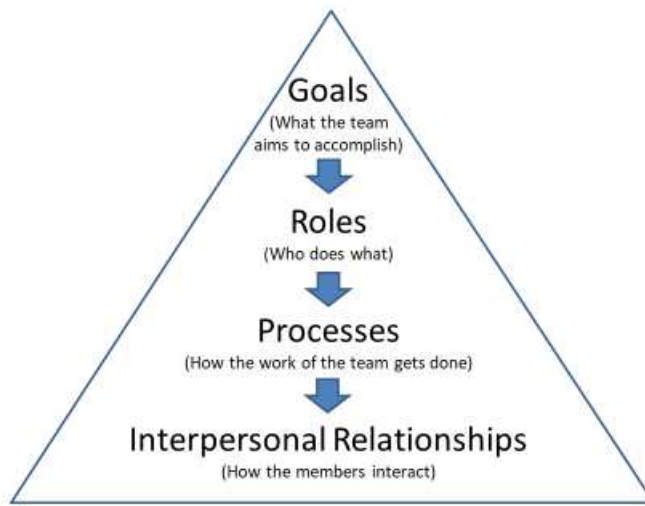


Team effectiveness

Beckhard's Model: Team Effectiveness



- *If you are setting up a team, focus on Goals first then work down the triangle.*
- *If the team is dysfunctional, start with interpersonal relationships and work back up.*

Paying attention to these four areas will help develop an effective team:

1. **Goal** - Clear direction; shared values; common purpose; desired results; main tasks; standards, expectations and boundaries; priorities and deadlines
2. **Roles** - Structure; how to distribute the work. Defined responsibilities; understanding what each other does including the leader, acknowledge and deliver individual responsibilities; clarify role and task boundaries; identify and fill gaps

3. **Team Processes and work procedures** - Clear communication; decision making authority; dispute resolution tools; incentives; (e.g. how decisions are made, how you solve problems and resolve conflict as a team, how you communicate; work flows)
4. **Interpersonal relationships** - Trust, mutual support, authenticity; ways to relate to each other; demonstrate sensitivity and flexibility with each other; work to communicate well; collaborate in problem solving; develop effective methods of dealing with conflict

You can't leave these to chance. When establishing a new team, work from the top down. If there are issues within the team, they will show up in the relationships. Work your way back up the pyramid to find out what requires attention. Addressing this may well resolve the inter-personal tension.