

## **Team Development – “Group of Individuals”**

No unified/common goal or mission, or not well communicated and understood.

Roles are poorly defined or understood.

Communication is poor. (Misunderstandings, conflict or conflict avoidance, overuse of efficient versus effective communication approaches i.e. electronic)

Performance is poor. (missed deadlines, lack of coverage for co-workers, errors & omissions in work, lack of quality control, adversarial relationship with quality control staff, , poor follow-through)

May have an individual performer or two.

Staff point to others stating “it’s not my job”.

Staff often has difficulty getting along.

## **Team Development – “A Group”**

Employees know their own roles for the most part.

A common goal/mission may be known and verbalized by some.

Little understanding of how everything fits together.

Limited or no knowledge of others duties and responsibilities.

Individual performance occurring on average. Still some outliers.

Communication limited to times of necessity. Assumptions still occur.

Follow-through average but spotty depending on the task.

Unpredictable quality of work.

Tolerate quality control staff.

Handle conflict most of the time; sometimes successfully. Still some avoidance on tough issues.

Staff point to others and say “it’s their job but I’ll help out since you asked... and I better get recognized for it.”

Staff gets along most of the time; however there may be some outliers.

## **Team Development – “A Basic Functioning Team”**

All staff knows their individual roles and are cross-trained in critical areas in the unit.

Common goals and mission are generally known.

Follow-through is done most of the time on most of the tasks, and virtually all of the critical tasks.

Coverage for all staff is an expectation by all to keep performance up.

Quality is part of the job.

Receptive to quality control staff in improving performance (decrease errors and omissions).

Seek ways to improve performance.

Participate in improving team performance measures.

Generally, pitch in whenever asked regardless of title, responsibilities or workloads.

Offer constructive feedback to management, supervisor, and co-workers.

Conflict is dealt with as it occurs.

Communications seem to flow relatively freely in most instances with most people.

Staff expect to do “other duties as assigned” in the name of “team effort”.

Staff get along well.

## **Team Development – “A Synergistic Team”**

All members thoroughly know their own jobs and are well cross-trained in other areas.

All members know and support common goals and mission.

All members readily cover for others often without even being asked.

Feedback and communication flows freely, without defensiveness.

Everyone seeks feedback to improve individual and group performance.

Staff get along exceptionally well and professionally even in times of stress.

Conflict is dealt with constructively and seen as part of “team life” and more as problem solving event.

Staff respect each others skills, abilities, communication/work styles and personalities.

When there is work to be done, there are more staff ready to step in than needed.

Staff pitch in without being asked. They see a need and fill it.

Supervisor/management recognizes staff without it being brought to their attention.

Quality control is part of the job. It is seamless. It is expected by everyone for everyone.

Generally, rework, errors & omissions are very low.