

CHARACTERISTICS OF HIGH PERFORMANCE TEAMS

1. Clear sense of direction and vision
2. Involvement, ownership and commitment to vision
3. A sense that personal values of individual team members are being realized by the vision of the team
4. Clear and attainable goals with a focus
5. Clarity of roles and role expectations
6. Acceptance of value of cultural and style differences
7. Clear lines of authority and responsibility
8. Small wins leading larger victory
9. High energy and commitment of individuals
10. Recognizes the value of conflict and differences of opinion
11. Manages the "process" issues as well as the task ones
12. Leadership that is shared and balances both concern for *task* and concern for *people*
13. Team vision is aligned with the larger direction and strategy of the organization
14. Ability to be a team member or follower when necessary
15. A "winning" attitude
16. Clear expectations regarding how decisions are made
17. Ability to play to "strengths" of individual team members
18. A specified time frame within which work is done

19. Doing real work together
20. Mutual accountability
21. Complementary mix and level of skills
22. Celebrate success
23. Have fun

A team is a small group of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

Katzenbach and Smith, *The Wisdom of Teams*, 1993.