

Stages of Teams: Indicators of Effectiveness Checklist

Directions: All Teams want to achieve success and see a payoff for their investment in and commitment to the work. Teams, of course, are comprised of people. Experiencing the Stages of Teams is inevitable, healthy and necessary for the people to evolve from a collection of individuals to the interdependent entity that characterizes high performing Teams. Use this checklist as a barometer of your Team's relative skills and needs in the quest for 'teamness'. Your responses on this informal assessment will be based on your personal experience with the Team and your professional perspective. Using a rating scale converts each person's opinions to a more objective form as data that can then be used for planning to improve.

Have each Team member individually complete the Checklist. Then have the Team discuss points of agreement and disagreement about the ratings. Consider ways in which your Team can improve. Indicate a rating for each statement using the scale: 1 = Not at all; 2 = Somewhat; 3 = Emerging; 4 = Completely.

Forming

TEAM MEMBER CHARACTERISTICS

- Polite
- Tentative
- Anxious
- 'Party Manners'

<i>Rating</i>	<i>Indicator of Effectiveness – To What Degree?</i>	<i>Strategies for Effective Team Development</i>
	Have clear communication channels been established with Team Members?	Distribute a list of Team Members contact information Orient new members to communication channels
	Has the Team reached consensus about their common ground for change?	Review and engage in Root Cause and SWOT processes until consensus is reached Refine, revise, add to problem statements until consensus is reached
	Have the 'right' Team members been recruited?	Discuss if additional or different agencies should be recruited Discuss if different roles or personnel within current agencies should be recruited
	Are Team Members of one mind about the Vision for the Team's work?	Review, revise, refine Vision until consensus is reached Return to Problem Statements, Root Cause, and SWOT processes to resolve differences

Notes from Team Discussion:

Storming

TEAM MEMBER CHARACTERISTICS

- Questioning
- Resisting
- Disagreeing
- Interpersonal Conflict

Rating	Indicator of Effectiveness – To What Degree?	Strategies for Effective Team Development
	Do all Team Members participate actively and equally?	Practice effective facilitation skills to engage all Team Members Be attentive to body language and non-verbal cues as signals to underlying reasons for non- participation
	Is it difficult to come to consensus?	Return to problem solving strategies in the Forming Stage Use a printed, timed agenda for each meeting to add structure and time limits for each topic
	Do Team discussions employ honest, respectful and constructive feedback?	Establish and enforce ground rules that describe the norms for Team interaction as needed Model and encourage active listening and remain neutral in facilitation of contentious discussions
	Is there conflict between Team Members	Engage the Team in conflict resolution strategies Talk privately with Team Members in conflict to understand points of disagreement

Notes from Team Discussion:

Norming

TEAM MEMBER CHARACTERISTICS

- Building Relationships
- Mutual Respect
- Value for diversity of Team

Rating	Indicator of Effectiveness – To What Degree?	Strategies for Effective Team Development
	Are Team Members sharing responsibility and leadership?	Core Team leaders delegate responsibility Members that take the lead in implementation of plan actions are accountable to report outcomes and data to Team
	Are Team Members combining efforts across agency lines?	Make time for Team to participate in discussion specific to understanding each other's separate and collective roles and responsibilities regarding transition youth
	Do Team Members initiate communication with each other about Team and matters related to transition youth?	Have a communication process for pertinent information, activities and decisions among Team members to be brought to the attention of the full Team Put in place strategies for the work of implementing the Team plan to remain cohesive and coordinated
	Has a regular schedule of Team meetings been established?	Team Members make attending Team Meetings a priority Notes are taken at each meeting and sent to all members

Notes from Team Discussion:

Performing

TEAM MEMBER CHARACTERISTICS

- Celebrating the success of Meaningful results
- Championing the benefits to youth and families of the Team's work
- Interdependent
- Working as one unit

<i>Rating</i>	<i>Indicator of Effectiveness – To What Degree?</i>	<i>Strategies for Effective Team Development</i>
	Are decisions about next steps made based on data collected from previous actions, activities, events in the plan?	Establish and consistently use processes for reviewing goals and strategies for appropriate baseline/progress data Discuss and analysis data gathered in Team meetings
	Is the Team equipped to tackle more challenging problems?	Use consistent processes for moving from problem statements to Root Cause to avoid attempting to address symptoms. Review/update SWOT as a resource for new goals and strategies
	Is the Team prepared to build on the success of previous plan goals/strategies?	Analyze progress data for degree of success and factors that contributed to it Consider replicating successful with other groups or in other sites in your area
	Has the Team develop a commitment to each other and to the work?	Market Team successes to the wider community to elicit support for continuing new practices Include goal/strategies for sustainability of successful efforts

Notes from Team Discussion: