6 Conditions

Real Team

Essential Conditions

Right People

Compelling Purpose

Work Design

Organizational Support

Enabling Conditions

Team Coaching

3 Team Behaviors

Fostering Effort

Behaviors

Crafting Strategies

Leveraging Talent

3 Results

Team Growth

Results

Stakeholder Satisfaction
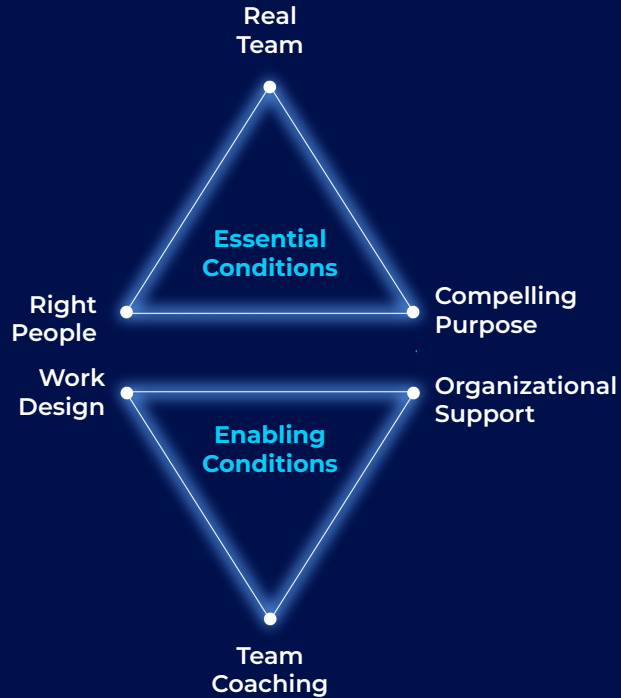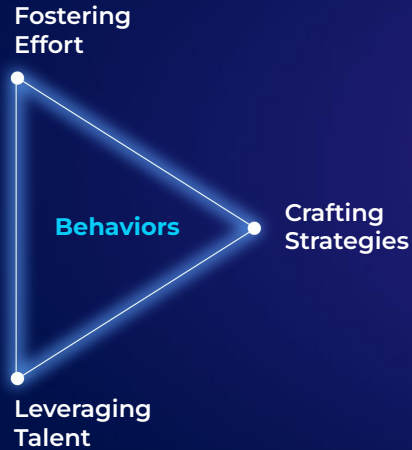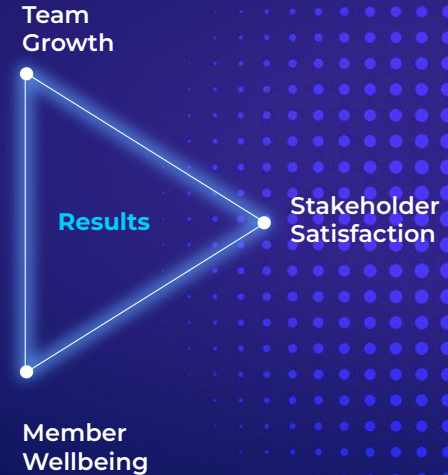
Member Wellbeing

Condition 1: Real Team

A Real Team is more than a label; it is a group of people who identify as a team and need to work closely together to accomplish their main work.

Boundedness:
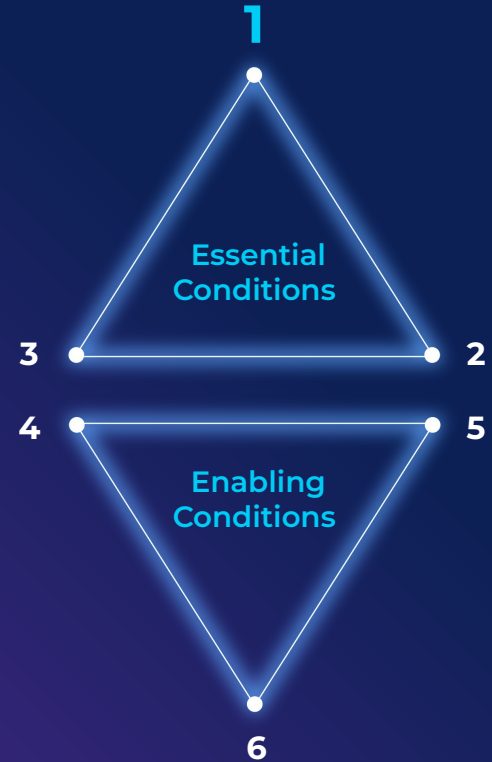Clear who is—and who is not—on the team

Stability:
Membership is kept intact long enough to accomplish something significant

Interdependence:
Members are accountable for a common outcome and must work together to accomplish it

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Essential
Conditions

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Condition 2: Compelling Purpose

A Compelling Purpose is a statement of what the team exists to accomplish in service of their stakeholders. It captures the team's unique contribution to the success of the enterprise and the potential for impact.

Clarity:
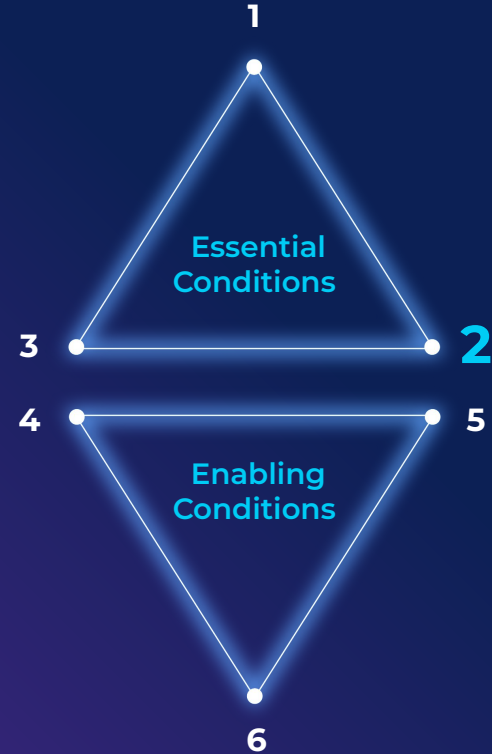The team is clear on what it would look like to accomplish its purpose

Challenge
A stretch but not impossible

Consequence:
It has meaningful impact on the lives and work of others

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Condition 3: Right People

Right People means that the team is composed of the smallest configuration of members who have the skills to achieve the Purpose.

Task Skills:
Members have the array of capabilities to achieve the purpose

Teamwork Skills:
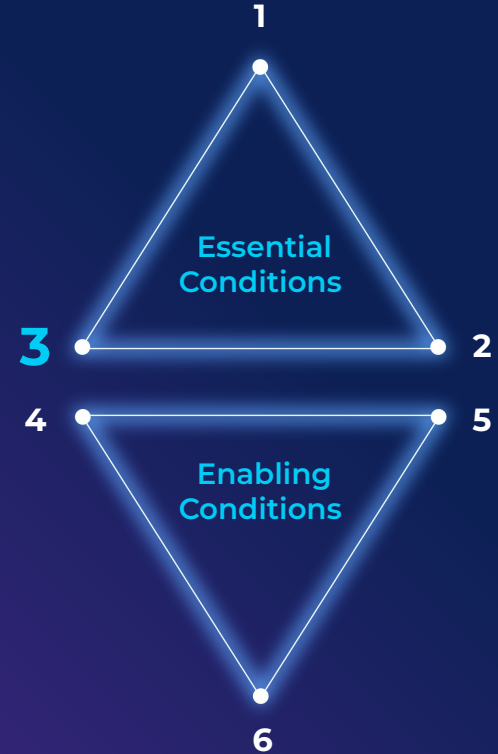Members have the skills necessary to collaborate well with others

Cognitive Diversity:
Team members bring a range of perspectives and experiences

Team Size:
As small as possible, but large enough to meet the demands of the work

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Essential Conditions

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Condition 4: Work Design

The team's work design consists of the discrete tasks that are designed for the team to complete together, and an explicit set of norms and work practices that experience has taught will promote effectiveness at the work.
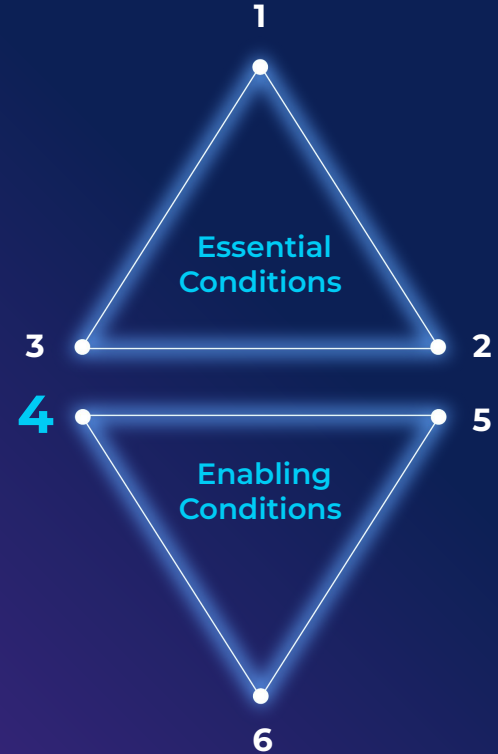
Task Design:
Tasks that progress the purpose, draw on multiple members, and allow them to use a range of skills and judgment

Norms and Practices:
Shared expectations about what the team does and does not do in working together

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Conditions

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Condition 5: Organizational Support

Organizational support for teamwork means that the structures and systems that affect the team promote and enable teamwork rather than creating obstacles to collaboration.

Information System:
Provides timely data the team needs, in a form it can use, to monitor and manage its own work

Training and Education:
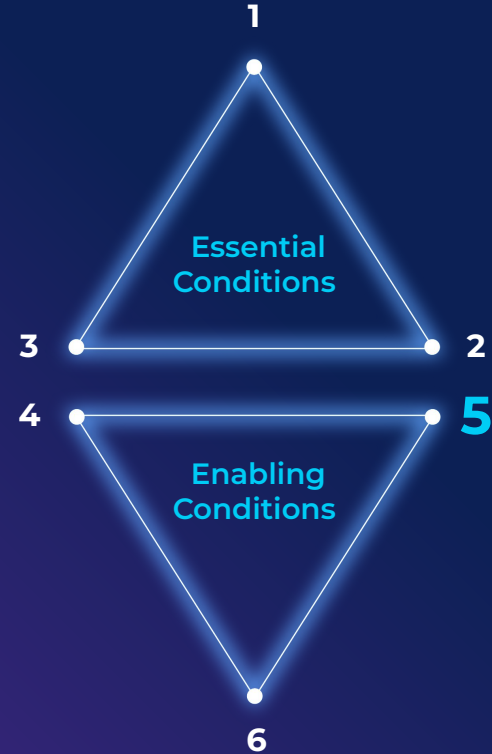Training or consultation for novel challenges is readily available to teams

Rewards/Recognition System:
Superb team performance is pervasively rewarded, not just individual accomplishments

Material Resources:
Teams can readily get the time, space, materials needed to collaborate

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Essential
Conditions

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Condition 6: Team Coaching

Someone is available to the team—a leader, a member, an external consultant, who pays attention to the team's process and intervenes at helpful moments.

Availability:
Someone often or readily present for the team.

Helpfulness:
Means the person doing the coaching knows how and when to intervene.

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Essential Conditions

3   2

4   5

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