Mind Tools
Management Resource Software - at Your Fingertips
WIC Coordinators want Management Tools
The Mind Tools Platform

Explore the Toolkit

Leadership Skills
Team Management
Strategy Tools
Problem Solving
Decision Making
Project Management
Time Management
Stress Management
Communication Skills
Creativity Tools
Learning Skills
Career Skills
Building an Effective Team
Creating a Productive and Efficient Group

What comes to mind when you think of a team?
**Instructions**

For each statement, circle the button in the column that best describes you. Please answer questions as you actually are rather than how you think you should be, and don’t worry if some questions seem to score in the wrong direction. When you are finished, please click the “Calculate my total” button at the bottom of the form.

**15 Statements to Answer**

<table>
<thead>
<tr>
<th>Number</th>
<th>Statement</th>
<th>NOT at All</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very Often</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My team is knowledgeable about the stages of development teams can be expected to go through.</td>
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<td>2</td>
<td>Team members are provided with a great deal of feedback regarding their performance.</td>
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<td>3</td>
<td>Team members are encouraged to work for the common good of the organization.</td>
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<td>4</td>
<td>There are many complaints, and morale is low on my team.</td>
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<td>5</td>
<td>Team members don’t understand the decisions that are made, or don’t agree with them.</td>
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<td>6</td>
<td>People are encouraged to be good team members, and build good relationships.</td>
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<td>7</td>
<td>Team members are provided with development opportunities.</td>
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<td>8</td>
<td>Meetings are inefficient and there is a lot of role overlap.</td>
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<td>9</td>
<td>Team members are encouraged to commit to the team vision, and leaders help them understand how their role fits into the big picture.</td>
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<td>10</td>
<td>Team members are often given a chance to work on interesting tasks and stretch their knowledge and capabilities.</td>
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<td>11</td>
<td>The team understands what it needs to accomplish and has the resources needed to be successful.</td>
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<tr>
<td>12</td>
<td>Conflict and hostility between members is a pervasive issue that doesn’t seem to get better.</td>
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<tr>
<td>13</td>
<td>People feel that good work is not rewarded and they are not sure what is expected of them.</td>
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<tr>
<td>14</td>
<td>Team members balance their individual needs for autonomy with the benefits of mutual interdependence.</td>
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<tr>
<td>15</td>
<td>Working relationships across units or functions is poor.</td>
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</table>
What comes to mind when you think a team?

You might picture a team that works seamlessly as a whole. Everyone brings unique talents and strengths to the table, no bickering, and there’s just enough competitive spirit to bring everyone. Work gets done effectively, and everyone contributes.

It can be a challenge to reach this level of effectiveness if you’re setting up a new team, or if you’re developing an existing one. However, have a plan in place.

This article highlights a common-sense, step-by-step process for maintaining an effective team.

Step 1: Analyze and Plan

Whether you’ve been tasked with setting up a new team, or working on an existing one, begin by defining the goal of your team. What are your expectations? How will your team contribute to the business goals and mission? Then create a Team Charter to help clear
Step 1: Analyze and Plan

Whether you’ve been tasked with setting up a new team, or an existing one, begin by defining the goal of your team. What is the goal? What are your expectations? How will your team contribute to the team goals and mission? Then create a **Team Charter** to help clarify objectives.

If you’re in charge of an existing team, and you want to help it work more effectively, take our **Team Effectiveness Assessment**. This will help you understand the areas that you need to work on.

You can also conduct a **DIO (Day in the Life Of) Analysis** of your team’s daily activity, to identify what people are actually doing, and what’s taking up their time and energy. You’ll also be able to spot problem areas and start thinking about how you’ll improve your team’s overall effectiveness.

If you’re setting up a new team, or making significant change to an existing team, you’ll also want to define specific roles and tasks at this stage. This will help avoid tasks or responsibilities overlapping unnecessarily between roles, which can cause problems later on. (Techniques like **Swim Lane Analysis** can be used to clarify these processes and think about who does what.)

**Tip:**

Before you start, it’s helpful to understand how good your current management skills are. Our **management skills quiz** will help you think about what areas you need to improve.
DILO Template

- For instructions on Day In the Life Of, visit [www.mindtools.com/rs/DILO](http://www.mindtools.com/rs/DILO).

<table>
<thead>
<tr>
<th>Core Activities</th>
<th>Activity Categories</th>
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<tbody>
<tr>
<td></td>
<td>Admin</td>
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<td></td>
<td>Routine Job Tasks</td>
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<td>Interruptions</td>
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<td>Waiting Time</td>
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<td>Project Work</td>
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<td>Meetings</td>
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<td>Coaching</td>
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<td>Interviewing</td>
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<td></td>
<td>Traveling</td>
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</table>

<table>
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<tr>
<th>Time</th>
<th>Duration</th>
<th>Core Activity</th>
<th>Activity Category</th>
<th>Rating (1 = low, 5 = high)</th>
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</table>
DILO Analysis is a useful technique for doing this.

As well as evaluating in detail the effectiveness of activities, DILO can help team members work together more effectively. For example, if you find out that Tom spends over a quarter of his day responding to emails, you might think twice about interrupting him unless it’s for something particularly important. If you are feeling particularly overwhelmed, sharing DILO information can help you decide whether there are people you can delegate jobs to or ask for help from.

DILO can also be used to:

- Identify what isn't getting done.
- Understand what is standing in the way of effectiveness.
- Identify future roles within the organization.
- Assist workforce planning and job design.
- Help develop job descriptions.
- Identify job enrichment opportunities.
- Determine how best to share resources.

The real power of DILO is that it opens up dialogue about what should be done by whom. Some of the results will be surprising: What we think people do over time, and what they actually do, are often two different things.
Building an Effective Team
Creating a Productive and Efficient Group
Welcome to this Bite-Sized Training set to fit into just **one hour**, it will show you way to bring together a group of individuals for a particular mission. You'll learn:

- Why outdoor activity days are rarely much help.
- How to decide who should do what.
- How to prepare a team charter to keep your team's work
Bite-Sized Training™
Team Building
Action:
Consider the categories below, and document the processes that your team will follow to ensure smooth and efficient operations. Use the space below to list any other operational expectations.

Logistics
- Where will the team be located?
- Will it need to relocate?
- When will you meet, and for how long?

Decision Making
- How will the team make decisions?
- What tools and methods will you use?
- What decision-making principles will you use?

Conflict Resolution
- How will you deal with conflict, both within the team and with outsiders?

Communication
- How will the team interact and communicate with its own members, with other people within the organization, or with external groups?
- How will progress be reported to leaders outside the team?
- How will the team ensure that its communications with interested parties are conducted in a timely and appropriate manner?

Other (Specify)

Performance Evaluation
This is the final operational category in your team charter. As a team, you need to measure your performance so that you can fix problems as you go, and improve...
# 3. Team Charter Template

<table>
<thead>
<tr>
<th>Team Charter</th>
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</thead>
<tbody>
<tr>
<td><strong>Team Name:</strong></td>
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</tbody>
</table>

**Summary Statement Explaining Team's Purpose:**

**Mission Statement:**
Categories

Book Insights
Expert Interviews
App Reviews

Test Yourself
Templates and Worksheets
Videos

Infographics
Motivational Posters

You are here: Home / Team Management / Team Building

Your Company Resources

Team Building
Training Needs Assessment Worksheet

Training Needs Assessment for: ___________________________ (organization/task/job/name), Date: _____________

- For information about Training Needs Assessment, visit www.mindtools.com/trainingneedsassessment.

<table>
<thead>
<tr>
<th>Knowledge, Skill or Behavior Needed</th>
<th>Weakness or Skills Gap</th>
<th>Specific Training Needed</th>
<th>Priority (1/5)</th>
<th>Deadline</th>
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<tbody>
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</table>
How Happy Is Your Team Member?  
A Quiz to Help Well-Being, Productivity and Retention

It's important that all of your people are happy and satisfied in their jobs. They'll likely be more creative, productive and ambitious, and they'll work together better. Happy team members will also want to stay! But how well do you understand what's going on in your team – can you be sure that negativity isn't brewing in the background?

Unhappy employees may dislike being at work, and you'll find managing them more difficult. Poor punctuality, high turnover, and absenteeism could become a problem, which would cost your organization dearly.

This quiz will help you tease out issues, person by person, so you can deal with them promptly and effectively. You'll also be able to spot trends across the team.

A Team of Many Parts

Work through this quiz as many times as you have team members, thinking about just one of them each time. For each statement, click the button in the column that best describes him or her. Try to answer questions as you really see them rather than how you think you should, and don't worry if some questions seem to score in the "wrong direction." When you are finished, click the "Calculate My Total" button at the bottom of the test, and take a look at the advice and links that follow.

18 Statements to Answer

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
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</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>He or she contributes nothing to team meetings.</td>
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<td>2</td>
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<td>He approaches me unprompted to share his opinions.</td>
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</table>
We based our questions on Martin Seligman’s PERMA model, which has five essential elements to experiencing long-lasting happiness:

1. Positive emotions.
2. Engagement.
3. Positive relationships.
4. Meaning.
5. Accomplishment/Achievement.

The idea is that, the more your people display these five features, the happier they’re likely to be. So let’s look at these elements in detail, and see how they relate to the quiz and to your team member.

**Positive Emotions**

(Questions 4, 10, 13, 18)

You’ll likely associate this characteristic with happiness the most easily. Feelings such as energy, pleasure, hope, and contentment are essential for our well-being. So if your team member is having trouble smiling, or controlling his anger, or seems lethargic, then it is likely that he is unhappy.

Why is this important? Barbara Fredrickson’s Broaden and Build theory says that positive emotions at work strengthen team bonds, improve morale, boost productivity, and encourage innovation, among other things.

But what can you do about it? Start by using Frederick Herzberg’s Motivation-Hygiene theory to work through the factors that can cause job dissatisfaction. Then look at those characteristics essential for job satisfaction that should, in turn, result in more positive emotions.

Work genuine praise into your interactions. The Losada Ratio says that we should try to balance one piece of negative feedback with three pieces of positive, to prevent a colleague feeling dejected. This model’s statistical basis is questionable, but it’s certain that saying "thank you" will show your appreciation, and it will lift his spirits.
Meaning
(Questions 5, 7, 14)

Many of us want to know that we're working for a **greater purpose**, so help your team member to understand where her role fits into the bigger picture.

Ensure she receives any feedback from satisfied customers or senior managers, and let her know how a project she worked on has contributed to company performance. Use **Business Storytelling** to inspire her!

Be sure to explain **mission and vision statements** to connect her individual goals with the team’s and organization’s, and use **Management by Objectives** to keep her on track.

If your organization has a **corporate social responsibility** program, show her the positive effect your organization has on the community, and make it easy for her to volunteer time to help. This is a great way to raise morale and support a greater cause at the same time.

Accomplishment/Achievement
(Questions 3, 9, 15)

We all tend to feel happier if we know that we’re meeting our responsibilities and doing well. So be sure to recognize any **"small wins"** that your team member makes towards his objectives each day.

Use **SMART and meaningful goals** to focus his attention, and ensure he is **rewarded** when he’s achieved these goals. This reward doesn’t have to be financial. A simple "thank you" for a job well done will set the tone for everyone else to follow – but if a **celebration** is in order, go for it!

Practice **Management by Walking Around** and try to "catch" him doing things right, rather than wrong, as Ken Blanchard advises.

He might be ambitious for new responsibilities or promotion. If the company structure limits formal progression, try setting him **stretch goals** so that he doesn’t become bored, and everyone benefits from his potential.
Contact Mindtools (www.mindtools.com) and quote ‘Offer2016’ for access to a 1 month free trial
Mind Tools has offered Michigan WIC

- Purchase of one year of Mind Tools “Lite” for $199. to each local Michigan WIC agency -

  Must purchase before
  January 15, 2017 - for this price.

(Usually about $250.00)