



The Peak

[Reinforcement]

[Talent]

[Relationships: Int&Ext]

[Goals]

[Roles]

[Procedures]

## Building a Team to Reach its Peak Effectiveness Level

To build an excellent team you need to establish a **firm foundation**. The foundation has three components:

- 1. Goals: Why** are you forming this team? What is its purpose and what goals is the team supposed to accomplish?
- 2. Roles: What** tasks need to be performed in order to accomplish the goals? Determine the roles that define the responsibilities of the members of the team.
- 3. Procedures: How** are the occupants of the roles supposed to go about their work in a collective fashion to accomplish the goals?

Next let's look at the **people layer** of this excellent team you want to establish: This layer has two components:

**4. Talent: Who** should be selected to become a member of this team and what knowledge and skills do they need to have in order to fulfill their roles on the team?

**5&6. Relationships:** Do you want a team or a group? A group focuses on individuals and each individual is to accomplish certain goals using their talents. A team focuses on the interactions of individuals dedicated to accomplish collective goals. They work interdependently not merely independently. These relationships exist within the team but the team must also establish constructive relationships with key individuals, other teams, and organizational systems. Thus the relationships component is really two components: **Internal** (interpersonal) Relationships and **External** Relationships

The final layer needs to be operational throughout the time you are building and maintaining a team. This layer is crucial in the short run and in the team's long-term success:

**7. Reinforcement:** Fulfillment of expectations regarding goals, roles, procedures, and relationships needs to be recognized and positively reinforced. Problems in fulfilling expectations must also be recognized and members must be held accountable. Without positive reinforcement and accountability, a team will not be motivated enough to reach its peak and remain operating at its peak.