

Team Effectiveness Exercise

Purpose of exercise: To give team members a forum for providing one another with focused, direct and actionable feedback about how their individual behavior can improve the performance of the team.

Time required: One or two hours, depending on the size of the team and the skill of the facilitator.

Instructions:

1. Have all team members answer the following questions about each member of the team other than themselves.

- What is that person's single most important behavioral quality that contributes to the strength of the team? (That is, their strength.)
- What is that person's single most important behavioral quality that detracts from the strength of the team? (That is, their weakness or problematic behavior.)

(Note: Team members should write down their answers so that they can commit to and remember their responses, and are not tempted to change them based on what others have said.)

2. Beginning with comments about the leader of the team, have all team members read their positive responses, one by one, until everyone has finished.

3. Ask the leader to respond to what people have said. (For example, "Any surprises? Any questions for clarification?")

4. Continuing to focus on the leader, have all team members read their negative responses, one by one, until everyone has finished.

5. Continue with this sequence for every member of the team.

6. When all team members have received input from their peers, have them each summarize aloud for the team the one or two key take-aways that they will work on individually. Have them e-mail those take-aways to the leader.

Next Steps: At the next team off-site, have the members each report on the progress they've made in regard to each of their areas for improvement. Solicit input from team members about their observations.

This exercise originated from Lencioni's book, *Overcoming the Five Dysfunctions of a Team: a Field Guide*.