



TRUST ONE ANOTHER

When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

ENGAGE IN CONFLICT AROUND IDEAS

When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

COMMIT TO DECISIONS

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

HOLD ONE ANOTHER ACCOUNTABLE

When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

FOCUS ON ACHIEVING COLLECTIVE RESULTS

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is one thing: the achievement of results.

Adapted from *Five Behaviors of a Cohesive Team*, based on the book by Patrick Lencioni,

Team Charter Elements

Team Charter:

A document that defines the purpose of the team, how it will work and what the expected outcomes are. A team charter is a “road map” that helps each team member know where the team is headed and why the team exists. Ideally, the team charter is created when a team is formed. Charter sections should include:

- Purpose (Mission)
- Vision
- Team Values
- Team Operating Guidelines (Norms)
- Recognition Guidelines

Other Elements:

- Key Objectives and Goals
- Composition and roles
- Boundaries within which team members work and make decisions
- Processes for sharing information
- Clear team expectations
- Shared team responsibilities
- Authority and empowerment
- Resources and support available

Team charters can also be created for project teams. When a project charter is created for a team, everyone understands why the project needs to be carried out, what the objectives and measures of success are, and who is doing what. And if all are involved in negotiating a charter, they will be more bought into the project’s success.

If a team is performing less than ideally, a team charter can help in clarifying objectives and goals, aligning roles, and recommitting resources.

Effective Teams are clear about their:

- Purpose/Mission/Values/Ground rules
- Job roles
- Strengths/Weaknesses of team members
- Communication styles
- Expectations
- Guidelines for dealing with:
 - Communication (What information can be shared with everyone?)
 - Dealing with conflict
 - Making Decisions

Team Charter Worksheet

Vision: Desired Future State:
Purpose: Why the team exists:
Key Objectives:
Boundaries:
Team Goals:
Team Communication Guidelines:
Team Norms:
Shared Team Member Responsibilities
Processes:
Conflict Resolution and Decision Making Processes:

Team Norms

Definition: Team norms are a set of rules or guidelines that a team establishes to shape the interaction of team members with each other and with employees who are external to the team. Once developed, team norms are used to guide team member behavior. Team norms are used to assess how well team members are interacting. Team norms enable team members to call each other out on any behavior that is dysfunctional or that is negatively impacting the success of the team.

Purpose: Through a well-defined process, everyone is aware of what is and is not acceptable behavior of all team members.

Background: For team success, team members must focus on two components:

(1) The goals or outcomes expected

(2) The team process, that includes:

- How team members interact with and communicate with each other,
- How the team members communicate with employees not on the team, and
- How team members will be responsible and accountable for moving the project forward and accomplishing the goals.

Team norms cover the "process" of the team. Elements include: how does a team make decisions? Assign work? Hold members accountable? Most team members won't intentionally harm the project or the team's success. But, the lack of an agreed-upon framework for interaction creates the potential for misunderstanding and negative conflict.

Adapted from <http://humanresources.about.com/od/teambuilding/qt/norms.htm>