

Effective Teaming Module 3: Step 2: Develop Criteria to Assess a Team

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A. Introduction:

It is important to have some clear-cut measures to define high performance teaming. These measures can include subjective evaluations, graphic rating scales, check-lists or weighted scores. As pointed out by Carretero-Gomez et al, while making judgements is inevitable and even necessary in any evaluation process, these judgements need to be converted into a numerical, easily measurable and comparable form. Additionally, not all criteria which define a successful team are equally important: some are more important than others. Therefore, the tool should have the ability to give some criteria greater weight than others.

B. Criteria that Should be Used to Audit a Team With Descriptions:

1. LEADERSHIP:

- Does the team have a strong and effective leader? Successful teams will have leaders who they are willing to follow and work with. Fractured teams do not have a strong leader and may have multiple individuals vying for power within the team. Those who are effective leaders will communicate clearly and set clear expectations.

2. EFFICACY:

- How successful is the team in completing a set of assigned tasks in a specified time frame? Successful teams will produce a high quality product punctually and consistently. Those who are highly effective are able to prioritize well, lead a team so they are able to reach their desired goal. Teams who encompass high efficacy are those that encompass motivation and are engaged. Teams who collaborate and problem solve are those who have greater outcomes and results.

3. ORGANIZATION:

- How effective is the team in distributing the workload equitably and efficiently amongst members? A successful team knows the strengths and weaknesses of all members and knows how to capitalize on these, so everyone is working to the height of their potential. Indecisiveness can kill a team's motivation and momentum. It also can lead to deepening divisions within the team as time passes and people become more entrenched in their own ideas. Snap decisions without all of the

information can be bad, but a team who can't make decisions will find itself wasting time and effort not moving towards its goal.

4. CAMARADERIE:

- Does the team collaborate and communicate effectively together? Team members need to be able to rely upon other members of their team to execute their portion of the exercise/routine with a degree of quality and timeliness. Trust generally needs to be built over time; however certain qualifications / experiences can help shorten this length of time. In an absence of trust, team members can become distracted from their own tasks by worrying if others aren't being accomplished. Team members can also become cliquish, with divisions developing within the team and hindering collaboration.
- Within these criteria is also the concept of transparency, which allows team members to be able to speak freely about tasks at hand. Transparency helps build a common understanding of the environment, can identify potential issues earlier on in a process and makes everyone feel like they're a full member of the team. Lack of transparency can lead to efforts working against each other and splintering of the team. This may show up as fights and arguments within team mates.

5. ADAPTABILITY:

- Is the team flexible and adaptable, able to take on and address new challenges and responsibilities in a seamless manner? Highly successful teams are quickly able to pivot their work efforts to adapt to changes in the environment or team goals. By remaining flexible, teams are able to minimize costs by re-allocating previous work / resources to a new line of effort.

6. CLEAR GOALS:

- Are the goals of the team clear to the team members? Unsuccessful teams frequently have either an unclear idea of what they're end goal is, or all have a different idea of what success for the team will look like. Without a clear understanding of what success looks like, team members will expend effort on tasks that may not contribute to the overall team performance, or worst case can actively work against other teams line of effort.

C. Process for Developing an Evaluation Method:

Our evaluation tool draws on the Multi-Attribute Utility (MAU) model (Carretero-Gómez, 2012), as well as the Scoring Matrix (SCORM) which is used in negotiations. Ames et

a). describe how to use a SCORM for evaluating multiple offers in a negotiation using six steps:

1. Identify the issues
2. Identify the best and worse outcomes within each issue
3. Value the outcomes within each issue
4. Attach a weight to each issue
5. Normalize the issue weights
6. Multiple the Outcome Values and Issue Weights

Finally, Ames et al. recommend adjusting the outcome values and weights until the tool you develop makes sense based on the issues you prioritize the most.

In developing our tool to evaluate the functioning of a team, we used these six steps and developed an excel spreadsheet to make the scoring easier. We also went one step further to calculate a “success score” for a team using the tool, which is obtained as a percentage of the maximum points allowed in the tool. This “success score” may be used to compare different teams.

Figure 1: Six Steps to Developing a Scoring System (Ames, 2012)

	Step 1	Steps 2 and 3	Step 4	Step 5	Step 6
	Identify issues and possible outcomes	Value all levels of outcomes	Attach weights to issues	Normalize weights	Multiply values and weights
Location			1.0	0.48	
Chicago		0			0
Boston		40			19
New York		80			38
San Francisco		100			48
Vacation			0.6	0.29	
2 weeks		0			0
3 weeks		20			6
4 weeks		40			12
5 weeks		70			20
6 weeks		100			29
Salary			0.5	0.24	
\$75,000		0			0
\$85,000		40			10
\$95,000		70			17
\$105,000		90			22
\$115,000		100			24
			Sum: 2.1	Sum: 1.0	

D. Our Proposed Evaluation Method:

See excel spreadsheet

https://docs.google.com/spreadsheets/d/1bnuR7_xnleORCBYry1Ats1s9e30pm2yk/edit?usp=sharing&ouid=108593564065115786848&rtpof=true&sd=true

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REID SEILER M1 RESPONSE:

o Trust - team members need to be able to rely upon other members of their team to execute their portion of the exercise/routine with a degree of quality and timeliness. Trust generally needs to be built over time, however certain qualifications / experiences can help shorten this length of time. In an absence of trust, team members can become distracted from their own tasks by worrying if others aren't being accomplished.

o Transparency - team members need to be able to speak freely about tasks at hand. Transparency helps build a common understanding of the environment, can identify potential issues earlier on in a process and makes everyone feel like they're a full member of the team. Lack of transparency can lead to efforts working against each other and splintering of the team.

o Flexible - Highly successful teams are quickly able to pivot their work efforts to adapt to changes in the environment or team goals. By remaining flexible, teams are able to minimize costs by re-allocating previous work / resources to a new line of effort.

Unsuccessful Teams:

o Obfuscated goals - Unsuccessful teams frequently have either an unclear idea of what they're end goal is, or all have a different idea of what success for the team will look like. Without a clear understanding of what success looks like, team members will expend effort on tasks that may not contribute to the overall team performance, or worst case can actively work against other teams line of effort.

o Cliques - Teams that have clear divisions (informal or formal) without the intent of breaking up work effort can find themselves stymied. It can breed resentment, lead to lackluster work and instill a sense of apathy in members who are on the "out". Although divisions may be helpful and required (especially for larger teams), it should be clear that this is due to work efforts, and not some other factor.

o Indecisive - Indecisiveness can kill teams motivation and momentum. It also can lead to deepening divisions within the team as time passes and people become more entrenched in their own ideas. Snap decisions without all of the information can be bad, but a team who can't make decisions will find itself wasting time and effort not moving towards its goal.

Namrahs M1 response

1) Personal Experiences with Teams: Based on your personal experiences with teams, provide a listing of the top three characteristics that describe a highly successful team AND the top three characteristics that describe an unsuccessful team.

Based on my personal experience, the below characteristics are what describe a highly successful and unsuccessful team

Successful Team:

- Opportunity to Grow
- Work/life balance
- Passionate about the purpose/goal

Unsuccessful Team:

- Micromanaging
- Low trust through the team
- Low communication

2) Discovery Research Findings on High Performance Teaming: Provide a brief analysis (no more than 250 words) that demonstrates your ability to draw conclusions from at least two separate sources regarding high performance teaming. Be sure to include the specific citations as evidence for your sources. You cannot use a citation that has been previously used for this assignment by another student.

Based on Tugba Yanaz's article 7 Steps to Building a High-Performing Team, it points out why the opportunity to grow in a team is important to an employee. When companies give employees the opportunity to grow through training, conferences, project responsibilities and more, as well as rewarding them for taking advantage of these opportunities increases productivity at work.

Additionally, enabling employees to make key decisions gives them accountability and confidence. Another great article from Goswami, 10 ways to build an effective team: A complete guide for 2023, talks about another big factor that's a part of High Performing Teaming which is setting the vision and purpose. As I mentioned in the 3 characteristics of a successful team, a passionate team work purpose really elevates an employees dedication to put their best foot forward when working. Reinforcing the vision/purpose is important to keep the team motivated and make changes or additions to the team's strategy.

3) Key Criteria for High Performance Teaming: Provide a listing of between five and eight criteria that you believe could best be used to evaluate whether or not a team is a High Performing Team. Make sure these criteria meet the SMART rules (specific, measurable, attainable, realistic, and time-bound).

- Accountability
- Diversity
- Adaptability
- Transparency
- Trust