Principles of Effective Teamwork

- Prerequisites
- Interpersonal Skills
Prerequisites to Effective Team Decision-Making

• Clearly articulated, shared goal
• Necessary and sufficient team members; we have everyone we need, we don’t have anyone we don’t need
• Team members are interdependent; either all fail or all succeed in achieving the goal
Interpersonal Skills

• Active listening and clarifying ideas
• Supporting and building on ideas
• Differing and confronting constructively
• Involving the entire team
Active Listening & Clarifying Ideas

**Effective**
- Paying attention to the speaker
- Looking at the speaker
- Reviewing and summarizing the discussion
- Asking for clarification and more information

**Ineffective**
- Engaging in more than one conversation at a time
- Interrupting each other
- Jumping from one subject to another
- Repeating statements (for those not listening)
Supporting and Building on Ideas

**Effective**
- Pointing out positive aspects of ideas
- Helping others express and articulate their ideas
- Redirecting attention to ideas and information that have been discarded
- Building on ideas of other members

**Ineffective**
- Focusing exclusively on negative aspects
- Reacting with frustration
- Criticizing other members
- Using gestures and body language to express disagreement
Differing and Confronting Constructively

**Effective**
- Identifying differences
- Communicating differences in a non-judgmental manner
- Encouraging others to express conflicting views
- Accepting objections without defensiveness

**Ineffective**
- Failing to question ideas
- Agreeing with the first idea
- Retreating rather than trying to explain
- Changing positions to reduce conflict
Involving the Entire Team

**Effective**
- Encouraging quieter members to speak
- Giving all members equal time and attention
- Protecting others from interruptions and attacks
- Summarizing decisions in terms of group consensus

**Ineffective**
- Being dominated by one or two people
- Allowing a one-on-one argument
- Withdrawing from the discussion
- Deferring to the more aggressive members