

# Team Effectiveness Discussion Guide

Below is a sampling of improvement indicators and guiding questions:

## Psychological Safety

Signs that your team needs to improve psychological safety:

- Fear of asking for or giving constructive feedback
- Hesitance around expressing divergent ideas and asking “silly” questions

Questions to ask yourself:

- Do all team members feel comfortable brainstorming in front of each other?
- Do all team members feel they can fail openly, or will they feel shunned?

## Dependability

Signs that your team needs to improve dependability:

- Team has poor visibility into project priorities or progress
- Diffusion of responsibility and no clear owners for tasks or problems

Questions to ask yourself:

- When team members say they'll get something done, do they?
- Do team members proactively communicate with each other about delays and assume responsibility?

## Structure and Clarity

Signs that your team needs to improve structure and clarity:

- Lack of clarity about who is responsible for what
- Unclear decision-making process, owners, or rationale

Questions to ask yourself:

- Do team members know what the team and project goals are and how to get there?
- Do team members feel like they have autonomy, ownership, and discrete projects?

## Meaning

Signs that your team needs to improve meaning:

- Work assignments based solely on ability, expertise, workload; little consideration for individual development needs and interests
- Lack of regular recognition for achievements or milestones

Questions to ask yourself:

- Does the work give team members a sense of personal and professional fulfillment?
- Is work matched to team members based on both skills/ability and interest?

## Impact

Signs that your team needs to improve impact:

- Framing work as “treading water”
- Too many goals, limiting ability to make meaningful progress

Questions to ask yourself:

- Do team members see their work as creating change for the better?
- Do team members feel their work matters for a higher-order goal?
- How are current team processes affecting well-being/burnout?