

San Pasa's
GUIDELINES FOR TEAM LEADERS

While continuing to comply with organization policies, standards and guidelines, team members may expect their leaders to support them and their processes by:

- o Listening.
- o Modeling desired behavior.
- o Seeking and using input from team members.
- o Effectively communicating assignments, expectations, priorities and other information.
- o Being fair and consistent when applying policies and standards.
- o Providing individual and team performance guidelines; and providing timely feedback to teams and to individual team members.
- o Periodically reviewing team workloads, responsibilities and priorities; and working to make equitable adjustments whenever practicable.
- o Supporting high team performance through coaching; supporting team self-management through delegation; supporting team creativity by encouraging innovation, new ideas and intelligent risk taking.
- o Helping team members to:
 - solve problems
 - create plans
 - set and achieve team objectives
 - analyze and improve team processes and practices
 - maintain an effective team work environment
- o Reviewing team projects, products, performance and services; and providing timely, value-added feedback and assessments.

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- o Representing team interests to management.
- o Eliminating no-value-added management practices and processes whenever practicable.
- o Acting as a mediator for conflict resolution.
- o Offering suggestions, ideas, and guidance.



CHARACTERISTICS OF EFFECTIVE TEAMS

1. Communication is two-way.
2. Goals are clear and accepted by members.
3. Participation is distributed among all members.
4. Leadership is based on ability and information rather than position and authority.
5. Consensus is sought for important decisions.
6. Controversy and conflict are not ignored, denied, or suppressed—they are addressed openly, fairly and in a timely manner.
7. The well-being of the members is not ignored just to get a task done.
8. Periodically, members examine the effectiveness of the team and discuss how to improve its functioning.

End.