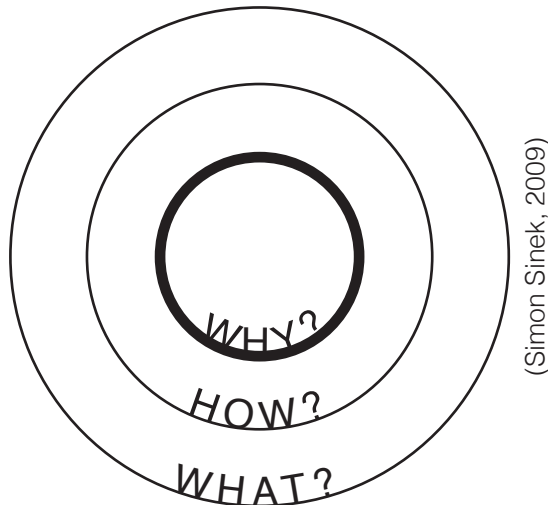


HOW TO TURN YOUR LIBRARY BOARD INTO AN EFFECTIVE TEAMS?

SHARING RESEARCH & BEST PRACTICES

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START WITH WHY



Explain the purpose in < 1 min.

A team is “a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

A working group is “a group for which there is no significant incremental performance need or opportunity that would require it to become a team. The individuals interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform within his or her area of responsibility.”

3 types of teams: Teams that 1) run things, 2) recommend things, and 3) make or do things.

(Katzenbach & Smith, 1999)

SIX BASICS OF HIGH-PERFORMING TEAMS

1. **Small number.** There is no perfect size, 4-7 is ideal and less than 12 is good. Larger sizes can work, but are probably most effective when sub-teams form.

2. **Complementary skills.** Teams have the right mix of skills to do the job. These include technical or functional expertise, problem-solving and decision-making skills, and interpersonal skills.

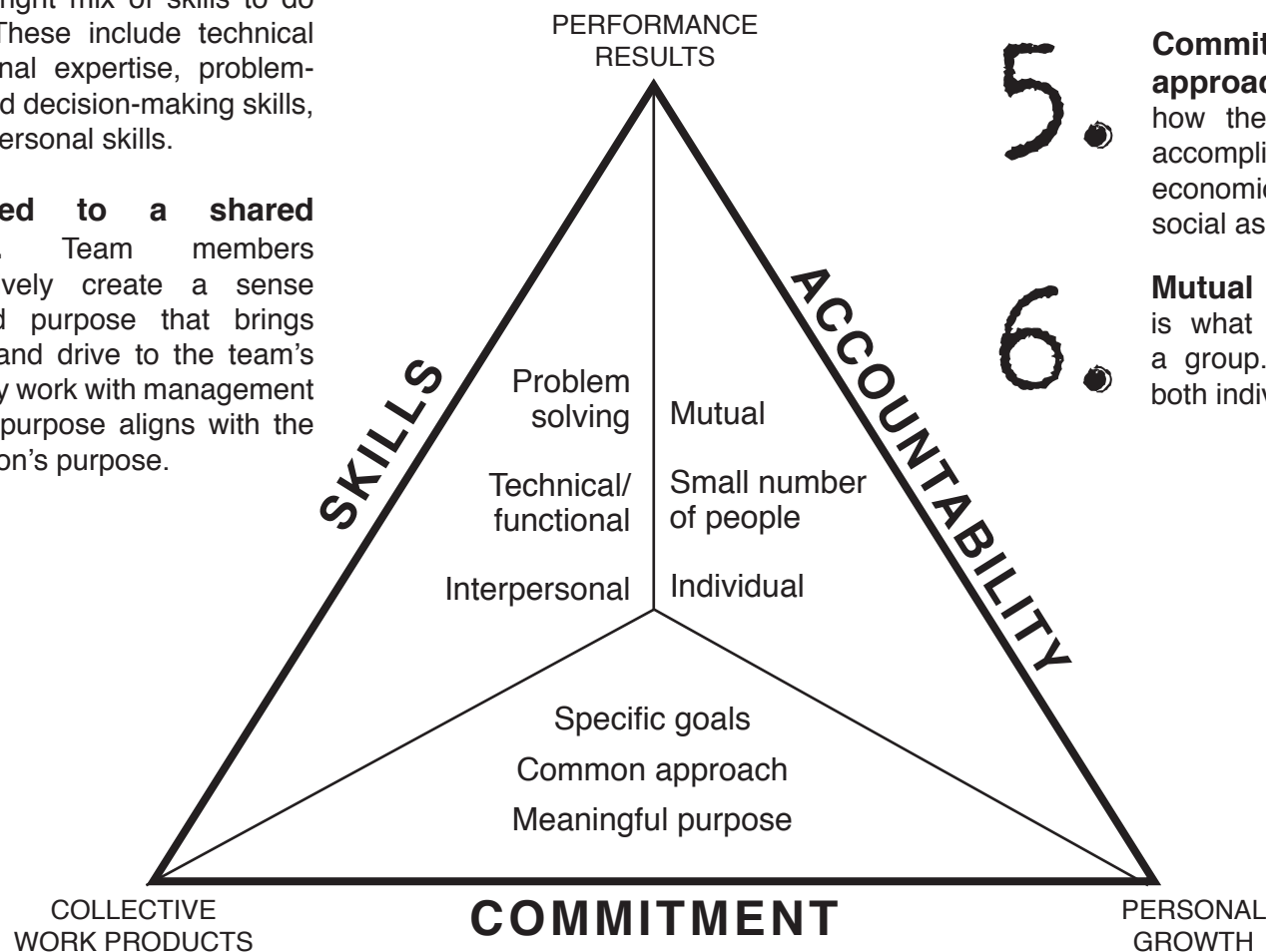
3. **Committed to a shared purpose.** Team members collaboratively create a sense of shared purpose that brings meaning and drive to the team's work. They work with management and their purpose aligns with the organization's purpose.

4. **Committed to shared performance goals.** Directly related to the team's purpose are their specific, measurable goals. They have a clear work-product they are aiming for with specific objectives that guide their focus.

5. **Committed to a common approach.** The team must decide how they will work together to accomplish their purpose including economic, administrative, and social aspects of their work.

6. **Mutual Accountability.** This is what separates a team from a group. Accountability must be both individual and mutual.

(Katzenbach & Smith, 1999)



MOVING YOUR TEAM TO HIGH-PERFORMANCE

	Questions to Explore	What's Working?	What Needs Improving?
Team Size	Can you convene and communicate easily and frequently? Are discussions open and interactive for all members? Does each member understand their role and skills? Do you need more or fewer people to achieve your goals? Are sub-teams possible or necessary?		
Complementary Skills	Are all three categories of skills either actually or potentially represented? Does each team member have the potential to advance their skills to help the team reach their purpose? Are any critical skills missing or underrepresented? Are members willing to help themselves and others learn and develop the skills needed? Can you introduce new or supplemental skills?		
Shared Purpose	Does the purpose embrace a broader, deeper aspiration than just near-term goals? Is there a <i>team</i> purpose as opposed to the broader organization's purpose or the individual leader's purpose? Do all members clearly articulate the purpose in a similar way? Do members refer to and explore the purpose? Do members feel it is important, even exciting?		

MOVING YOUR TEAM TO HIGH-PERFORMANCE

	Questions to Explore	What's Working?	What Needs Improving?
Shared Goals	Do you have team goals versus broader organizational goals or just one person's (e.g. the leader's) goals? Are they specific, measurable, and clear? Are they realistic, yet ambitious? Is there a clear work-product? Is the relative importance and priority clear to all members? Do all members articulate them in the same way?		
Working Approach	Is the approach concrete, shared, and understood by all members? Will it help the objectives? Will it capitalize on and enhance the skills of all members? Does it require all members to contribute equivalent amounts of real work? Does it provide for open-interaction, fact-based problem solving, and results-based evaluation?		
Mutual Accountability	Are all members individually and jointly accountable for the team's purpose, goals, approach, and work-products? Can you and do you measure progress against specific goals? Do all members feel responsible for all measures? Are members clear what they are individually and jointly responsible for? Is there a sense of "only the team can fail"?		

TEAM DEVELOPMENT ACTION PLAN

Thinking about what you have learned about high-performing teams and looking at your answers on the previous two pages, create an action plan to begin helping your team move to a state of high-performance. Think about what you can do this week, this month, and within the next 100 days.

Goal	Action Steps	Resources Needed	Person(s) Responsible	Timeline

NOTES

RESOURCES

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