

ASHA Leadership Academy Quick Reference

HIGH-PERFORMING TEAMS

As CSD professionals' work becomes increasingly complex and interdisciplinary, the use of teams is becoming even more common. However, teams often never realize their potential because of interpersonal or structural challenges. Influential leaders understand how to address these challenges to guide a team toward greater levels of performance and camaraderie.

ASSESSMENT	
Webinar Objective	Skill Rating ① None ② Basic ③ Competent ④ Masterful
Describe the stages of team development	
Explain the role of the team leaders in moving a team through the stages to become high performing	
Identify the components and behaviors of an effective team	
TOTAL	

Scoring

SCORE	SUGGESTED NEXT STEPS
LESS THAN 6	Complete the Leadership Academy webinar on this topic
7-9	Review the developmental suggestions in this reference
MORE THAN 10	Explore the supplemental resources for in-depth insights on this topic; consider mentoring others on this skill.

SKILLED BEHAVIOR	UNSKILLED BEHAVIOR
✓ Diagnoses issues that prevent the team from functioning well	✗ Unaware of factors that shape performance
✓ Courageously intervenes when the team is not functioning well	✗ Avoids or ignores issues that impede team performance
✓ Shares team maintenance tasks (e.g., facilitating meetings, taking notes, etc.) with members to create engagement	✗ Controls or micromanages all aspects of team functioning
✓ Actively builds or sustains team spirit and camaraderie	✗ Ignores the need for sustaining team spirit and camaraderie

Development Tips and Suggestions

- Interview two experienced leaders you respect to learn about how tactics and strategies they build and sustain high performance teams
- Invite your manager or a trusted colleague to observe a team meeting and debrief their suggestions for improvement
- Periodically revisit or revise a shared vision for how your team members want to collaborate
- Rotate the facilitation role in team meetings among the members to help them build team leadership skills
- Invite your team members to assess which stage they are experiencing (forming, storming, norming or performing); use this assessment to gather ideas for improving how the team functions
- When you conduct a team meeting to address a critical departmental issue, clearly communicate the process for making decisions in advance and members role (e.g., you will make the decision with their input, voting, consensus, etc.)
- Recognize your team members when they demonstrate collaborative behavior
- Jointly develop agreements or ground rules on team functioning (e.g., meetings, navigating conflict, etc.)

Resources

- Bahrani, H. (2016). *Ways Leaders Can Improve Team Performance* (video). Available at: <https://youtu.be/MxwBgum2Y5E>
- Coding Tech (2018). *Secrets of Successful Teamwork: Insights From Google* (2018). Available at: <https://youtu.be/hHlikHJV9fi>
- Katzenbach, J. & Smith, D. (1993). *The Wisdom of Teams: Creating the High-Performance Organization*. Harper Business.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass
- Schwarz, R. (2002). *The Skilled Facilitator*. San Francisco, Jossey-Bass.