

ON A DYSFUNCTIONAL TEAM...	ON A HIGH-PERFORMANCE TEAM...
<ul style="list-style-type: none"> <li>Members act as though they are grouped together for administrative purposes only. Individuals work independently, sometimes at odds with others.</li> </ul>	<ul style="list-style-type: none"> <li>Members recognize their interdependence and understand that both personal and team goals are best accomplished by mutual support. Time is not wasted struggling over "turf" or seeking personal gain at others' expense.</li> </ul>
<ul style="list-style-type: none"> <li>Members tend to focus on themselves because they have not been sufficiently involved in planning the team's objectives. They approach their job simply as "hired hands."</li> </ul>	<ul style="list-style-type: none"> <li>Members feel a sense of ownership for their job and team because they are committed to goals they helped establish.</li> </ul>
<ul style="list-style-type: none"> <li>Members are told what to do rather than asked what the best approach would be. Suggestions are not encouraged.</li> </ul>	<ul style="list-style-type: none"> <li>Members contribute to the organization's success by applying their unique talent and knowledge to team objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Members distrust the motives of colleagues because they do not understand their roles. Expressions of opinion or disagreement are considered divisive or non-supportive.</li> </ul>	<ul style="list-style-type: none"> <li>Members work in a climate of trust and are encouraged to openly express ideas, opinions, disagreements, and feelings. Questions are welcomed.</li> </ul>
<ul style="list-style-type: none"> <li>Members are so cautious about what they say that real understanding is not possible. People play games and set traps to catch the unwary.</li> </ul>	<ul style="list-style-type: none"> <li>Members practice open and honest communication. They make an effort to understand each other's point of view.</li> </ul>
<ul style="list-style-type: none"> <li>Members may receive good training but are limited in applying it to the job by the leader or other team members.</li> </ul>	<ul style="list-style-type: none"> <li>Members are encouraged to develop skills and apply what they learn to the job. They receive the support of the team.</li> </ul>
<ul style="list-style-type: none"> <li>Members find themselves in conflict situations that they do not know how to resolve. The team leader may put off intervening, causing serious damage.</li> </ul>	<ul style="list-style-type: none"> <li>Members recognize that conflict is a normal aspect of human interaction. They view it as an opportunity for new ideas and creativity. They work to resolve conflict quickly and constructively.</li> </ul>
<ul style="list-style-type: none"> <li>Members may or may not participate in decisions affecting the team. Conformity is often more important than results. Involvement varies depending on individual choice/commitment.</li> </ul>	<ul style="list-style-type: none"> <li>Members participate in decisions affecting the team. The team leader makes unilateral decisions infrequently and always with explanation. Positive results, not conformity, are the goal.</li> </ul>

**Figure 3-2: Dysfunctional vs. High-Performance Teams**