

# **What characterizes effective teams?**

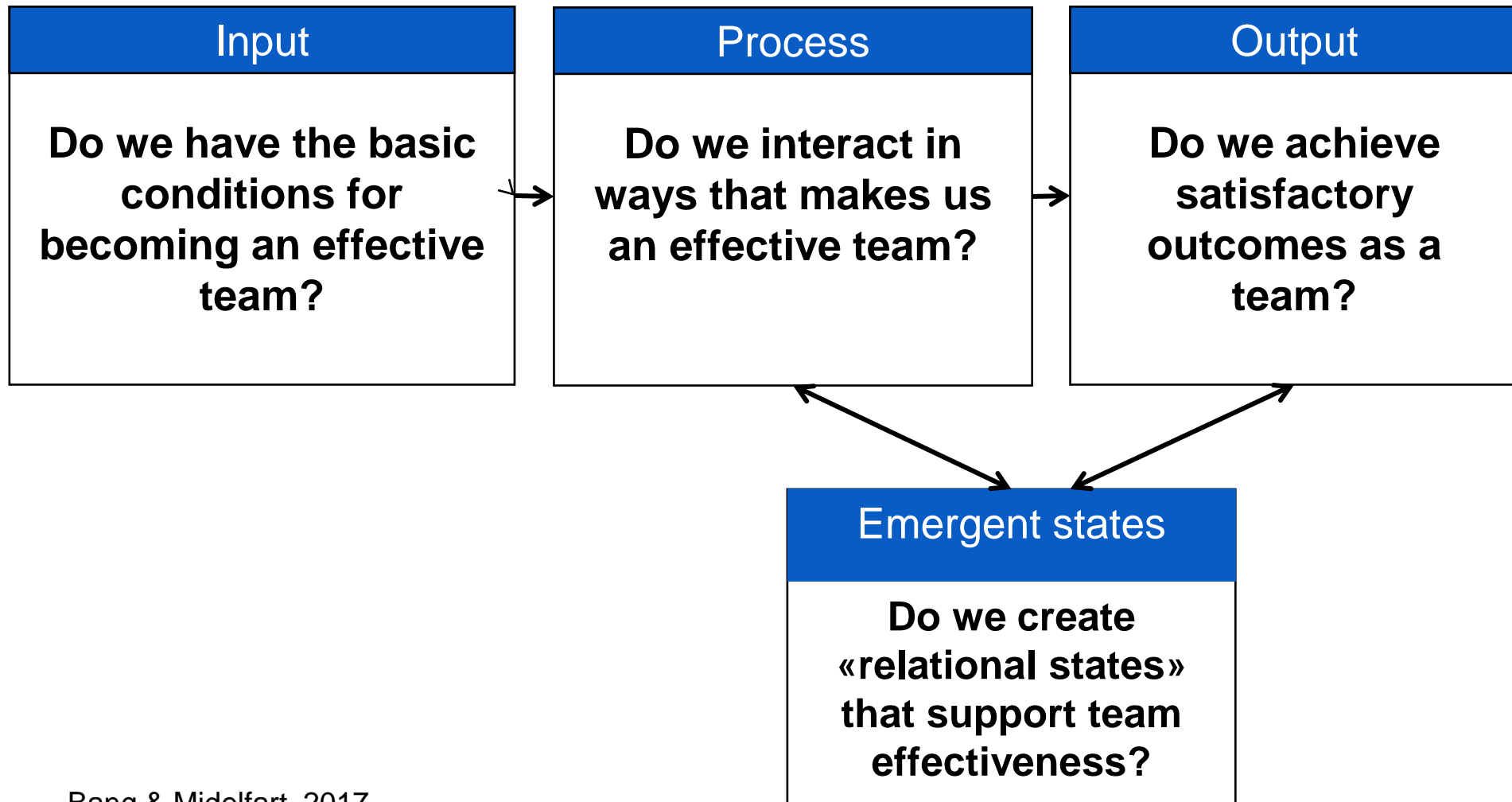
**(and particularly problem solving and decision making teams)**

## **A research-based framework**

Associate professor Henning Bang, PhD  
Department of Psychology, University of Oslo



# An overview of The Team Effectiveness Model

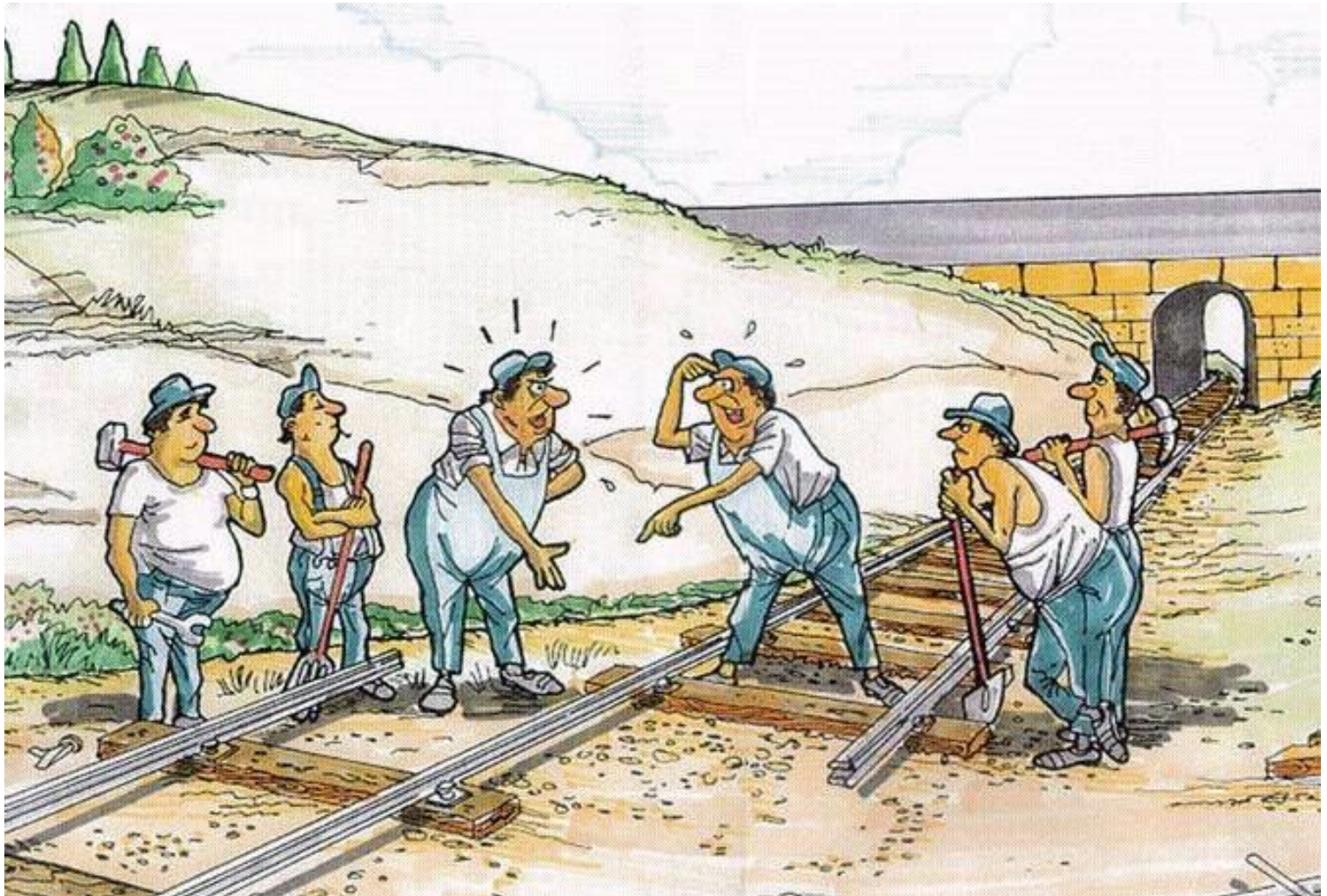


# OUTPUT

An **effective** team will produce:

## A. High-quality task performance

The productive output of the team (i.e., its product, service, or decision) meets or exceeds the standards of quantity, quality, and timeliness of the team's clients—the people who receive, review, and/or use the output.



## B. Individual well-being and growth

The group experience contributes positively to the learning and personal well-being of individual team members.





**C. Emergent states that enhance members' capability of working together interdependently in the future.**



## Input

## Processes

## Output

### A. Task performance

- Better decisions
- Better financial results
- Better quality of our research
- More satisfied customers
- etc.

### B. Individual well-being and growth

- Well-being, job satisfaction
- Learning and growth
- Motivation, energy and emotional support


## Emergent states



**What important  
emergent states will  
effective teams create?**



# 1. Create team psychological safety

A photograph of three people walking a tightrope over a deep chasm. The tightrope is a thin, dark line stretched between two rocky outcrops. The three people are positioned at different points along the rope, holding onto each other for balance. The background is a clear blue sky. The image serves as a metaphor for team psychological safety, where team members must trust each other to navigate a difficult and potentially risky situation.

A shared belief that the team is safe for interpersonal risk taking: members will not be embarrassed, rejected or punished:

- ✓ for stating their opinions, views and ideas openly
- ✓ for disagreeing and being critical
- ✓ for asking questions, showing vulnerability and uncertainty, admitting mistakes and asking for help

## 2. Create team cohesion and team spirit

The strengths of the bonds linking members to one another, to the team, and to the team goals.

- Interpersonal attraction
- Team pride
- Commitment to team task and goals

## Input

## Processes

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## Emergent states

**Psychological safety**

**Cohesion and team spirit**



# INPUT

**What are some of the  
basic conditions  
for becoming an  
effective team?**

### 3. Define a clear team purpose and a set of team goals



All team members know what the team is responsible for delivering

- to clients/customers/users
- to the team members



**What is our team supposed to  
create or produce?**

**What is our team responsible for?**

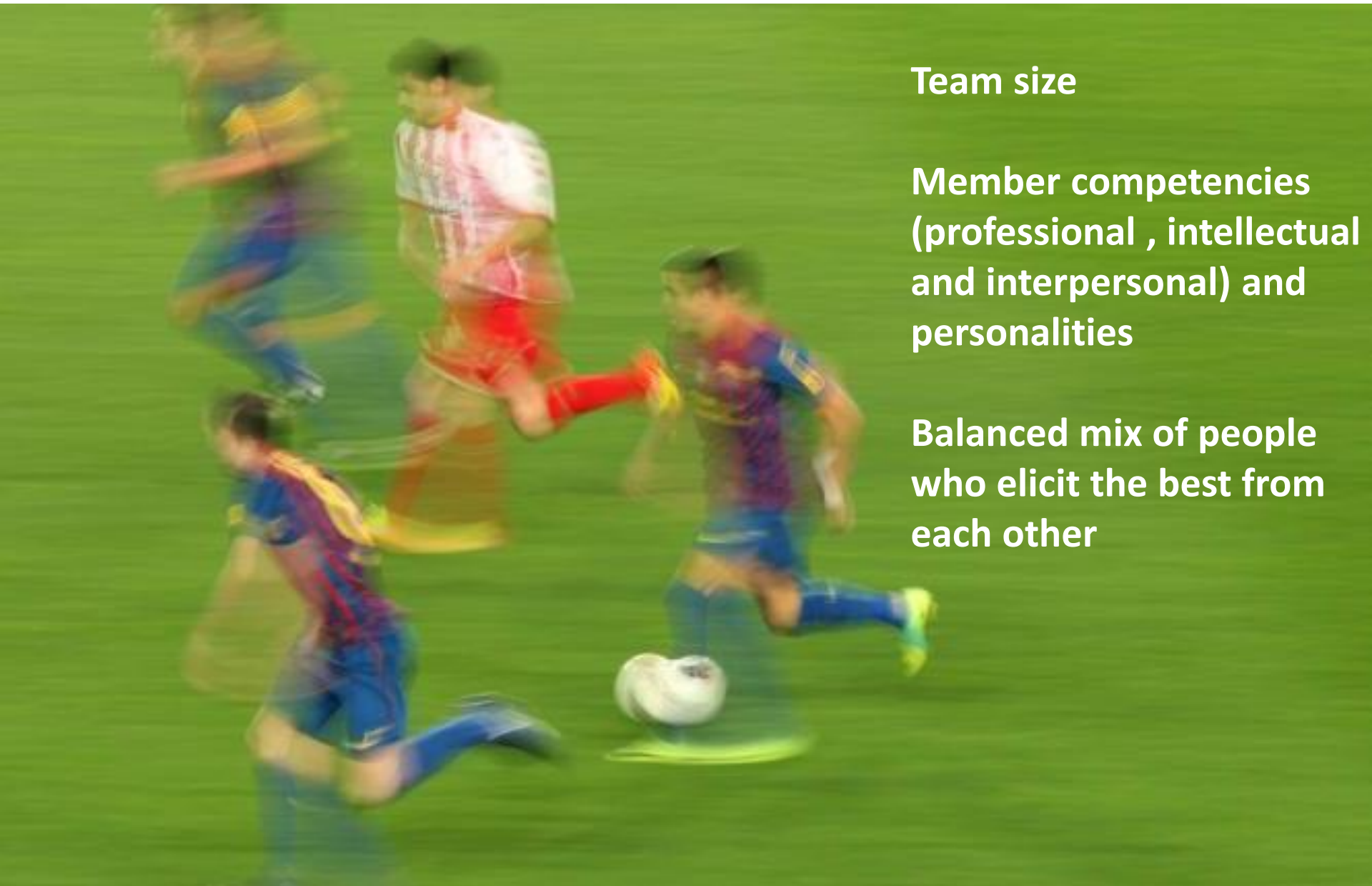
**What are the key deliverables  
from our team?**

## 4. Work on appropriate team tasks



- ✓ Important issues
- ✓ Tasks which require input from all team members
- ✓ A balance of information, discussion and decision issues

## 5. Make sure that the team is well composed



Team size

Member competencies  
(professional , intellectual  
and interpersonal) and  
personalities

Balanced mix of people  
who elicit the best from  
each other

## Input

**Clear team purpose**

**Appropriate team tasks**

**Appropriate team composition**

- Right team size
- Competent members
- Good mix of people

## Processes

## Output

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## Emergent states

**Psychological safety**

**Cohesion and team spirit**

**What characterizes  
the interaction  
of effective teams?**





**6. Run effective team meetings**

# Four ingredients in effective team meetings

## GOALS

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

- A. **Clarify the goal** of bringing up each agenda item
- B. **Stick to the topic** and discuss according to goals set for each item
- C. **Challenge** viewpoints and engage in a healthy exchange of ideas
- D. **State your own views** openly, curiously **explore and listen** to the opinions of others, and try to **build upon** each others' views

# Clarify the goal of bringing up each agenda item

State clearly what you want out of the discussion and what you want the meeting to focus on:

- what do you want to **“produce”** in the meeting ?
- what is the **problem** or **questions** you want to discuss?
- **why** do you bring this issue to the team?

...and **ask for clarification** when the goal is unclear to you





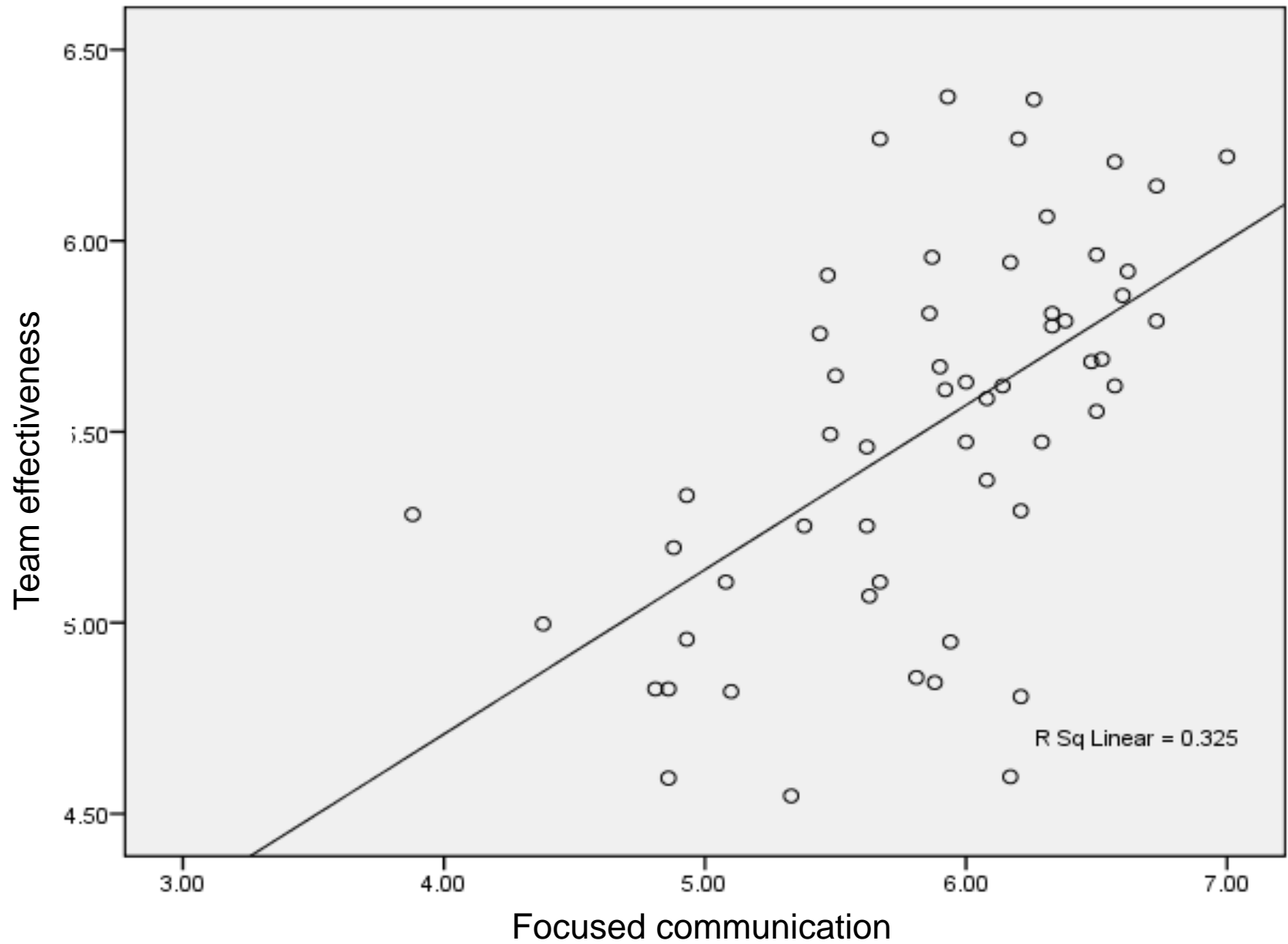
# Four ingredients in effective team meetings

## GOALS

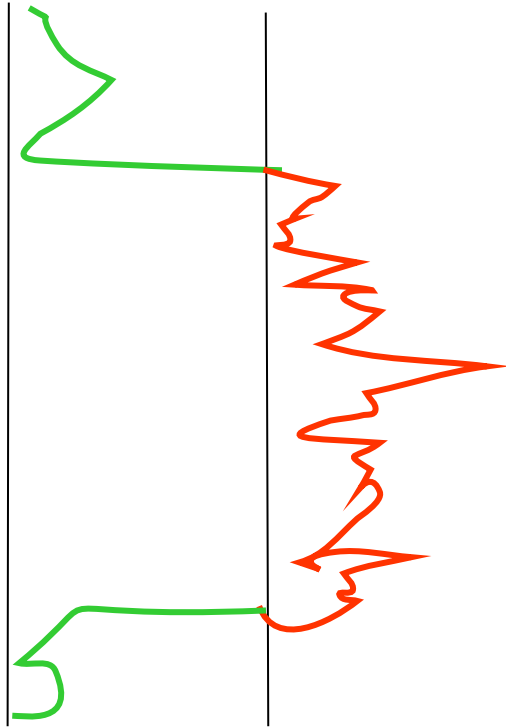
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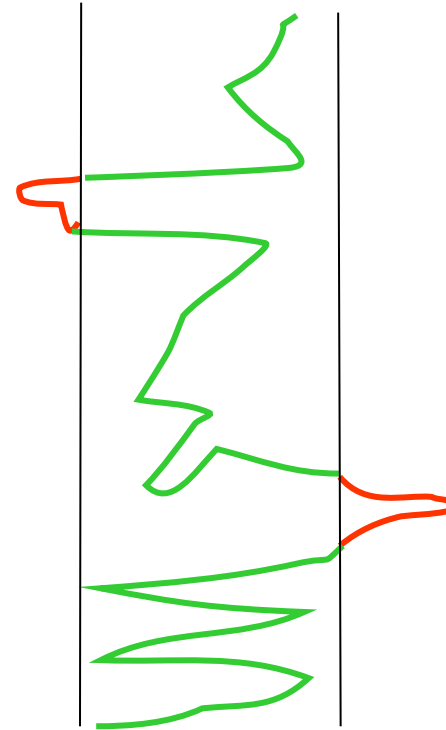




# Two different forms of discussions



Derailed



Adequate focus

# Horizontal and vertical digressions

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# Four ingredients in effective team meetings

## GOALS

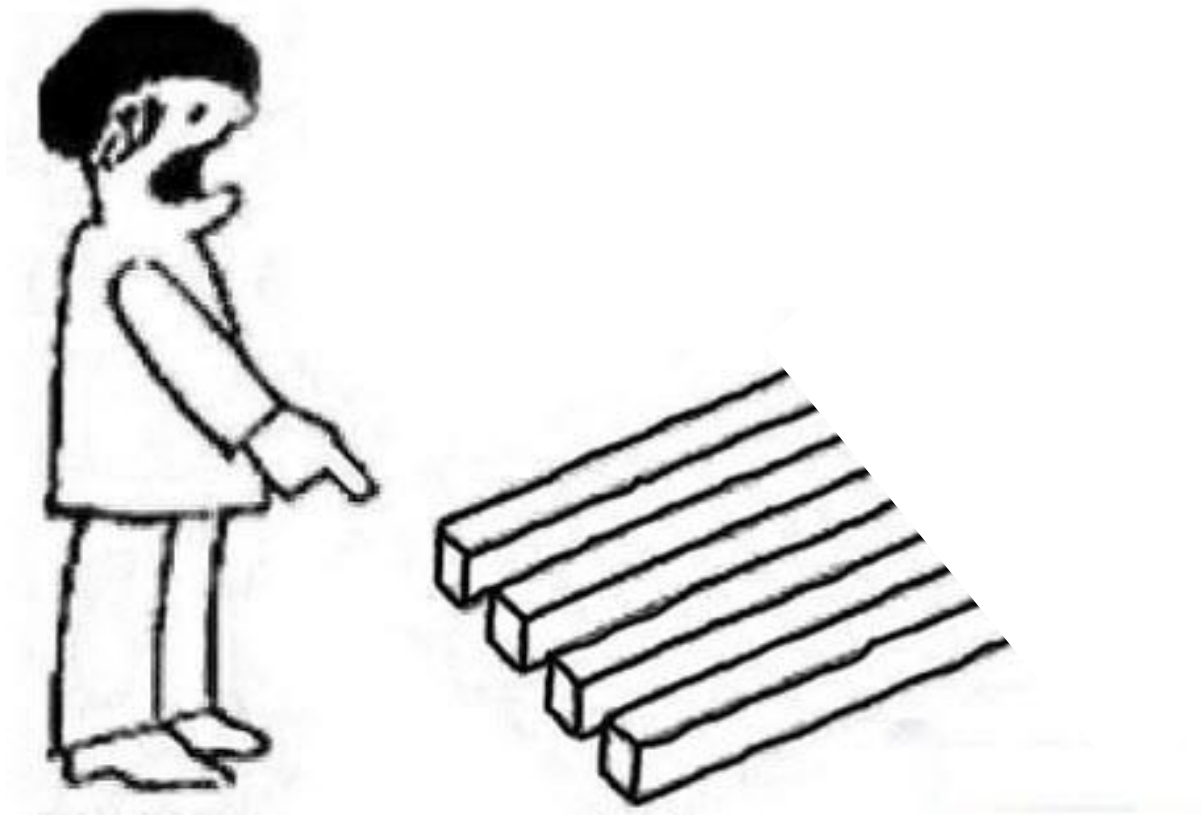
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# **A small experiment**

**Half of the group – close your eyes. The other half – pay attention.**

How many sticks are lying in front of the man?

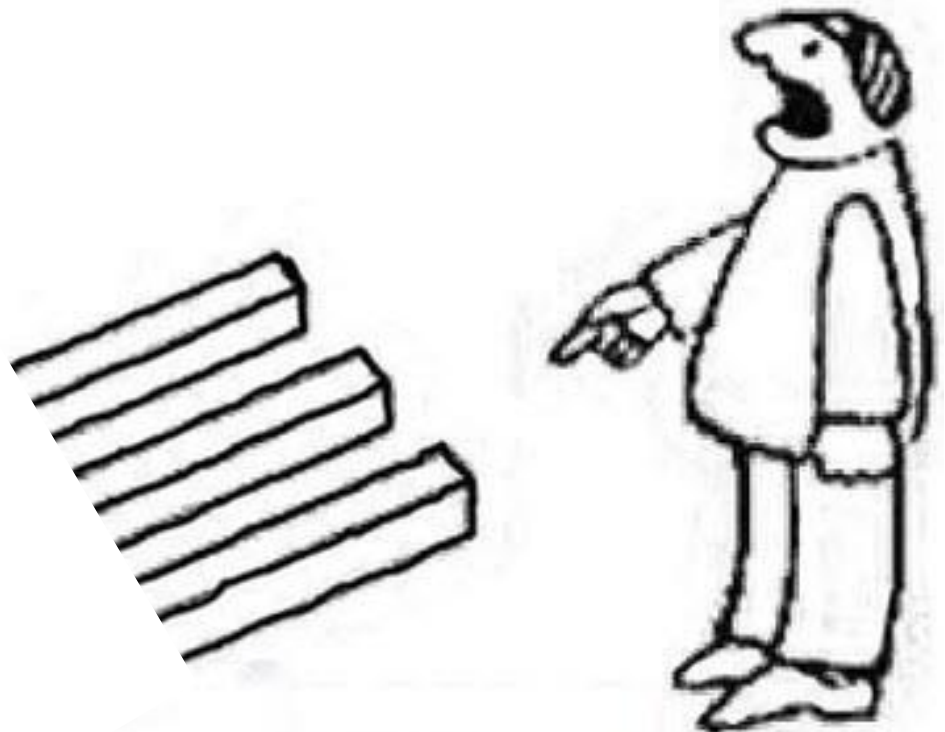




**Those who answered – close your eyes.....**

**.....and those of you who had your yeas  
closed – open your eyes.**

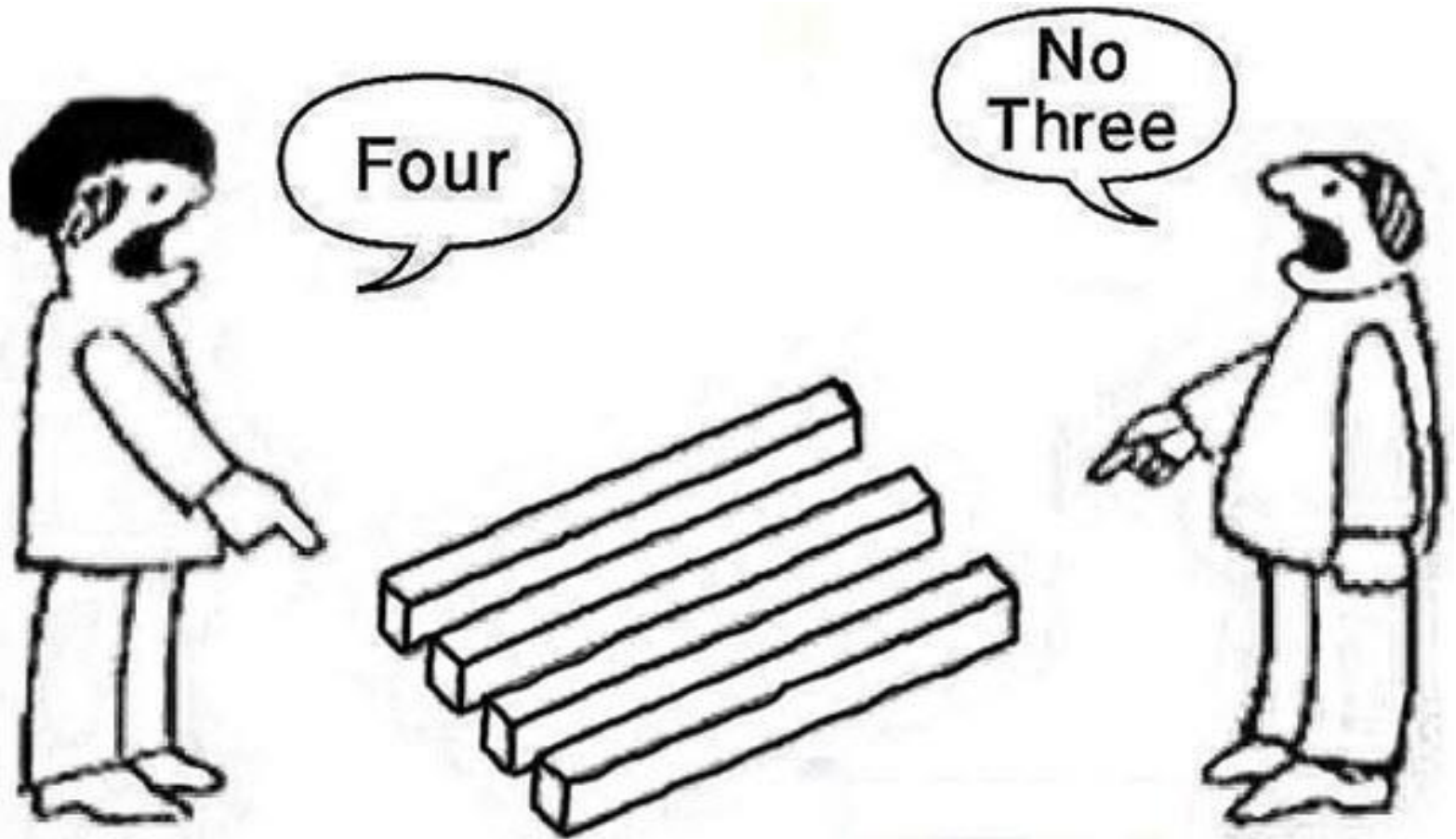
How many sticks are lying in front of the man?



**All – open your eyes!**

**How many sticks were  
lying in front of the man?**

**What is your advice to the two men?**

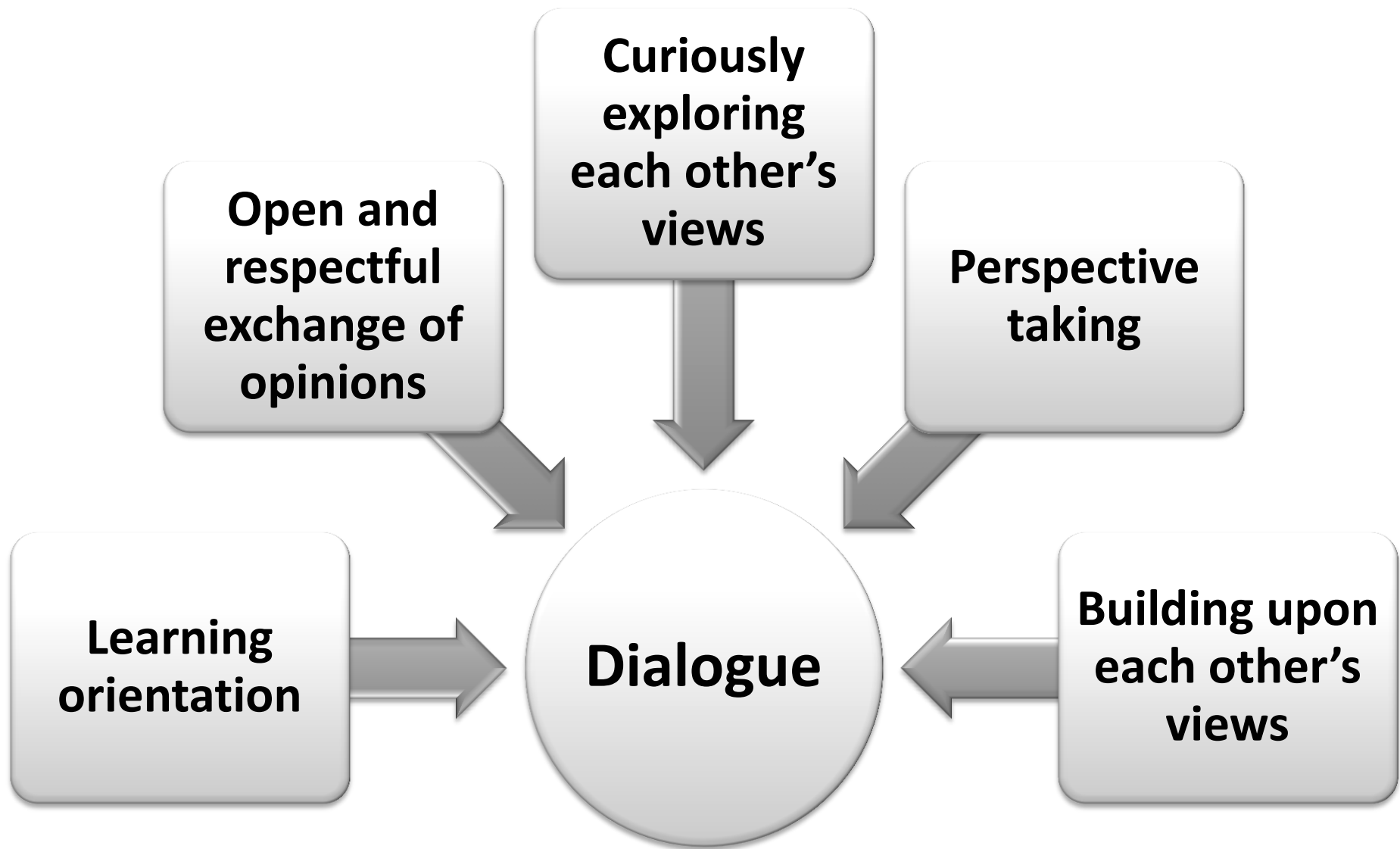


# DIALOGUE

vs.

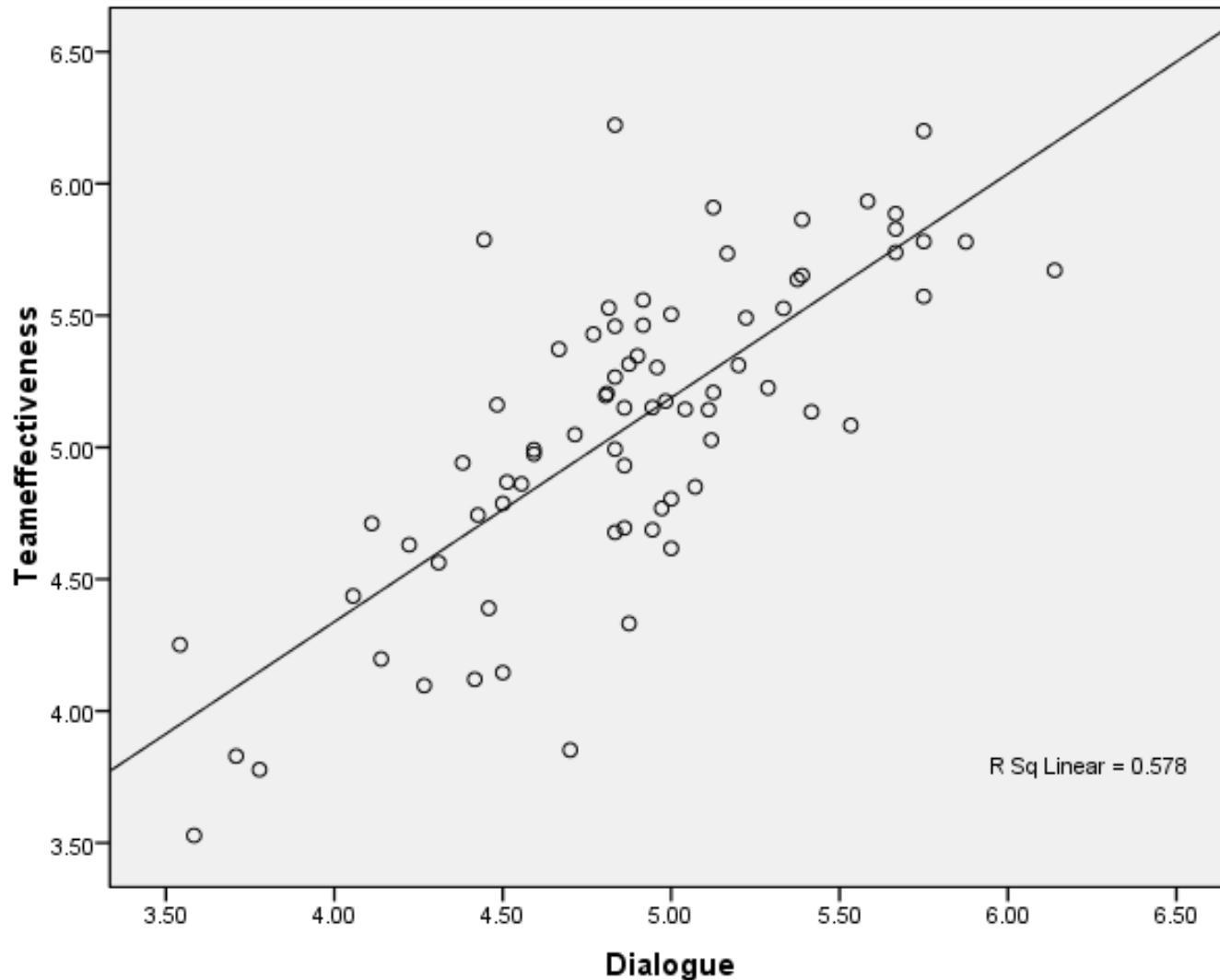
# Serial monologue

# Debate





# The relationship between dialogue and team effectiveness in 75 Norwegian management teams



# 7. Continuous team learning

«Learning is  
**detecting,**  
**discussing** and  
**correcting** errors»





# SEE

Identify errors and smart  
moves done in the team

# SAY

Discuss and analyze  
openly the situations the  
team can learn from



# EXPERIMENT

Experiment with new  
ways of doing things



**Create**  
**learning arenas...**  
**...and make it a habit to**  
**speak up** **when experiencing**  
**ineffectiveness in the team**



**CHALLENGE: Do we dare to talk about the elephants in the room?**





## Input

**Clear team purpose**

**Appropriate team tasks**

**Appropriate team composition**

- Right team size
- Competent members
- Good mix of people

## Processes

**Effective team meetings**

- Clear meeting goals
- Focused communication
- Task conflict + Dialogue

**Continuous team learning**

## Output

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**Cohesion and team spirit**

# Questions, comments, reflections?



# Thanks for listening!

