

# The Treacy Group

## Team Development Diagnostic Approach

### Environment

- Difficult clients / customers
- Lack of work / opportunities
- Workflow irregularities and challenges
- Too much work to perform in time given
- Difficult organizational policies, procedures and reward systems

### Goals

- Missing or unclear goals
- Organizational and or customer / client goals that conflict
- Individual team members' goals that conflict
- Changing goals and priorities

### Roles

- Missing or unclear role definitions for the team members
- Role definitions of what some team members overlap with those of others
- Gaps exist between role definitions of some team members and others causing things to fall through the cracks

### Procedures

#### Decision-making

- Lack of opportunities for team members to have inputs on decisions affecting the work they do
- Lack of timeliness in the making of critical decisions

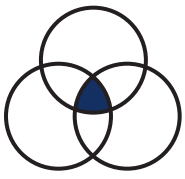
#### Communication

- Information needed is not available
- Information needed is not available in a timely manner

#### Meetings

- Meetings don't exist or take place too infrequently
- Too many meetings
- Unproductive meeting methods

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## Leadership

- Leadership style issues
- Clear direction
- Support of team members and issues to the rest of the organization
- Listening for inputs to decisions
- Willingness to give and receive appropriate feedback
- Appropriate levels of involvement i.e micromanaging vs. abandonment

## Relationships

- Cultural and or values differences among team members or subgroups within the team.
- Conflict from non resolution of items above
- Personality / style differences

These factors interact with one another. There is a hierarchy of interaction among the variables. Those at the top of the chart influence the ones below them. What appears to be a problem at one level may have its root cause at a higher level. For example, a “relationship problem” between two team members may develop because of different views about how a decision should be made (procedures), who should perform a certain task (roles), exactly what the task is (goals), or pressures from other parts of the organization (environment). Teams should look at higher level variables to determine what is causing a problem before attempting to solve it where the symptoms first appear.