

The Five Disciplines of a High-Performance Team Worksheet & Self-Assessment

This worksheet is based on the article "Redefining Accountability: Creating A Workplace Consonant With Human Values." Visit the following link for the full article: <http://bit.ly/redefiningaccountability>

1. *Equal responsibility*

In working together, each member of the team agrees to take full responsibility for the success and/or failure of the team. The evidence of equal responsibility is fairly easy to observe: such as each person feeling personally responsible for being clear about the goal, for supporting the integrity of the team and for making the necessary changes for achieving the goal. There is comfort and pride in using straight talk. When difficulties arise, rather than pointing fingers and allocating blame, each individual strives to identify what he/she could have done differently. In talking with such a team, one discovers that individuals know they can make a difference and that each voice counts.

Critical Variables are:

- Knowing one can make a difference
- Taking ownership for the success of the team
- Transparency
- Staying on target
- Taking initiative

Culture assessment:

Never (1) ----->Always (10)

1. Everyone knows they can make a difference	1	2	3	4	5	6	7	8	9	10	NA
2. Goal clarity is a shared responsibility	1	2	3	4	5	6	7	8	9	10	NA
3. Task integrity is protected by all	1	2	3	4	5	6	7	8	9	10	NA
4. Team integrity is everyone's obligation	1	2	3	4	5	6	7	8	9	10	NA
5. Each is responsible for making needed changes	1	2	3	4	5	6	7	8	9	10	NA
6. Team integrity is everyone's obligation	1	2	3	4	5	6	7	8	9	10	NA
7. Meetings and communications stay on target	1	2	3	4	5	6	7	8	9	10	NA
8. Team members hold self and others accountable	1	2	3	4	5	6	7	8	9	10	NA
9. Team mind-set (team goal vs personal role) is practiced	1	2	3	4	5	6	7	8	9	10	NA

Worksheet reflection:

Three actions I will start doing:

- 1.
- 2.
- 3.

Three actions I will stop doing:

- 1.
- 2.
- 3.

2. Conscious thought & action

A second critical discipline is the commitment by each team member to look for and support clarity whenever and wherever it emerges. It means attending carefully to the consequences of one’s words and actions, and of one’s contribution to the team’s objectives. When a team operates with such a discipline, words and actions are deliberate; they are directed towards the common goal. Individuals are mindful of their influence on other team members. Successful adoption of this discipline can be tested both by noticing how often individuals introduce or tolerate irrelevant diversions and distractions, and by noticing how readily team members admit to not being clear about a goal or proposed course of action.

Critical Variables are:

- Commitment to clarity
- Awareness of impact
- Deliberate stance
- Awareness of interferences
- Mindful of patterns and habits

Culture assessment:

Never (1) ----->Always (10)

10. Consequences are considered before acting	1	2	3	4	5	6	7	8	9	10	NA
11. Clarity is recognized and supported	1	2	3	4	5	6	7	8	9	10	NA
12. When not clear “I don’t know” is easily stated	1	2	3	4	5	6	7	8	9	10	NA
13. There is awareness of interferences	1	2	3	4	5	6	7	8	9	10	NA
14. There is a refusal to listen to talk behind people’s back	1	2	3	4	5	6	7	8	9	10	NA
15. There is attention to the impact one might have on others	1	2	3	4	5	6	7	8	9	10	NA
16. Once a decision is made it is supported by all	1	2	3	4	5	6	7	8	9	10	NA
17. Unsupported statements are challenged	1	2	3	4	5	6	7	8	9	10	NA
18. Reasonable risk taking is rewarded even when errors occur	1	2	3	4	5	6	7	8	9	10	NA

Worksheet reflection:

Three actions I will start doing:

1.

2.

3.

Three actions I will stop doing:

1.

2.

3.

3. Honoring Agreements

The importance of keeping one’s word is fundamental. Every successful team we have worked with over the last twenty years has placed this discipline at the heart of their success. The story of the boy ‘crying wolf’ is a universal fable. The backbone of being both valuable and accountable is knowing that one’s word counts. This requires acting from conscious choice, keeping one’s agreements, meaning what one says and saying what one means.

Critical Variables are:

- Choice
- Conscious agreement
- Unstated expectations
- Psychological safety
- Using one’s voice

Culture assessment:

Never (1) ----->Always (10)

19. Agreements are honored scrupulously	1	2	3	4	5	6	7	8	9	10	NA
20. Once a decision is made it is supported by all	1	2	3	4	5	6	7	8	9	10	NA
21. Not walking one’s talk is challenged	1	2	3	4	5	6	7	8	9	10	NA
22. Ambiguities are clarified at the earliest possible	1	2	3	4	5	6	7	8	9	10	NA
23. Meetings stay on target	1	2	3	4	5	6	7	8	9	10	NA
24. Employees strive to reach and maintain clarity	1	2	3	4	5	6	7	8	9	10	NA
25. Negative emotions (anger, fear, guilt) are addressed	1	2	3	4	5	6	7	8	9	10	NA
26. It is easy to show vulnerability	1	2	3	4	5	6	7	8	9	10	NA
27. Speaking up is supported and recognized	1	2	3	4	5	6	7	8	9	10	NA

Worksheet reflection:

Three actions I will start doing:

- 1.
- 2.
- 3.

Three actions I will stop doing:

- 1.
- 2.
- 3.

4. Reach for excellence

With the first three disciplines in place, it is much easier to embrace the discipline of becoming the very best we can be. The foundation of being human rests on an inherent desire for excellence. Extraordinary performance starts when we recognize our common need to excel. It is then nurtured by diligence and by the application of the other disciplines of working together in accordance with our purpose.

Critical Variables are:

- Holding to the common goal
- Effectiveness – Doing the right thing
- Succinct communication
- Willingness to enter uncomfortable conversations
- Listening
- Challenging ineffective habits

Culture assessment:

Never (1) ----->Always (10)

28. There is a respect for time	1	2	3	4	5	6	7	8	9	10	NA
29. There is an inherent want for excellence	1	2	3	4	5	6	7	8	9	10	NA
30. Learning from mistakes	1	2	3	4	5	6	7	8	9	10	NA
31. Seeing others as capable to change	1	2	3	4	5	6	7	8	9	10	NA
32. Communication is clear and succinct	1	2	3	4	5	6	7	8	9	10	NA
33. Believing it can be done with the right determination	1	2	3	4	5	6	7	8	9	10	NA
34. Blame games are addressed at inception	1	2	3	4	5	6	7	8	9	10	NA
35. Provocative ideas and questions are appreciated	1	2	3	4	5	6	7	8	9	10	NA
36. There is a high commitment to support our common goal	1	2	3	4	5	6	7	8	9	10	NA

Worksheet reflection:

Three actions I will start doing:

1.

2.

3.

Three actions I will stop doing:

1.

2.

3.

5. Helping each other

The essence of a team is the recognition by its members that they are each part of a whole and necessary to achieving the whole. From that recognition comes the care that each member invests in the success of every other member and the respect for each other’s roles, strengths and talents. When everyone knows that everyone else can be counted upon to offer help when needed and to root wholeheartedly for the success of the team, the result is a level of cohesion that renders achievable almost any task that the team chooses to undertake.

Critical Variables are:

- Caring for the success of each team member
- Cohesiveness
- Respect
- Focusing on similarities
- Non-judgmental awareness

Culture assessment:

	Never (1)	2	3	4	5	6	7	8	9	10	NA
37. There is a noticeable care coworker have for each other	1	2	3	4	5	6	7	8	9	10	NA
38. There is a noticeable degree of empathy amongst co-workers	1	2	3	4	5	6	7	8	9	10	NA
39. Employees help each other whenever possible	1	2	3	4	5	6	7	8	9	10	NA
40. Concerns, feelings & needs of others are listened to attentively	1	2	3	4	5	6	7	8	9	10	NA
41. Team members care for the success of each team member	1	2	3	4	5	6	7	8	9	10	NA
42. Work is experienced as having a meaningful purpose	1	2	3	4	5	6	7	8	9	10	NA
43. The work environment is enjoyable and fun	1	2	3	4	5	6	7	8	9	10	NA
44. We do the right thing more than just doing things right	1	2	3	4	5	6	7	8	9	10	NA
45. Diverse points of view are respected and addressed	1	2	3	4	5	6	7	8	9	10	NA

Worksheet reflection:	
<p>Three actions I will start doing:</p> <p>1.</p> <p>2.</p> <p>3.</p>	<p>Three actions I will stop doing:</p> <p>1.</p> <p>2.</p> <p>3.</p>

If you would like further support in maximizing your team performance please contact us at info@igeos.net