

Check your team's top 3 challenges:

Check your team's top 3 strengths:

Team Challenges

Team Strengths

Appreciation and Rewards

- Team members feel undervalued.
- Good work goes unnoticed.
- Low energy and engagement.

- Our team celebrates accomplishments.
- We show appreciation to our team member for the value they bring.

Balanced Participation

- Work load is uneven. Some team members are underutilized – others are overloaded.
- Some team members do not voice their ideas and opinions.
- One to two people's opinions tend to steer the team.

- All team members are engaged and participating.
- Total work load is "owned" by the team and work is shared to distribute the load.
- There is open and robust dialogue with all contributing as needed.

Communication

- Important information is not shared fully.
- Communication is lacking; progress is hindered.
- There is lots of talk but no meaningful or helpful dialogue.

- Communication & information flows freely.
- People know where expertise lies within the group and leverage this information.
- Useful information is shared.

Conflict Management

- Conflict is subverted; people avoid dealing with different points of view.
- When there is conflict, our team has difficulty getting it resolved effectively.
- People take opposing points of view personally.
- Team members would rather avoid conflict than resolve it.

- Conflict:
 - Is surfaced when it occurs.
 - Is seen as healthy.
 - Is seen as an opportunity to explore differing viewpoints and to make the best decision
 - Does not get in the way of team relationships

Decision Making

- We are having a hard time making decisions in a timely manner.
- We are not clear about who should make the decision.
- People are hesitant to make decisions.

- Decisions are made in a timely manner after the appropriate amount of input and discussion.
- Decisions get made efficiently.
- Only appropriate issues are escalated.

Feedback

- Feedback is avoided.
- Rather than provide feedback face to face, there are side conversations and triangulation.

- Team members provide feedback to each other – both positive and constructive
- Feedback is valued and sought after.

Informal Communication and Interpersonal Relationships

- Relationships between team members are cool or perhaps even strained.
- We don't know our team members very well on a personal basis.
- There is little informal dialogue or sharing between team members.

- We work hard but also have fun.
- Team members are known on a personal level.
- There are informal conversations and dialogue.

Improvement Focused

- People are guarded and defensive.
- There is cynicism on the team.
- Little progress is made.
- We focus on the work we do and not the process we use to do the work.

- Our team continually looks for ways to get better.
- People are comfortable making suggestions.
- Suggestions are heard and acted on.

Inclusion and Respect

- Team members take a position and have difficulty seeing other points of view or finding a collaborative solution.
- There are cliques and splinter groups in our team.
- Members multitask rather than attend to others.
- People interrupt or ignore; good ideas get lost.

- Everyone on our team is accepted and is able to contribute.
- Differences are seen as sources of richness, rather than deficiencies.
- We listen fully & carefully to all team members.

Problem Solving

- Problems linger and fester.
- Problems get ignored and covered up.
- There is unresolved conflict.
- There are people on the team who might contribute good problem solving ideas, but they are not tapped into.

- Problems are resolved quickly.
- Team members feel comfortable bringing potential problems to the team.
- We have a good process for resolving problems.
- Differing points of view are considered when solving problems.

Support

- Every team member looks out for his/her self only.
- Sense of isolation within the team.
- Uneven work load.
- Inability to effectively manage the ebb/flow of work.

- Team members support each other – in words and actions.
- If a team member needs help, others are willing to pitch in.

Team Cohesion

- We are not working as “one team” – instead there are subgroups:
 - First Solar associates & SAP consultants
 - On-site & remote participants
 - Project members and non-project members

- All team members are aligned to a common goal.
- Work flows seamlessly between team members
- Strengths of each team member are leveraged.

Team Norms

- Expectations and team standards are unclear.
- Start and stop times for meetings are not honored.
- Some people are “free loading” – they attend but do not contribute.
- Meetings are not run well; little is accomplished.

- Meetings are efficient and effective.
- Members know their roles and what is expected.
- All team members contribute to the total group effort.

Trust

- Everyone looks out for themselves only.
- Team members don't honor commitments. We can't count on them.
- There is a lack of confidence in the skill and ability of some team members.

- Team members can be counted on and are reliable.
- The team has members with the required skill and expertise.
- We know what each team member brings to the team and leverage their talents.