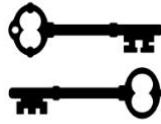# KEYS TO AN EFFECTIVE TEAM

Build Trust

- Trust is the foundation of teamwork.
- On a team, trust is all about vulnerability, which is difficult for most people.
- Building trust takes time, but the process can be greatly accelerated.
- Like a good marriage, trust on a team is never complete; it must be maintained over time.

Master Conflict

- Good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues.
- Even among the best teams, conflict will at times be uncomfortable.
- Conflict norms, though they will vary from team to team, must be discussed and made clear among the team.
- The fear of occasional personal conflict should not deter a team from having regular productive debate.

Achieve Commitment

- Commitment requires clarity and buy-in.
- Clarity requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about that they've decided upon.
- Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision.

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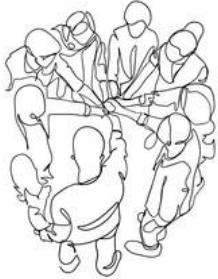
Embrace Accountability

- Accountability on a strong team occurs directly among peers.
- For a culture of accountability to thrive, a leader must demonstrate a willingness to confront difficult issues.
- The best opportunity for holding one another accountable occurs during meetings, and the regular review of a team scoreboard provides a clear context for doing so.

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