## Principles for Effective Teamwork

- Make sure you are clear about where you are going before you decide how you are going to get there (ends before means).
- Establish a set of working norms and enforce them in a clear but low-key way.
- Don’t confuse the content with the process (what vs. how).
- Share leadership.
- Begin with the assumption that the others are trustworthy. It’s hard to earn trust, but even harder to get it back once you’ve lost it.
- Clarify roles and responsibilities, but change them from time to time.
- Listen actively to one another.
- Ask for opinions and ideas – don't assume a silent member has nothing to say.
- Encourage diversity of opinion.
- Separate the generation of ideas from decision-making.
- Let other team members know what you need from them.
- Agree on a clear process for making decisions, solving problems, and resolving conflicts BEFORE you have to make a decision, solve a problem or resolve a conflict.
- Make clear agreements and keep them or change them while there is time to find an alternative.
- Always ask for commitment to agreements, deliverables, and obligations and hold one another to those commitments. Put agreements in writing and send summaries of agreements to all members.
- Deal directly with any member with whom you have an issue, don’t “triangle.”
- Support one another; work out differences within the team, speak with one voice outside of it on team decisions.
- Make a commitment to learning from both success and failure as a team.