

# Team Excellence

## The Secret to Achieving High Performance at Work

### CARE

Elements of "CARE":

- Communication
- Ability
- Results
- Esprit de corps

### Communication Characteristics

- Team members talk and listen equally.
- Team members display energy when they talk.
- Team members connect with everyone on the team.
- Team members engage informal conversations.
- Team members seek and bring back information from outside the team.

### How to Create Synergy

- Know where your own skills and experience are most effective.
- Understand one another's skills and abilities.  
Ask: "What are my strengths and experience? How can I use them to contribute to the team?"
- Know the work that must be done by the team.

### Assembling Your Team

- Keep business goals in mind when assigning responsibilities.
- Consider the necessary training for individuals and team as a whole to succeed.
- Put team members in situations that play to their strengths more than focusing on making them improve their weaknesses.
- Pair up team members in complementary ways.
- Try to assign tasks that appeal to individuals' interests.
- Let people try new things and explore new work.
- Build a diverse team with a breadth of skills and experience to promote creative problem solving.

### Use Visioning to Identify Goals

- Describe the ideal outcome if there were no obstacles and every team member performed at their highest level.
- Describe the current reality, identifying challenges and obstacles.
- Describe how you will measure and determine the team's success.

### Elements of Esprit de Corps

Esprit de corps is a sense of unity and common interests developed by a group joined in a task or cause.

- Ownership
- Integrity
- Connectedness
- Confidence

### Team-Building Don'ts

- Don't choose activities that might harm individuals' dignity, invade privacy, or intrude on personal space.
- Don't consider only yourself. What is fun for you may be embarrassing for others.
- Don't select irrelevant activities.
- Don't assume this activity will be a permanent fix.
- Don't choose a potentially dangerous activity.

### Team Building Dos

- Choose an activity related to the goals of the team and/or organization.
- Spend time discussing how the activity relates to the team's goals or daily activities.
- Refrain from labeling the activity as "team building."
- Consider what challenges the team is facing and develop an activity that addresses them.
- Use meals as a time to build esprit de corps.