

Organizational Conditions for Effective Teams

Rate each element on scale of 1 to 5 (with one being lowest and five being highest) based on how strongly you agree with the indicators.

Element	Indicators	Rating	Evidence and Comments
Purpose	- Everyone in our school or organization knows what our vision and mission is. - Our goals are posted in many places, and we reference them regularly. - I can see how everything that everyone is doing leads to meeting our goals.		
Focus	- Our school or organization has fewer than four annual goals. - These goals build on previous years' work and are easy to remember. - Annual foci are determined based on student (or client) needs and through a clear decision-making process.		
Alignment	- Every team works to meet our school or organization's goals. - I understand the work that every team is doing and am updated regularly on the work done in other teams. - The work of other teams complements ours, and it doesn't feel like there's any redundancy in teamwork.		
Stability	- Our site or organization leadership and staff have remained stable for at least five years. - Staff turnover has been less than 10%. - For the most part, implementation of our core programs has been consistent for several years.		
Membership	- The majority of team members have the skills necessary to engage in collaboration. - Members want to be a part of the team. - It feels like the right people are in our team.		

Exhibit 13.4. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.



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Leadership	- Our site or organization's leaders have many strengths. - They are vocal advocates for team development and set a vision for effective teams. - They allocate resources for team development. - They are effective team leaders. - They monitor the work of teams, appreciate our work, and push us to refine our work.		
Culture of Learning	- On the Indicators of a Learning Organization, Exhibit 9.1 there is evidence of two-thirds of the indicators. - There is no evidence of a toxic culture.		
Decision-Making	- There are articulated and transparent decision-making processes in our school or organization. - Outside of our team, we understand why decisions are made and sometimes have input into them.		
Trust	On the Indicators of Trust, Exhibit 13.3, there's evidence of 35–40 of the elements.		
Time	- The team's facilitator always has time to prepare for meetings. - Team time is sacred and rarely canceled. - Team time is exclusively focused on work that will lead us to meet our goals. - We have enough time to meet our goals.		

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