



Under-performing Teams A Consulting Specialty

Much of the literature and research on teams defines competencies (= skills, attitudes, behaviors and knowledge) of high performing teams. Many under-performing teams “meet” team performance objectives with no idea or incentive about how to “exceed” their own and senior managers performance expectations. To further our understanding of team performance here are a list of under-performing team symptoms and complaints. Do any apply to your organization?

Organizational Symptoms and Complaints

- ☐ The organization infrastructure and processes do not support a team environment.
- ☐ Senior managers don't model or mentor team competencies
- ☐ Rewards and recognition are for individual not team performance
- ☐ Functional managers feel threatened since there is competition for resources
- ☐ Team members have a dotted line reporting relationship to the team leader
- ☐ Teams are unclear about how to keep senior managers “in the loop”
- ☐ Teams are unclear about when and how to communicate with senior managers

Team Symptoms and Complaints

- ☐ Team meetings end without a clear idea of who is doing what or when
- ☐ There is no process for integrating new team members
- ☐ Team cultural, functional and style differences are overlooked or ignored
- ☐ Teams are unprepared to innovate or take calculated, professional risks
- ☐ Team leaders are uncomfortable in sharing technical/scientific leadership
- ☐ Teams impose project deadlines without seeing the impact on functional resources
- ☐ Team communication is inflexibly periodic
- ☐ Team members have “hallway” discussions where team decisions are revisited and undone
- ☐ Naïve questions are undervalued
- ☐ Differences of opinion often escalate into open hostility and grudges are held
- ☐ Teams don't revisit their charter, roles and responsibilities as major milestones are met
- ☐ Team leaders are uncomfortable with delegating tasks and recognizing team achievements

Morris Consulting Group, LLC
215.880.1913

smorris@morrisconsulting.biz
www.morrisconsulting.biz