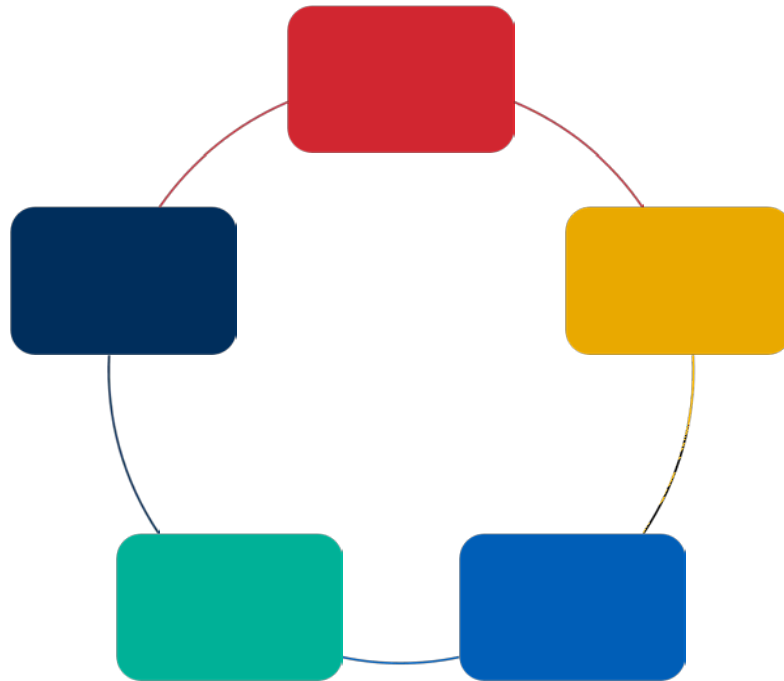


# BECKHARD/BURKE TEAM EFFECTIVENESS MODEL<sup>1</sup>



A simple way to use this type of model is as a gauge to determine current awareness and understanding each team member has on the four dimensions of team effectiveness.

*A quick poll of the team in a session, on a scale of one to ten, will provide one with a quick reference point as to the understanding of the group on each of the elements.*

For example ask the group: "How clear are you on our team purpose and goals on a scale of one to ten?"

Jot down the numbers or an average. (Depending in the results your goal as a leader may become finding ways to move the team to greater understanding and reduce assumptions about that element.)

<sup>1</sup> Adapted from Richard Beckhard and Warner Burke's model of High Performing Teams

This element of team effectiveness refers to the clarity of awareness and

what level of clarity does he or she have about their team roles and responsibilities within the larger picture? What accountability structure does the team have in place to identify and orient people to the expectations and accountabilities of a particular job?

**Do all members understand what they and others are to do to accomplish the task? Do they know their individual responsibilities and limits of authority?**

In new teams time should be spent discussing and defining roles and responsibilities. As the team develops it is typical for individuals to build expectations and assumptions of others which are seldom recorded anywhere. These should be discussed and agreed upon.

Conflict may occur as a result of differing expectations among team members. Overlapping roles can create conflict, especially when two or more team members see themselves as responsible for the same task.

**Signs to look for: Responsibilities are poorly defined, there is a power vacuum, members act independently and avoid responsibility.**

This element of team effectiveness refers to what extent each team member understands and supports the team process that have been collaboratively put in place to facilitate group process. For example what are the team norms, ground rules, operational processes such as decision-making criteria, levels of reporting, meeting documentation, confidentiality processes, feedback and review process etc.

**Once team members know what they are to do and who is to do it, they must determine how they will work together. Typical considerations are:**

- o **Decision making** - how will each of the team members participate in decision making.
- o **Communication** - what should be communicated within the team, to whom, by what method, when and how frequently?
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