

The Seven Characteristics of High-Performing Teams and Associated Behaviors

Characteristic	Behaviors
1. Trust	People talk openly without being guarded; share information, including when things go wrong; engage in dialogue and debate; ask questions, and have a sense they can rely on others to act with integrity.
2. Conflict (is dealt with openly)	People share their disagreements during meetings, not after; focus on issues and key concerns, not people, and work to synthesize problems into new or more effective approaches.
3. Commitment	People authentically commit to action plans and express that commitment openly. Commitment is expressed on both individual and group levels.
4. Accountability	People take ownership of issues and actions and address barriers proactively, working to mitigate anything seen as inhibitive. People directly address peer behavior and performance when not aligned with agreements and standards, conveying the need for follow-through. They do not wait for leaders to regulate their workgroup behavior. Accountability is seen as distinctly different from blame.
5. Altruism	People proactively reach out to help others, including across roles, job functions, departments, and divisions.
6. Attention to Results	Achieving organizational goals is the primary measure of success. Meetings center around goals, actual performance measures, clarifying gaps, and strategizing to close those gaps.
7. Passion for Continuous Improvement	Status quo is unacceptable. People demonstrate a desire to adapt to change and actively seek ways to make the organization better — even when things are going well. They are open and committed to change when evidence demonstrates that what is being done is not producing the desired results.

Adapted from Patrick Lencioni (2002), *The Five Dysfunctions of a Team*, Jossey-Bass. www.johnrodriguez4change.com