

FOCAL POINT	CLARIFICATION
Clear goals	Team members all have a clear understanding of the team's goals, and they have often helped define the goals.
Clearly defined roles	The team members have understood and recognised their roles in the team and integrate their own values and needs with those of the team.
Open and clear communication	The team members show genuine interest in each other and listen more than they speak.
The ability to make quick decisions	The team is empowered to make decisions, and in cases where this is not possible, the management ensures prompt clarification.
Everyone's participation	The team has a strong sense of solidarity and genuine acceptance of each other's well-being. Everyone feels appreciated and indispensable to the team.
Appreciation of differences	Although the members of the team are different, they appreciate each other's characteristics and ways of being.
The ability to handle conflicts	The problems are not swept under the rug, but discussed and resolved.
Strong team identity	The team members support the team and its goals. They protect the team and stick together.
Enthusiasm and humour	The team members are excited about what they are doing, and they are having fun together.
Learn quickly	The team members learn quickly from each other and from collective experiences.
Support and feedback from management	The team feels the management's support and is regularly motivated by positive and constructive feedback.
The management protects the team	The management protects the team from the rest of the organization and provides peace to work.
Strong belief	The team members have a strong belief that the team can achieve "the impossible".

FIGURE 5.5
What characterises a High-Performance Team.