

This taxonomy of individual team member performance is the result of dissertation research conducted by Andrea M. Olson, who is now at the College of St. Catherine. For more information, please contact her at andreamolson@stkate.edu or (651) 690-8794. (2 pages)

Taxonomy of Individual Team Member Performance

1. Peer Leadership: Initiating Structure

These behaviors may be demonstrated by any team member, they are not limited to a designated leader. Identifies and defines tasks and goals. Organizes and prioritizes tasks and goals. Generates plans and strategies for task completion. Identifies resources needed to meet team goals. Shares resources or guides team members to resources to help them complete their tasks. Allocates or makes allocation suggestions for resources.

2. Team Workload Distribution/Coordination

Effective: Talks with team members about work distribution within the team, workload balance, and potential workload problems. Encourages team members to participate in discussions about task work and workload distribution. Seeks information about other team members' roles and expertise. Delegates and assigns responsibilities to team members. Coordinates task activities with other team members. Informs other team members of work progress and gives work updates to team members in order to coordinate activities or hand off tasks. Synchronizes and/or sequences team member activities.

Ineffective: Fails to coordinate tasks and timelines with other team members, makes last minute unnecessary work requests, overloads other team members.

3. Fulfilling Team-related Task Responsibilities

Effective: Completes own individual tasks that are relevant to the team goals. Takes ownership for assigned tasks. Shows concern for the quality of work she or he is responsible for. Follows through on committed timelines. Demonstrates effort toward team goals and encourages other team members to focus on the team goals.

Ineffective: Does not do own job, fails to complete own team-related task responsibilities. Comes to work late. Passes work off to others. Does not follow through on commitments or follows through, but in an untimely manner. Takes shortcuts in her or his work that compromise quality. Fails to follow standards or organization procedures when fulfilling team-related task responsibilities.

4. Situation Awareness

Pays attention to the team's situation, including relevant task conditions, procedures, policies, resources, systems, equipment, and technology. Assesses the situation for team-relevant problems. Notices, discovers, and identifies team-relevant problems and obstacles.

5. Team-relevant Problem Solving

Finds the sources/causes of team-relevant problems. Identifies, generates, and offers different alternative solutions, strategies, or options for problems, obstacles, or decisions. Evaluates and selects from alternative courses of action. Solves and fixes problems. Takes preventive measures to avoid problems.

6. Monitoring Performance

Observes and is aware of performance of team members. Pays attention to what individual team members are doing. Examines progress of self and other team members during task work or a project. Notices and recognizes when team members may need help.

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7. Training Team Members/Sharing Task Information

Effective: Behaves in ways to increase other team members' knowledge and skills by teaching/training team members and showing them how to do certain procedures. Provides task explanations and demonstrations to team members. Answers other team members' questions about team-relevant tasks. Shares task information with team members, speaks to team members so they understand, takes time to explain things to other team members, explains things well, gives written instructions and documentation to team members. Gives timely and constructive feedback to team members. Asks questions of team members when he or she does not understand a task or process, or when he or she is confused about team-relevant work.

Ineffective: Withholds information about team-related tasks, does not explain things well to other team members, acts in ways that impact the team but does not tell other team members what he or she is doing or has done. Does not speak up to ask questions when he or she does not understand a task or how to complete the task.

8. Team Member Helping/Backup Relief

Effective: Helps team members. Fills in or covers for team members. Offers to help other team members with team-relevant tasks. Demonstrates flexibility in order to help other team members, rearranges own schedule to help others. Provides immediate help to team members. Puts in extra time and effort to help others. Helps team members without being asked and without complaining. Provides task relief to other team members. Takes over work tasks of team members who are overwhelmed or absent. Takes part of a task for a team member when needed. Asks other team members for help. Asks others to fill in or cover.

Ineffective: Refuses or is not willing to help others with team-relevant tasks. Does off-task activities when other team members could use help with team-relevant tasks. Waits until the last minute to ask for help, when could have asked sooner.

9. Peer Leadership: Consideration

These behaviors may be demonstrated by any team member, they are not limited to a designated leaders.

Effective: Acts respectfully toward other team members and considers impact of own behaviors on others. Provides social support, empathy, moral support, and offers verbal encouragement to team members, especially when tasks or situations are difficult or demanding. Welcomes and introduces self to new team members, provides kind words to other team members, encourages team members to get to know one another, helps improve other team members' moods, listens to team members' concerns. Facilitates cohesion and effective working relationships between team members by acting honestly, communicating openly, and helping to manage or resolve conflicts.

Ineffective: Yells at or insults team members. Lets personal feelings get in the way of doing work. Embarrasses team members in front of others. Acts impatiently with team members. Complains excessively. Blames others and calls others names. Tries to create "sides" or split loyalties within the team.
