

Dimensions of an Ideal Team

Oren Harari, Professor of Management at the University of San Francisco, identified 8 dimensions of an ideal team:

1. **Consensus** - Team members share the same overarching goals, values, and sense of commitment.
2. **Trust** - Team members trust one another. They have no hidden agenda. They are honest.
3. **Candor** - Team members can openly exchange constructive criticisms and share their “wins” and “losses.”
4. **Respect** - Team members hold one another in esteem. They are aware of people’s full array of knowledge, skills, and abilities.
5. **Caring** - Team members are genuinely concerned about others’ personal welfare. They show sympathy when problems occur, or share the joy when occasions for celebration arise. They hold one another to high standards of performance. They also help one another succeed and grow, and share in the excitement of accomplishments.
6. **Collaboration** - People work together because their personal goals and the team goals are in harmony. For example, in Toastmasters, success of our members, clubs, and districts go hand in hand.
7. **Recognition** - Recognizing one another’s efforts and contributions, formally or informally, helps to build camaraderie.
8. **Team influence, authority, and connectedness** - The team’s purposes and goals are developed in cooperation with other stakeholders and constituencies of the organization. The team has the authority to do what it was organized to do.

Why did Harari refer to these 8 dimensions as ideals? Even in the best team-based organizations, teams only approximate rather than fully achieve these noble goals. That means we have room for improvement! In team-building, as in speaking, we must aggressively move in the direction of the ideals. We can use them to monitor our progress.