



Six Tips for Effective Teamwork

1. Encourage the team to produce an agreement on their own code of conduct, including dress, language and behaviour. You'll be surprised how high they set the bar and they are more likely to stick to their own rules. Peer pressure rules OK?
2. Reward achievement - those key milestones as well as the completed task. This doesn't necessarily mean speeches, chocolates and champagne; a personalised letter, bacon butties for the next team meeting or just a "thank you" would make all the difference.
3. Give promising staff a mini-promotion. Ask them to head up a special project team, chair a meeting, cover for a more senior colleague or act as mentor.
4. Don't have all the answers. Even if you think you know what's best, ask your team for their suggestions and ideas. Fresh thinking never hurt and it gives a sense of ownership to the wider business.
5. Here's an exercise for the end of every team meeting. Ask the team if everyone is agreed on what can be communicated to the rest of the business. This will soon tell you if you have agreement and commitment. It'll also tell you what needs to be kept confidential and what can be talked about.
6. Like cholesterol, there's 'good' and 'bad' conflict. Don't sweep conflict under the carpet. Encourage debate on issues that matter, give voice to passionately held views and keep the debate in the open. This is 'good' ideological conflict. Without this, you will allow dangerous tensions and mean spirited personal attacks and corridor talk. This is 'bad cholesterol', 'bad' conflict!