

How does a team like this get there? Not by restructuring, group bonding, or mega-organization-change initiatives. The road to a great team begins at the two nuclear elements of team reality—the leader and team members. Efforts are targeted directly toward first changing the “inner” performance game—how the team leader and members perceive themselves and their team—and then reframing or realigning the patterns of team interaction. For team members, the inner change is just as profound as that of the leader, which we described in the previous chapter. It begins with the question: *What are the characteristics and behaviors that constitute the “price of admission” for membership on a high-performing team?*

Consider the following lists of characteristics, which were developed by two teams within the same organization—one the senior team, the other its direct reports—as they started out on the road to high performance. They asked themselves, “If this were a great business team, how would a team member show up?”

From the Novartis OTC Global Leadership Team:

- Be personally accountable and hold others accountable.
- Be coachable: adapt, move, change, and lead others to change.
- Be collaborative: open, above board, direct.
- Be trusting: let go so others can lead.
- Have integrity: keep your word.
- Be committed: act as an owner, really engage/add value.
- Etc.

From a Novartis OTC Global Category Team:

- Follow up/act upon decisions.
- Keep commitments.
- Follow conflict-resolution protocols.
- Be good listeners.
- Be open/transparent.
- Act as coaches/support each other.
- Etc.

These traits are clearly what you would expect from teams headed in a high-performance, horizontal direction—being open/transparent, acting as an owner of the team’s results, extending accountability, adhering to