

# Team building ideas

Nothing right is going to happen with your team if the basic structure isn't right.

Some guidelines:

- 1. Look for signs that it's too big.** The larger the team, the slower it moves. Consider a smaller team or a tiny executive committee.
- 2. Dispense with tactical trivia.** Toss everything except important work that requires collaboration.
- 3. Enforce healthy norms.** Four universal ones: everybody is as committed as the leader; every issue is on the table; everybody's voice is heard; and what you say and do when you're with the team is the same thing you say and do outside the team.
- 4. Have your team review its structure.** Revisit size and tasks.

— Adapted from *Senior Leadership Teams*, Ruth Wageman, Debra Nunes, James Burruss, J. Richard Hackman, Harvard Business School Press.