



The Literacy and Numeracy Secretariat  
Le Secrétariat de la littératie et de la numératie

# **The Coaching Clinic™**

*"working intelligence"*

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## **Coaching Chip Number 3**

This Coaching Chip:  
Team Design

### **Team Design**

Work is done best when people have variety, appropriate challenge, a sense that the workload is doable and rules that guide action. Successful leaders organize their teams to help people work effectively and efficiently.

#### **Four Steps to Efficient and Effective Team Design**

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##### **Step 1. Optimal Size**

The right number of people on a team sorts the volume of work appropriately. Too few people are too stressed to work optimally. Having too many people can be stressful as well but it's not the right kind of stress to work optimally.

##### **Step 2. Complementary Skills**

There is a need to sort technical, analytical, 'heavy-lifting' and interpersonal skills across a team in an appropriate way. Some may not be needed on some teams. Others may be needed in double doses. The smart leader thoughtfully matches the team members to the structure of the workload.

##### **Step 3. Agreed Approach**

There is no reason to waste a lot of time reinventing the wheel each time a new situation arises. The good leader stimulates effectiveness

and efficiency by putting in place agreed approaches to problem solving, reaching agreements, conflict, negotiation, planning, analysis, invention etc.

#### **Step 4. A Clear Organization**

Each team member knows and understands their basic roles and responsibilities, who they report to and who they consult with. This is done so that each team member can optimally take advantage of the experience and resourcefulness of the people around them. That is, they know who their leader is and their relationships to others on the team. There is understanding of the formal and informal reporting relationships. And there is a regular review of these relationships done in some open fashion so that no one is left behind.

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