



Effective Teamwork

Successful organizations have teams of people at all levels that are effective at working together, learning together, and leading change together. At Waterline, we help jump-start new teams, guide existing teams to a higher level of performance, and help troubled teams confront their issues. Our work is grounded in advanced academic training and over 30 years' experience working with all types of teams, including executive teams, management teams, project teams, change teams, virtual teams, cross-functional and cross-organization teams. We offer the following services to help teams from inception through maturity:

- Team Design: Assessing where teams are needed, what kinds of teams are needed, and who should participate.
- Team Launch: Helping teams get off to a good start, putting in place clear goals and roles, and the right structures, processes, and systems.
- Team Assessment: Observing, giving feedback, and administering diagnostic tools on current team functioning.
- Team Education: Sharing our knowledge from the basics to cutting-edge thinking on what makes an effective, high-performing team.
- Team Development: Guiding the ongoing or mature team to reach deeper levels of trust, accountability, and effectiveness.
- Team Interventions: Getting teams back on track in situations of conflict or poor performance.
- Team Learning: Increasing team performance through structured reflection.

Waterline's Approach to Team Effectiveness

Beyond the basics of team start-up and development, Waterline brings expertise in "going below the waterline," helping teams understand more deeply the choices they face, the reality that underlies those choices, and the hidden opportunities within complex situations. We understand the dilemmas faced by leadership teams to integrate across functions while managing the unique needs of their teams. And, as business partners in different locations we understand firsthand the challenges faced by teams working virtually.

Functioning well in teams is difficult. Teams must deal with conflicting perspectives, communication challenges, scarce resources, power dynamics and ever-tightening time constraints. Investing in effective teams pays off in greater employee engagement and improved organizational performance.