

3

COMPOSITION

Getting the Right People on the Bus

If the organizational context is supportive of teamwork, the next task is to determine the appropriate size of the team, who should be on it, and how they should be managed depending on their skill set and motivation.

In this chapter, we discuss the importance of getting the right people on a team, as well as the optimal team size. To illustrate the importance of both team composition and context, we examine the practices of Bain & Company, a management consulting firm that has achieved superior results through the effective management of team context and composition. We also provide an assessment instrument

WEB www.josseybass.com/go/dyerteamassessments

for evaluating team composition and context.

Team Composition and Performance

For a team to succeed, its members need two things: the skills and experience to accomplish the task and “fire in the belly,” that is, the motivation to succeed. Team leaders play a critical role in identifying and attracting people with those attributes to the team. Beyond that, we have found that effective team leaders have the following characteristics:¹

- Clear vision of the team’s goals and the metrics that will accurately measure team performance
- Ability to set clear direction for the team with regard to how to achieve team goals

- Ability to motivate and inspire team members as they pursue team goals
- Ability to teach and coach team members in developing the skills necessary to complete team tasks
- Ability to make each team member feel that she or he is valued and an important contributor to the team
- Ability to hold team members accountable for their contributions to team performance
- Ability to include and listen to team members when making decisions that affect the team
- Ability to manage conflict and solve team problems effectively
- Ability to gain support and resources for the team from key executives and other constituencies

We often find that team leaders do not receive adequate training and as a result are ill equipped to lead the team.

In addition to effective leaders, successful teams need members who have the following characteristics:

- Strong technical skills, knowledge, or experience related to accomplishing the team's tasks
- High motivation to be an effective contributor to the team effort
- Effective interpersonal and communication skills
- A willingness to help and support other team members in their efforts to achieve team goals
- Good conflict management skills (i.e., they are capable of working through disagreements)
- Ability to adapt to new situations
- Dependability and ability to take initiative to help the team achieve its goals

Figure 3.1 Team Composition: Evaluating and Managing Team Members Based on Skills and Motivation

Team Member's Skills: Technical and Interpersonal	High	Provide incentives and use motivational techniques	Share power and responsibility
	Low	Drop from team	Provide training and develop skills
		Low	High
		Team Member's Motivation	

Effective team leaders understand that the way they manage the team and individual team members is strongly influenced by the degree to which team members are skilled and motivated (see figure 3.1). In some instances, team members may not have the necessary skills or may not be properly motivated to work on the team. When team members are neither skilled nor motivated, team leaders may be wise to drop them from the team because the challenge of building their skills and motivating them is simply too daunting. When team members are skilled but not motivated, the team leader's role is largely a motivational one. We have found that empowering skilled team members with greater responsibility for team tasks and performance can be an effective way to increase a team member's commitment to the team and its goals. Naturally, it is preferable if team members are intrinsically rather than extrinsically motivated. In fact, when selecting someone for the team, try to determine to what extent the person has a passion and love for this kind of work and to what extent she or he is committed to the team goals.

Finding people who are passionate about the work and internally committed to the organization's goals can save team leaders

headaches down the road. However, in some cases, it may be necessary and desirable to motivate through increased pay, rank, or other perks. The key, of course, is to understand what motivates the particular team member to give his or her best effort for the team.

In contrast, when team members are motivated but not skilled, the leader's task is largely one of coaching and skill building. This requires that the leader play the roles of educator and coach. It also means that assessments of skill deficiencies are necessary so that an individual development and training program can be established to ensure that the person develops the technical skills necessary to be effective in completing the team's tasks.

Finally, when team members are both skilled and motivated, the wise team leader will share power and responsibility with the members, since they are capable of assisting the leader in developing team competencies and motivated to achieve the team's goals.

As teams are formed, team leaders should meet with potential team members before selection to ascertain their ability to contribute to the accomplishment of the team's goals as well as their motivation to be part of the team. Offering a meaningful team goal or significant performance challenge generally can rally individuals to a team and motivate them. When team members believe they are being asked to contribute to something important—something that counts, that has vision—they are more likely to give their best effort than will people who are asked to serve on another team or committee that seems to serve little purpose.

Amazon.com, the Internet discount retailer, is known for attracting and retaining some of the best and brightest technical talent around. It does this in part by maintaining one constant in its selection process: "Does this candidate have a strong desire to change the world?" Leaders are looking for people who want to achieve something important. In addition, job applicants are

interviewed by teams of Amazon employees—in many cases, by the entire team that they will join. The team interviews help ensure that new employees bring diversity to the team (which is critical for innovation and is an explicit goal of the team interviews) and tests whether the recruits have the collaboration skills necessary to succeed in Amazon’s team environment.

Team Size

There is no clear answer as to the size of an optimal team because size is determined in part by the nature of the task. Some managers like large teams because they believe that these teams generate more ideas and call attention to the importance of a project or functional area. Moreover, some managers think that putting people on a team is a good experience, and they don’t want to leave anyone out. However, in general, small teams are preferable to large teams, and there are rules of thumb and certain pitfalls to avoid in determining team size.²

We find that large teams (typically over ten people) have lower productivity than smaller teams. Research reported by Katzenbach and Smith in their book *The Wisdom of Teams* suggests that “serious deterioration in the quality and productivity of team interactions sets in when there are more than 12 to 14 members of the team.”³ The greater the number of team members, the more difficult it is to achieve a common understanding and agreement about team goals and team processes. Large teams lead to less involvement on the part of team members and hence lower commitment and participation, which leads to lower levels of trust.

Although team size clearly should be determined by the nature of the task, much of the research suggests that the most productive teams have four to ten members. In summarizing research on team size, researcher Glenn Parker notes, “Although optimal size depends on the specific team mission, in general, the

optimal team size is four to six members, with ten being the maximum for effectiveness. It is important to remember that many team tools in decision making, problem solving, and communicating were created to take advantage of small-group dynamics. Consensus, for example, just does not work as a decision-making method in a team of twenty members.”⁴

Amazon.com has experienced an explosion of growth throughout its short life and employs more than ten thousand people. However, it typically deploys its workforce into “two pizza” teams (the number of people who can be adequately fed by two pizzas) to promote team identity and foster commitment, accountability, and innovation within the team. Because two large pizzas typically feed eight to ten people, you rarely find larger teams within Amazon. Thus, the rule of thumb is to choose the smallest number of people possible that will still allow the team to effectively accomplish its mission.

Effective Team Context and Composition: The Case of Bain & Company

Bain & Company, a top-tier global consulting firm, has made team development a high priority. Although the company and its teams certainly have their problems, most organizations can learn some valuable lessons from Bain’s team development efforts. (Jeff Dyer experienced the impact of Bain’s team culture personally as a Bain consultant for several years.)

Bain’s ability to develop productive teams hinges largely on a program that includes the following key elements:

- A strong team culture that features:
 - A team orientation explicitly stated in the company’s mission statement
 - Promotion and rewards for those who demonstrate team leadership skills

- Team processes that emphasize interdependency as exemplified by the mantra: “A Bainie never lets another Bainie fail”
- Attention to team dynamics and structure, including:
 - Lean and flat semiautonomous teams with high responsibility
 - Attention to complementary team skills and team chemistry
 - High priority on personal and leadership skill development
- Systems that measure team satisfaction and performance on a monthly basis

Getting the right people on the team is a critical first step, and Bain focuses its recruiting efforts at top universities around the globe that it has determined do an effective job of finding (and sometimes preparing) individuals for management consulting. Bain also invests heavily in two rounds of interviews with recruits as it looks for three skill sets: analytical and problem-solving skills, client and communication management skills, and team collaboration skills.

In the first round of interviews, recruits are largely tested on their analytical and problem-solving skills as they are asked to solve business cases during the interviews. The second round focuses more on whether recruits have the client and communication skills necessary and whether they will be effective team players. As part of the client and communication skill evaluation, interviewers assess whether the person has the appropriate degree of confidence and optimism without showing arrogance. (Arrogance is the kiss of death.) They also assess whether a recruit can comfortably communicate with all sorts of people, from shop foreman to CEO. Finally, recruits must pass the airplane test: “Is this someone I would want to hang out with for six hours on an airplane?” “Is this someone I want to work on *my* team?”

Another key way that Bain gets the right people on the bus is to watch them perform on a Bain team before they are hired as a full-time consultant. To do this, Bain invests heavily in a summer intern program, bringing in a large percentage of MBA students to work over the summer between the first and second years of their program to see whether they have the “right stuff” (i.e., analytical skills, communication skills, and team collaboration skills). Thus, Bain puts potential team members on a simulated “bus ride” before putting them on the bus for good.

According to Mark Howorth, senior director of global recruiting for Bain, roughly two-thirds of new consultants hired have either worked at Bain as summer interns or as analysts (associate consultants) after graduating from college. This dramatically reduces the risk of getting the wrong people on the bus. Once Bain has determined that a person has the ability to be successful, it brings that person into an organizational environment that supports effective teamwork in the following ways.

Cultural Characteristics: A Team Orientation

Bain understands what it means to foster a culture that supports teamwork. Most organizations just talk about it, but at Bain it is not just talk. The importance of the team is highlighted in the company’s mission statement as one of three keys to success. The statement reads (*italics added for emphasis*):

Bain & Company’s mission is to help our clients create such high levels of economic value that together we set new standards of excellence in our respective industries. This vision demands:

- The Bain vision of the most productive client relationship and single-minded dedication to achieving it with each client.
- *The Bain community of extraordinary teams.*
- The Bain approach to creating value, based on a sharp competitive and customer focus, the most effective analytical techniques, and our process for collaboration with the client.⁵

Extraordinary teams is a term often heard within Bain & Company. Historically, one of the senior directors in the firm had responsibility for researching and understanding what made an extraordinary team. He then gave his report at the annual company meeting on the company's progress in this area. An extraordinary team was selected and featured in the biannual company newsletter with a description of how and why the team was extraordinary. These teams were also recognized at company meetings and celebrated with a team event. All teams within the company are encouraged—and given the resources—to celebrate successful projects or particularly effective teamwork. Celebrating can range from a team dinner to a weekend of skiing together. The company wants to let the team know that it appreciates a job well done.

Promoting Team Leadership Skills

No one is promoted to manager at Bain without clearly demonstrating the skill mix necessary to be an effective team leader. The company has adopted a promotion process that essentially results in the flip side of the Peter principle. Rather than promoting people to their level of incompetence, Bain requires that prospective managers demonstrate the full complement of managerial skills, and particularly intellectual leadership, in a case team leader role before they are promoted to manager.

Just like any other manager or partner, they receive a monthly evaluation from the team regarding their leadership performance (more on this in a moment). Over time the company has studied what makes for an effective team leader. In the early days in the firm, they found that extraordinary teams (as measured by quantifiable results for the client) were led by team leaders who exhibited great “intellectual leadership.” Intellectual leadership might best be defined as the ability to create and communicate a clear vision for the team, as well as to brainstorm and generate value-added ideas. Although this is still important, more recent studies of employee satisfaction have found that the

most effective team leaders are those who “motivate, inspire, and value” their team members. In other words, just being smart isn’t enough to inspire a team of individuals who are mostly from the Gen X or millennial generation. These practices have resulted in a core of managers who are generally highly effective at building productive teams.

Team Process Emphasizing Interdependency and Productivity

Bain’s approach to emphasizing interdependency and productivity is unique. At the beginning of each project, a “blank slide” presentation is created that is essentially a structured problem-solving method that clearly outlines the data and analysis required to solve the problem facing the team. This represents the manager’s hypothesis (with input from the partner, or senior manager, and team members) on the key aspects of the problem being addressed and is the manager’s vision of the logic and structure behind the final presentation (product). Consequently the team understands the working hypothesis and knows precisely what the overall team objective is from the very beginning.

The team goal is to do the analysis that proves or disproves the hypothesis and leads to a set of recommendations. Each person is responsible for a piece of the puzzle and understands how this piece is vital to the success of the combined team effort. This is a strong motivating factor for team members because they know that their work is critical to the team’s final product and that they will be held accountable.

The presentation is divided among team members, and the manager develops a work plan with each member to ensure that he or she understands what is expected. Because of the interdependent nature of the work, Bain tries to ensure that a “Bainie” never fails. This philosophy is shared at every recruiting event that the firm holds and is frequently mentioned within training

and other company events. This saying boldly reinforces the idea that “we are a team” and “we need each other.”

Team Dynamics and Structure: Lean, Flat Teams with High Responsibility

Bain’s internal study of extraordinary teams found that lower-performing teams were generally larger and had multiple reporting relationships. Consequently, efforts are made to keep teams small and structures flat. The logic is that people work harder and are happier when they are given heavy responsibility and are not burdened by layers of management. Moreover, on a small team, individuals have more direction from supervisors and are less likely to get lost in the shuffle and end up frustrated and unproductive. Therefore, teams are generally organized to consist of only four to six members. These individuals report to a manager, who then reports to a partner, the end of the line of authority. All are closely involved in the work and are held accountable for team performance.

Attention to Team Chemistry

Bain devotes significant time to determining the right mix of people given the demands of the team project and the professional development needs of potential team members. The team assignment process begins with a discussion among the office staffing officer, partners or managers, and potential members. The staffing officer typically discusses the skills required to be successful on a particular client project with the partner or manager. Three issues are generally reviewed when a person is considered for a team:

- Does this person have the skills and experience necessary to help the client be successful in this particular assignment?

- Does this project fit with this person's skill plan and professional development needs?
- Will this person work well with the client, manager, and other team members?

The staffing officer in charge of case team assignments speaks with managers and potential team members before an assignment is made to make sure the fit is good. In most cases potential team members can refuse an assignment if they make a strong argument that they cannot answer these questions with a "yes."

By taking time in advance to consider these issues, Bain ensures that team members are considerably more committed to the team and are less likely to become frustrated and unproductive. As a result, management saves time by avoiding team problems down the road.

High Priority on Personal Development

This may seem paradoxical but although creating extraordinary teams is the overall goal, Bain doesn't lose sight of the fact that extraordinary teams are composed of successful and productive individuals. To ensure that individual needs are considered, professional development is a company priority. Managers and team members jointly develop skill plans to outline the skills that the team member needs to develop in order to advance in the organization.

Skill plans are prepared every six months, with the manager providing coaching and feedback. Most managers also conduct a monthly or bimonthly lunch with each member to discuss professional development needs. The system is supported by a professional development department whose primary responsibility is to help employees with their personal growth and development. Team "buddies," or colleagues, are assigned when a new member joins the company to ensure that he or she is properly integrated into the team. Remembering the individual is

Bain's way of keeping its turnover among the lowest in the consulting industry.

Monthly Measurement of Team Satisfaction and Performance

Overall team satisfaction and team leadership effectiveness are evaluated every month through a formal review process. Members fill out a survey and rate their satisfaction on such issues as these:

- Value addition and impact of work
- Ability of team leaders to motivate and inspire team members
- Clear and prompt downward communication
- Reasonable time demands
- Upfront planning and organization
- Fun, motivation, and a sense of teamwork
- Interest level of work
- Clear performance expectations
- Level of responsibility
- Opportunities for professional growth and development
- General level of respect for each person

The data are compiled and given to both the team members and the team's leaders (manager and partner). The team then meets alone, without the leader, to discuss the results and develop recommendations regarding what could be done to improve team satisfaction and performance. Team leaders also meet to develop their own recommendations. Then the members and leaders meet together to discuss each other's recommendations and determine what should be done to improve team satisfaction and performance over the next month. If the team satisfaction scores are particularly low, a facilitator meets with the entire team in a team-building discussion.

Team satisfaction and performance scores are posted publicly each month for all to see, so there are strong incentives for team leaders to ensure that they are taking actions that improve team satisfaction if their scores have been low. When asked whether monthly reviews were too frequent, Krista Ridgeway, director of HR for the consulting and business operations, said: “We used to do reviews every two months in the Chicago office and thought that was enough. But the other offices started doing it every month and we eventually decided we would give it a try. We discovered that we were able to discover and respond to team problems much more quickly when we did it monthly. Problems were less likely to escalate. And it really only takes people about five minutes to do the evaluation, so we’ve found that it is definitely worth the effort.”

Bain has found that productive teams can pay big dividends for both itself and its clients. It has grown rapidly from a small Boston Consulting Group spin-off to one of the largest and most prestigious strategy consulting firms in the world with nine years straight as *Consulting* magazine’s “Best Firm to Work for” and fourth place on a list of MBAs’ Top 50 Dream Companies.⁶ Moreover, Bain consulting teams have helped clients achieve stock price appreciation four times greater than that of the S&P 500, an indication that Bain’s team approach helps get results for clients.⁷

Assessing Context and Composition

Bain & Company’s experience demonstrates what teams can achieve when an organization takes both team context and composition seriously. Because context and composition are indeed the foundation for team success, we believe that organizations should periodically do an assessment to see if their context

WEB [www.josseybass.com/
go/dyerteamassessments](http://www.josseybass.com/go/dyerteamassessments)

and methods for assigning team members support team development. Figure 3.2 provides an assessment for determining whether that foundation is in place.

Creating the Context and Composition for Team Performance

Almost all organizations and teams will likely be deficient in some way related to providing the right context and composition to create a high-performing team. In summarizing this chapter, we suggest the following ideas and actions that we have found useful for managers in creating the appropriate context and composition for teamwork.

Provide Clear Top Management Support for Team Development

In any organization, people at lower levels respond to cues from upper management about what is truly important to the organization. A key role for leaders is to create a vision for others of what is possible for the organization to achieve. A company with a clear team-related mission statement will assign a top corporate officer or group to monitor how well teams are functioning. This sends a clear signal that teams are fundamentally important and that to succeed, everyone must learn to contribute to the team effort. Too many organizations give some emphasis to team building in a middle management seminar or training program, but there is little evidence that upper management takes any of this seriously. Bain & Company is a good example of an organization that clearly states in its mission and goals the need for teamwork.

Create Organizational Rewards to Support Teamwork

Managers must be able to see that if they develop a successful team, their efforts will be rewarded. This means having some criteria of team effectiveness and having those criteria emphasized in the performance review system. Managers at all levels

Figure 3.2 Team Context and Composition Scale

Instructions: Using your observations of your organization and work unit or team, circle the number that applies to each question (on a scale of 1 to 5).

1. Is teamwork needed for your team to accomplish its goals (that is, is reciprocal interdependence important for the team to succeed)?

1	2	3	4	5
No, not really.		It is somewhat important.		Teamwork is critical to success.
2. Is the team's role in the organization clear (that is, is it clear whether the team is a decision team or task team or plays some other role)?

1	2	3	4	5
No, the role is unclear.		The role is somewhat clear.		Yes, the role is very clear.
3. Does the team have the authority needed to accomplish its goals?

1	2	3	4	5
No, the team has little authority.		It has some authority, but not all that is needed.		Yes, the team has the authority it needs.
4. Does the team have the resources it needs to accomplish its goals?

1	2	3	4	5
No, more resources are needed.		Some resources are available.		Yes, the resources needed are available.
5. Does the organization's culture (its rules and values) encourage teamwork?

1	2	3	4	5
No, teamwork is not encouraged.		Teamwork is somewhat encouraged.		Teamwork is encouraged as part of the organization's culture.
6. Does the organization's structure (organization chart, roles, job descriptions, and so on) support teamwork?

1	2	3	4	5
No, the structure hinders teamwork.		The structure somewhat supports teamwork.		Yes, the structure supports teamwork.
7. Do the organization's systems (compensation, appraisal, information, and so on) support teamwork?

1	2	3	4	5
No, the systems undermine teamwork.		The systems somewhat support teamwork.		Yes, the systems support teamwork.

8. Does your organization have a well-thought-out method for assigning people to be on a team?

1	2	3	4	5
No, team assignments are rather haphazard.		Some thought goes into team assignments.		Yes, careful thought is taken before making team assignments.

9. How effective is the leadership in the team?

1	2	3	4	5
The leadership is not effective.		The leadership is somewhat effective.		The leadership is very effective.

10. Does the team have the necessary technical skills, knowledge, and experience to achieve its goals?

1	2	3	4	5
No, it needs more skills, knowledge, and experience.		It has some of the skills, knowledge, and experience it needs.		Yes, it has all the skills, knowledge, and experience it needs.

11. Do team members have the interpersonal skills needed to work effectively as a team?

1	2	3	4	5
No, they don't have the interpersonal skills needed.		They have some of the interpersonal skills needed.		Yes, they have the interpersonal skills needed to work well as a team.

12. Is the team the appropriate size to accomplish its goals?

1	2	3	4	5
No, it is either too large or too small.		The team might need to add or subtract a member or two.		Yes, the team is the right size for the task.

13. Are team members motivated to help the team achieve its goals?

1	2	3	4	5
No, there is little motivation.		There is some motivation on the part of team members.		Yes, team members are highly motivated to achieve team goals.

Scoring: Add up your score and divide by 13.

A score of 3.75 or higher indicates that the organization's context and team composition generally support team performance. Scores between 2.50 and 3.75 indicate moderate support for team performance. Scores between 1.00 and 2.50 indicate some serious problems related to context and composition that are hindering team performance.

If responses to even one or two items are very low (1 or 2), this suggests that action may need to be taken soon to improve the context or team composition. However, if the response to item 1 (the need for teamwork) is low (either a 1 or 2), which typically means that the interdependence of team members is largely modular or sequential, then the mean score may not need to be as high as on a team in which teamwork is essential to achieve its goals (in other words, when there is a need for reciprocal interdependence).

should monitor and be monitored on what is being done to build effective teams, and organizational resources need to be made available to support such action. Teams should not only be allowed but also required to take time out regularly to critique their own team effectiveness and make plans for improvement. Effective teams should be singled out for praise in company meetings and in official publications, and organizations should recognize effective teams with some clear, special rewards.

It is not necessary to always connect pay to team performance, although this is possible, and such rewards are being used with increasing frequency. Regardless of the nature of the reward, it is important for managers to see that they are being rewarded for engaging in team development activities that result in effective work.

We often find organizations today using multiple criteria—individual, team, and organizational—to determine pay raises and bonuses. For example, an organization might base its bonuses using the following percentages: 40 percent on individual achievement, 40 percent on team achievement, and 20 percent on the achievement of organizational goals. Thus, someone would receive 100 percent of his or her bonus if the goals were achieved in all three areas. The bonus would decrease by the corresponding percentage if performance was unsatisfactory in one or more of the areas. In this way, organizations can focus an employee's attention not only on individual achievement but on achieving the goals of the team and organization.

Make Time Available for Team Development

Managers must feel that team development is a high-priority activity and that the organization supports time spent in team-building activities. If managers believe that upper-level management views team development as a frill that prevents people from getting work done, few will be inclined to spend time in this area. There is some advantage to taking the team away from the work setting for development activities. This is

not a requirement, however, and time can be saved if team building is done at the workplace.

One of our clients, a large credit union, was having difficulty in coordinating the activities in its branches to serve its customers. When we asked employees why they didn't spend time in team meetings to solve their problems, they replied, "We don't have time—we just can't close the branch office to solve those problems. We have to wait on customers." When asked why they didn't come to work earlier or stay later after hours to discuss and solve their problems, they replied, "The president would never pay us to spend time as a team working on these issues."

To test this assumption, we met with the president and informed him of his employees' desires to spend time in branch problem-solving meetings. His response was, "If it will improve performance, let's do it." The president made the decision to give all employees one paid hour per week to meet as a branch team to discuss problems in the branch and make plans to take corrective action. Most branch teams decided to meet one hour before their branch opened on Friday. The results were almost instantaneous: problems were solved, customer service was improved, and employee morale was strengthened.

Regularly Assess Whether the Organization's Culture, Structure, and Systems Support Teamwork

One reason for poor team performance is the lack of congruence between an organization's culture, structure, and systems and team development. To avoid this problem, an organization should periodically assess how these three factors are affecting teamwork in the organization. The assessment in figure 3.2 could be used for this purpose. The organization needs to be designed to support teams, conduct compensation and performance reviews that encourage teamwork, and demonstrate that it values the work of those who participate in teams. After such an assessment, management can take corrective action to ensure that these three factors support teamwork.

Develop a Systematic Process for Making Team Assignments

Without the right players (those who are motivated and have the right skills), a team is unlikely to succeed. Thus, organizations need to develop clear methods and criteria for making team assignments. In this process, the organization should identify (1) the goals for the team; (2) the knowledge, skills, and experience that the team leader and team members need for the team to achieve its goals; and (3) the optimal number of members needed for the team to achieve its goal. Moreover, after identifying those who should be on the team, team members should be “signed” up by the team leader (possibly with the assistance of others in senior management), and the team assignment should be explained along with the importance of this assignment. In this way, the team members will more likely be motivated to be part of the team and recognize how they can contribute to team success.

In Summary

Context and composition are the initial building blocks of effective team performance. When culture, structure, systems, and processes support teamwork along with strong support from top management, an environment is created for teams to flourish. Moreover, when organizational leaders take the composition of teams seriously, they identify the skills, abilities, experience, and motivation that are needed for a team to succeed and create clear processes for “signing up” team members and evaluating their performance. As illustrated by Bain & Company, organizations that carefully craft the context and composition of their teams and regularly evaluate how the organization is performing along these dimensions are well on their way to developing high-performing teams.