

Do We Need a Team?

Convene a Team When...	Convene a Committee or Working Group When...
<p>The work to be done is adaptive. It requires learning and changing people's hearts and minds.</p> <p>The reason for existence will be ongoing, long term, and instrumental to the ability of the organization to fulfill its mission.</p> <p>The tasks the team will engage in require more resources than one person alone can provide.</p> <p>The team's goals are directly in support of the larger organization's goals.</p> <p>Membership will be consistent for at least a year and it's important that this team develop trust in each other.</p> <p>Diverse skills and perspectives are required to accomplish the work.</p> <p>There is someone with the skills to lead or facilitate the team.</p>	<p>The work to be done is technical. It addresses a problem we know how to solve.</p> <p>The work is episodic and organized around a specific task or project.</p> <p>One person or a couple people can do what needs to be done.</p> <p>There are tasks to complete, events to hold, and so on. The work done in this group may feed into or support the work of a team.</p> <p>High levels of trust aren't essential to meet the group's goals and membership can fluctuate.</p> <p>Divergent perspectives aren't essential. A limited skill set is needed.</p> <p>The success of the group doesn't weigh heavily on a leader or facilitator with skills.</p>

Exhibit 1.3. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.