



11 TEAM QUESTIONS¹

We help newly appointed chief executives build highly effective leadership teams. A great place to start is by co-creating a Team Charter. Answering the questions below will give you a feel for what this could look like. In our experience conducting a confidential one-to-one engagement in the first instance helps surface some of the issues that may not be apparent to colleagues and which could be getting in the way of effective team function.

We would love to help you. Get in touch to find out more by emailing info@freshairleadership.com

AUTHORITY		
1	Governance. Does your team report to another team or board? Are you clear about reporting, delegations, matters reserved, escalation etc.	
FOUNDATIONS		
2	Safety. Is the team a safe space in which to freely contribute and express feelings? How do you know this?	
3	Purpose. What is the enduring essence of what the team does on behalf of its stakeholders? Is this written down, understood, and agreed?	
4	Stakeholders. Are you clear about who your stakeholders are, and in what form you will serve their needs?	
5	Values. What are the lived values of the team? Are these aligned to your organisation's values? Do you actively use these to guide decisions?	
6	Size, Structure, Skills. Has the team got an effective mix of knowledge, skills, and experience? Is the size and structure fit for purpose?	
ASPIRATIONS		
7	Ambition. What kind of team do you need to be for your stakeholders? What does this look, sound, and feel like?	
8	Goals. Does the team have a development roadmap?	
OPERATIONS		
9	Ways of Working. How does the team work together? Key processes? Focus? Decision-making? Quality of conversations? Conflict management?	
10	Behaviours. What are the team's desired behaviours? Do you have a way of managing unhelpful behaviours and difficult relationships?	
11	Feedback. How does the team seek, manage, and make use of feedback?	

¹ Derived from a cross-section of established team models.