

**Diagnosing Team Issues – The 4 “P’s”**

This checklist is useful not only for you to reflect on your current team but to ask other members for their views and compare them with your own.

<b>Area</b>	<b>Sample questions</b>	<b>Notes on my team</b>
<b>Purpose –</b> what the team is for	<ul style="list-style-type: none"> <li>• Is the team’s purpose clear and shared?</li> <li>• Is a team the right answer for this task?</li> <li>• Is the team’s purpose seen as useful and therefore motivational?</li> <li>• Do those outside the team have the same understanding of its purpose?</li> </ul>	
<b>People –</b> how members contribute	<ul style="list-style-type: none"> <li>• Does the team have the skills and knowledge it needs?</li> <li>• Do all members have clear and compatible roles?</li> <li>• Do all members understand and value the roles of others?</li> </ul>	
<b>Procedures –</b> formal protocols underpinning the team	<ul style="list-style-type: none"> <li>• Are there effective systems in place to support:-</li> <li>• Communication between members?</li> <li>• Meetings?</li> <li>• Individual appraisal?</li> <li>• Allocation of work?</li> <li>• Gathering and distributing information?</li> </ul>	
<b>Processes –</b> how the team works/learns together	<ul style="list-style-type: none"> <li>• Leadership. How is the team led? Is this clear and agreed?</li> <li>• Learning. How does the team review and improve its performance?</li> <li>• Strategy and planning. How does the team shape its future?</li> </ul>	