

Getting Things Done  
(Direction, Structure, Organization)

**II**

**Getting things done no matter whose toes are stepped on**

- Frustration, anger & resistance to goals
- Domination by one or several members
- Overly competitive and confrontational
- Defensiveness, competition, infighting
- Self-serving attitudes
- One-way communication

**I.**

**Cautious and guarded -- not acting unless forced to do so**

- Weak attempts to define task
- Little real communication
- Tendency to avoid others
- Impersonal, guarded behavior
- Tentative attachment to the team

**IV**

**Getting things done by working collaboratively with others**

- Clear mission, goals, roles and performance expectations
- High productivity through collaboration
- Involvement of all team members
- Cooperative and productive team climate
- Open, relevant, business-like communication
- Understanding of others' strengths and weaknesses

**III**

**Emphasis on team relationships even at the expense of productivity**

- Competitive relations becoming cooperative
- Relief in believing team issues will be worked out
- Team relationships emphasized
- Agreements, norms, procedures for working together
- Communication open in all directions
- Feelings of mutual trust and respect

**Building Strong Teamwork Relationships**  
(Communications, Involvement, Coordination)