

Is Your Group Actually a Team

A practical workbook for leading from your current role

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Leadership begins with contribution

Many people are still working toward a title, a license, or their next opportunity. My challenge is simple: leadership starts the moment you see yourself as part of a team, whatever your role. You can prepare, listen, follow through, and help someone succeed today.

This workbook helps you examine whether your group shares a purpose, depends on one another, and follows through on commitments. You will leave with one clear contribution and a seven-day plan to put it into practice.

How to use this workbook

Set aside 30 to 40 minutes. Write about one specific group you work with. Use recent examples, choose an action within your role, and return in seven days to review what changed. You can complete it alone or bring it to a team conversation.

For a team meeting: allow 5 minutes to introduce the question, 10 minutes for the assessment, 15 minutes to discuss differences, and 10 minutes to agree on one action. Complete the other pages before or after the meeting. Invite people to share; let personal reflections remain private.

My name and current role

The group I am thinking about

What I want to improve by completing this workbook

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WORKSHEET 1

Look at how your group works

Think about the past 30 days. Rate what you have actually observed, using the scale below. This is a reflection tool, not a validated assessment or a way to label people.

1 = Rarely 2 = Sometimes 3 = Often 4 = Consistently

Use N/O if you have not had an opportunity to observe the behavior.

Observed behavior	Rating
We can explain the same shared goal.	_____
Each person knows what they are responsible for.	_____
We understand how our work affects one another.	_____
We prepare before meetings and shared tasks.	_____
We follow through on commitments or raise concerns early.	_____
People can ask questions and request help.	_____
We address problems directly and respectfully.	_____
People are invited to contribute regardless of title.	_____
We recognize contributions beyond individual results.	_____
We review progress and adjust our actions together.	_____

Do not add the ratings into a pass or fail score. Look for patterns. Discuss N/O responses as questions to explore, not as evidence of poor performance.

One strength and a recent example that supports it

One behavior we need to improve and a recent example

If completing this together, compare examples before comparing ratings. Ask: What did you see that led you to that answer?

WORKSHEET 2

Define what you share

A team needs a result people understand and a reason to work together. Describe the work in everyday language so a new person could explain it back to you.

Who does our group serve, and what do those people need from us?

What specific result are we working toward over the next 30 days?

Where does my work depend on someone else, and who depends on me?

Write a shared purpose

We work together to _____ for _____. We will know we are making progress when _____.

My proposed purpose statement to discuss with the group

Example: We help new team members learn our process. Over the next 30 days, each person will complete an agreed practice task and know whom to ask for help.

WORKSHEET 3

Lead from your current role

You can contribute while you are still learning. Choose actions within your responsibilities, training, and authority. When a task requires approval or a license, clarify who should handle it.

What useful skill, experience, or perspective can I contribute now?

What have I been waiting for permission or a title to do? What can I appropriately start?

What decision or task do I need to clarify with the team leader?

Make one contribution specific

Example: Before Thursday's training, I will review the materials and bring two questions. I will send my notes to the agreed person by Friday.

My action and the person or shared result it will help

My deadline and how I will show that it is complete

WORKSHEET 4

Practice trust and follow through

Trust grows when people know what to expect from you. Work through this fictional situation, then apply the lesson to your own commitments.

A commitment is at risk

Alex is new to the group and has agreed to prepare materials for tomorrow's meeting. This afternoon, Alex realizes some information is missing and the materials may be late. Other people need them to prepare. Alex worries that asking for help will make them look unprepared.

What should Alex communicate now, and to whom?

What response from the leader would make it easier to raise concerns early?

Try a clear update

"I committed to _____ by _____. Here is where things stand: _____. The impact may be _____. I need _____. My proposed next step is _____. Can we agree on the next deadline?"

Write an update for a real commitment you need to clarify or complete

One habit I will use to make my follow through more reliable

After writing: Did you name the impact, propose a next step, and give the other person time to respond?

WORKSHEET 5

Make room for people to contribute

Use this page if you lead the group or help run its meetings. If you are a participant, use it to identify a constructive conversation you would like to have with the leader.

Check your own behavior

Mark each item: C = Consistent, W = Working on it, N = Need to begin.

_____ I explain the purpose and expected outcome of the work.

_____ I give people meaningful tasks with clear boundaries.

_____ I invite questions and listen before responding.

_____ I welcome early warnings about problems.

_____ I give useful feedback and recognize follow through.

Whose perspective have I not heard, and how can I invite it?

What meaningful contribution could I invite without exceeding that person's role?

What support, information, or decision authority would they need?

What will I change about the next meeting to make participation easier?

Conversation starter: "Your contribution matters here. What would help you participate more fully, and what responsibility feels appropriate for you to take on next?"

WORKSHEET 6

Agree on how you will work

Complete this page together. Propose observable behaviors, check that they are realistic, and agree on how the group will respond when something is missed. One person's draft is a proposal until the group agrees.

Area	Our agreed behavior
Preparation	Before a meeting or task, we will...
Communication	When information changes or help is needed, we will...
Commitments	For each commitment, we will name the owner and deadline by...
Respect	When we disagree or someone makes a mistake, we will...
Review	We will check progress and adjust our work by...

Which agreement will we practice first, and who will coordinate it?

How will we address a missed commitment and agree on the next step?

Agreed on: _____ Review date: _____

Participants: _____

WORKSHEET 7

Put leadership into practice

Use the next seven days to practice one contribution. Keep it small enough to complete and useful enough that someone else benefits.

Day	Practice	My action or evidence
1	Name the shared result.	
2	Clarify your role and one commitment.	
3	Prepare before you are needed.	
4	Ask a teammate what would help.	
5	Complete your action or raise a concern early.	
6	Ask for feedback on your contribution.	
7	Review what changed and choose what to repeat.	

Review after seven days

What did I do, and what evidence shows how it helped?

What feedback did I receive, and what will I adjust?

What will I repeat next week, and who will check in with me?

Next check in: _____ Person: _____

You do not need a title to begin contributing. Choose the next action that helps your team count on you.

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