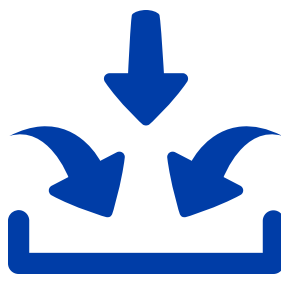


Ask the Expert: Working as a Collective



“How do you get exceptional individual performers to embrace their role as a team member rather than focusing on their own goals?”

Bring Team Members' Tasks and Goals into Alignment



What the Research Says...

- Team members are quite adept at determining which tasks will, and will not be, rewarded and recognized ([Beersma et al., 2003](#)).
- If you expect team members to work together successfully, then their goals and rewards should encourage interdependence ([Saavedra et al., 1993](#)).
- If given a choice, team members will pursue individual rewards before team rewards because they have more control over their individual contributions ([Barnes et al., 2011](#)).

Increasing the Fit Between Outcomes and Taskwork



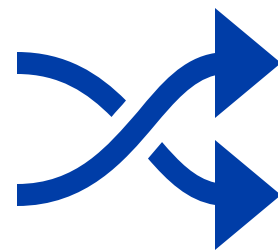
Think Broadly about Rewards

Not everyone responds to the same rewards. For example, people can be motivated by:

- Praise and recognition
- Feelings of accomplishment
- Tangible rewards (\$)

Ask your team members their personal *why*.

Consider how each team member's motivations can connect back to the team's objectives and the group's reasons for coming together.



Avoid Mixed Messages

If team effectiveness is paramount, then whenever possible use goals and rewards that encourage collaboration.

Examples include:

- Group-based objectives
- Profit-sharing
- Peer feedback

If it is better for team members to work individually, then emphasize rewards that recognize individual contributors without instilling unnecessary competition.



Next Steps

- Some members occupy critical positions in the team's workflow. These central positions are a good place to start.
- You can also consider if there are conflicting messages about rewards that originate outside the group.



Additional Resources

- CCL has a proven track record of helping leaders develop direction, alignment, and commitment within their teams.
- [Learn more here!](#)