

The first thing to focus on if you want a successful team is to create the most basic conditions

They should be tasked with a common longer term goal. A mission that stretches beyond 6 months basically

Team members should be interdependent. Collaboration should be required to achieve the goal.

If you can't create these conditions or it doesn't make sense in your specific context it might be more productive for the individuals to not work as a team

Be sensible about membership in teams over time. Group dynamics take time. So create enough stability for them to become productive.

People should also ideally only be committed to a single team

Don't use individual incentives or rewards. Use team based instead. This will foster collaboration.

Additional things you can do or should consider as a leader or manager to improve general conditions for teams

Improve your ability to identify what development stage a team currently is in. Remember that this sometimes may depend on the situation.

Actively manage your behavior and the amount of energy and time spent with a team. It should be based on the development stage it's in.

The most relevant skill set you should develop is the ability to create a safe space, manage disagreements and teach others to do the same.