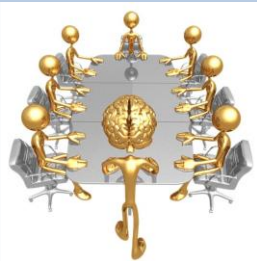


Building Better Teams:

Ensuring Team Effectiveness



Jae Limited

www.jaelimited.com



Building Better Teams: Ensuring Team Effectiveness



Table of Contents

Course Overview		i
Section 1.	Teams and Team Norms	1
Section 2.	The Stages of Team Development	5
Section 3.	Identify Your Style as a Team Player - Exercise	9
Section 4.	Parker's Team Characteristics	19
Section 5.	Powerful Communication	23
Section 6.	Optimal Conflict Resolution	27
Section 7.	Masterful Facilitation	35
Section 8.	Providing Effective Feedback to a Team	41
Section 9.	Working as a Team and Building Trust	45
Section 10.	Case Study - Exercise	49
Your Personal Coaching Plan of Action		55
Appendix		

Jae Limited

P.O. Box 59909 Potomac, MD 20859 www.jaelimited.com



Course Overview

Teams have become a principal building block of the strategy of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the central methodology of most organizations in the private and government sectors.

With teams at the core of business strategy, your success as an organization can often depend on how well you and other team members operate together. How good are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together? Do you know of any mixed agendas, poor communication episodes, or even personality conflicts in the past?

In many teams, the energies of individual members work at cross purposes. Individuals may work extraordinarily hard, but their efforts don't translate into a team effort, and these results may be in wasted energy. By contrast, when a team becomes more aligned, a commonality of direction emerges, and individual energies harmonize. You have a shared vision and an understanding of how to complement each other's efforts.



Course Objectives

At the end of this course, you will be able to:

- Share proven principles for developing your team.
- Know what's involved with team norms, ground rules, goals, and contracts.
- Identify your team player "*style*" and how it can be used effectively with your own team.
- Identify the stages of team development and how to help a team move through them.
- Identify and overcome team hurdles and build trust.
- Communicate well in building and maintaining a productive team atmosphere.
- Design long-term performance goals with your own personal coaching plan.

Your Personal Objectives

Section 1. Teams and Team Norms



What is a Team?

Team, unit, club, group, panel, committee, task force – although these words are related, their definitions tend to confuse people.

Glenn Parker, workforce consultant and author, has a recognized definition of a team: “*A group of people with a high degree of interdependence geared toward the achievement of a goal or the completion of a task.*” (from *Team Players and Teamwork* by Glenn Parker)

Groups are formed in organizations where members work together under the expert guidance of a leader. This leader or the supervisor, along with the team, works hard to achieve a common goal. The leader must stand behind the team and garner the best out of each team member.

Members of a team agree on a goal and agree that the only way to achieve that goal is to work together. Some groups have a common goal, but they don’t work together to achieve it. For example, many teams are really groups because they work independently to achieve their goal. Some groups work together without a common goal.

Teams are the principal building blocks of the strategy of successful organizations. The focus of your organization may be on service, quality, cost, value, speed, efficiency, performance, or any other similar goal, but teams remain the central methodology of most organizations in the private, non-profit, and government sectors. When a team becomes aligned, a direction and focus emerge, and individual energies harmonize. This becomes a shared vision as well as an understanding of how to complement each other’s efforts.

Types of Teams

Knowing the type of team you’re on can help you choose how to plan your work and what to expect as outcomes. Teams are everywhere, and their role as part of an organizational framework continues to evolve just as businesses and marketplaces do. From a practical perspective, most of us belong to multiple teams. Common types of teams are:

Natural Work Groups/ Work Force

This is a group of people who work together each day using the same machines and processes. The supervisor is in charge. With continuing tasks or new ones, many organizations already have these teams in place, e.g., human resources, security, administration which function throughout the year; they are also considered permanent teams.

Management Team

This team consists of a group of managers and the person they report to. Within a single organization, there can be different levels of management teams (executive, middle, and front-line, for example).

Task Force Team

This group comes together for a specific time to work on a special project, task, or a very critical problem. This group has also been called an “*ad hoc group.*” It is usually a cross-functional group assigned to work on one purpose only – when that purpose is resolved, the group disbands.

Self-Managed Team

This is a group consisting of individuals who work together for a common purpose but without the supervision of any leader. Every individual is accountable for his or her individual performance. The team members of self-managed teams must respect each other and should never lose focus on the target. No leader is appointed, and the team members have to take responsibility. They take the initiative on their own and guide and mentor themselves. This is also referred to as a **self-directed** work team because everyone has authority and responsibility for the decisions made.

Committee

These groups are generally formed to work on a particular project either temporarily or permanently. They are individuals with common interests who may even share the same background and attitude. Committees are selected to organize events or projects. Committees can raise funds, plan events, and work for causes. The members work together and strategize to successfully accomplish their goal.

Virtual and Remote Teams

With this type of team, members see one another in person rarely or not at all. They connect most frequently using video conferencing, the Internet, telephone, and e-mail. What makes these teams different (and sometimes challenging) is that they have to work together to accomplish goals, but they may not know each other that well. They may share traits of the types of groups listed above.

Establishing Team Norms

There are many benefits in working in teams. But conversely, being on a team could have some disadvantages too. For instance, give one person a quarter. Now ask the person to give that quarter to another team member. The first member has nothing because the second team member has the coin. However, what if you were asked to give that person an idea? Now who has the idea? Both of you. That sharing of ideas, so all of you have more, is one benefit of a team.



Ground Rules and Contracts

Having ground rules helps every team to succeed. Ground rules ensure that people on the team know what is expected of them and where they are going.

What I want in my team	What I don't want in my team

A team contract outlines the ground rules for the team. Even though it is created and then monitored by the team, some people are put off by the idea of a team contract, so it's not ideal to make one in every situation. A sample contract is below. If you do decide to create a contract, team members should have input on its contents. And, consider having each person sign and date it.



Sample Contract

Code of Conduct

- Be proactive and positive.
- Keep other team members informed.
- Focus on what is best for the team as a whole.

Ground Rules

- Be respectful, fair, and honest in all communications.
- Encourage opinions and discussion from all members.
- Be open to new approaches and listen to new ideas—don't put anyone down.
- Look at conflict and change positively.
- Work together to achieve maximum results.
- Follow best practices for decision making, communicating, and meetings.
- Celebrate accomplishments and milestones.

Meeting Guidelines

- Begin and end each meeting on time.
- Have an agenda for every meeting, and stick to it.
- Agree to prepare for meetings.
- Mute cell phones, and resist texting and reading/responding to e-mail.

NOTES

Section 2. The Stages of Team Development

As early as the 1970's, researchers were discovering that groups of individuals working together go through four distinct stages of development. The most famous representation of this model is Bruce Tuckman and Mary Ann Jensen's "Forming, Storming, Norming, and Performing" model. Over time, an additional stage was added to reflect the natural end to a group's meetings: "Adjourning." The stages are similar to human development: infancy, childhood, adolescence, adulthood, and old age.



One of your roles as a team leader or member is to help the group grow and develop. Sometimes the team is together for a very short time, so you try to move them to a productive stage as quickly as you can. Other times, the focus will be on relationship building.

Think of how you felt when you learned you were coming to this course. While that isn't a perfect example of the other stages of team development, you may see a similarity between how you felt upon learning you would be in this course and how a new group or team member might feel.

Every group grows and evolves whether they are a team or just a group working together. The five stages of this development are detailed in this section.

Stage 1: Forming

Characteristics of this stage:

- Group members may be anxious, adopt wait-and-see attitude, or be formal.
- No clear idea of goals or expectations.
- Not sure why they are there.

In this phase, leaders can support the group by:

- Planning introductions and an orientation.
- Using icebreakers.
- Establishing ground rules.
- Determining decision making methods.

What you can do to help:

Stage 2: Storming

Characteristics of this stage:

- Team members are eager to get going.
- Conflicts can arise as people bring different ideas of how to accomplish goals and notice differences rather than similarities.
- Some members may drop out mentally or physically.

In this phase, leaders can support the group by:

- Modeling appropriate behavior.
- Separating problems from people.
- Enforcing ground rules by maintaining control of the process.
- Keeping in mind that conflict can be healthy.

To move to the next stage, participants must put the group's needs ahead of their personal interests.

What you can do to help:

Stage 3: Norming

Characteristics of this stage:

- People begin to recognize ways they are alike.
- They realize it's sink or swim; they're all in this together.
- People get more social.
- They may lose their focus in favor of having a good time.

Many groups don't make it to this stage where there is much more cooperation and understanding than previous stages.

In this phase, leaders can support the group by:

- Being observant of any emerging group behaviors.
- Encouraging the team to express their differences positively.
- Helping the team to stay focused on the objectives.

What you can do to help:

Stage 4: Performing

Characteristics of this stage:

- Members are trained, competent, and able to problem solve.
- Leader asks for critical self-assessments and looks at ways to challenge and develop the team.
- Members are mature and understand their roles and responsibilities.
- Members want more input in processes.
- Members are self-motivated and have subject matter knowledge.

Highly effective teams have:

- A clear, elevating goal
- A results-driven structure
- Competent members
- Unified commitment
- A collaborative climate
- Standards of excellence
- External support and recognition
- Principled leadership

In this phase, leaders can support the group by:

- Ensuring that individual ideas are considered.
- Intervening in the process when the group becomes stuck.

The transition to this phase occurs as a demonstration of high levels of trust. However, the team can be susceptible to “*group think*,” so a leader must help ensure that individual’s ideas are considered. The leader must avoid intervening in the process unless the group flounders, or they regress to a previous stage and erupt in conflict.

What you can do to help:

Stage 5: Adjourning

Characteristics of this stage:

- Winding down and saying goodbye.
- Setting goals for future work independently or as part of new groups.
- Finishing a defined project (ad hoc) or because they are no longer challenged. If there are new members, that can shift the group into a previous stage.

In this phase, leaders can support the group by:

- Celebrating members’ participation.
- Describing what’s going on.
- Looking for and encouraging contribution from everyone as the group winds down.
- Encouraging continued productivity.

What you can do to help:

Building Better Teams: Ensuring Team Effectiveness

Desk Reference Guide

Stages of Team Development

Stage	What Members Do	What Leaders Do
One: Forming	<ul style="list-style-type: none"> • May be anxious, adopt wait-and-see attitude, and/or be formal • Have no clear idea of goals or expectations • Need to get to know one another • May not be sure why they are there 	<ul style="list-style-type: none"> • Plan introductions and an orientation • Use icebreakers • Establish ground rules • Determine decision making methods
Two: Storming	<ul style="list-style-type: none"> • Are eager to get going • May be impatient with delays • Conflict can arise as people bring different ideas of how to meet goals • People notice differences rather than similarities • Some members may drop out mentally or physically 	<ul style="list-style-type: none"> • Model appropriate behaviors • Separate problems from people • Enforce ground rules and their role by maintaining control of the process • Keep in mind that conflict can be healthy
Three: Norming	<ul style="list-style-type: none"> • Begin to recognize ways they are alike • Realize they are in this together • Get more social • May forget their focus in favor of having a good time 	<ul style="list-style-type: none"> • Be observant of emerging group behaviors • Encourage the team to express their differences positively • Help team to stay focused on objectives
Four: Performing	<ul style="list-style-type: none"> • Are mature • Understand their roles and responsibilities • Want more input in processes • Are self-motivated and self-trained 	<ul style="list-style-type: none"> • Ensure that individual ideas are considered • Avoid intervening in the process unless the group becomes stuck
Five: Adjourning	<ul style="list-style-type: none"> • Wind down and say goodbye • Set goals for future work independently and/or as part of new group 	<ul style="list-style-type: none"> • Celebrate participants' participation • Describe what's going on • Look for and encourage contribution from everyone as the group winds down • Encourage continued productivity

Types of Teams

Natural Work Groups/Work Force

Members work together each day in the same location, using the same machines and processes. The supervisor is in charge.

Management Team

This team is a group of managers and the person they report to. There can be different levels of teams (executive, middle, front-line, etc.).

Self-Managed Team

Members manage themselves. No one in the group has the authority to make all decisions about the events impacting the group. This is also referred to as a **self-directed** work team because everyone has authority and responsibility for the decisions they make.

Committee

These groups are generally formed to work on a project either temporarily or permanently. The members typically have common interests.

Task Force Team

This group comes together for a specific time to work on a special project, task or a very critical problem.

Virtual and Remote Teams

Members see each other in person rarely if at all. They connect most frequently using web portals, the Internet, telephone, and e-mail.

A Climate of Trust

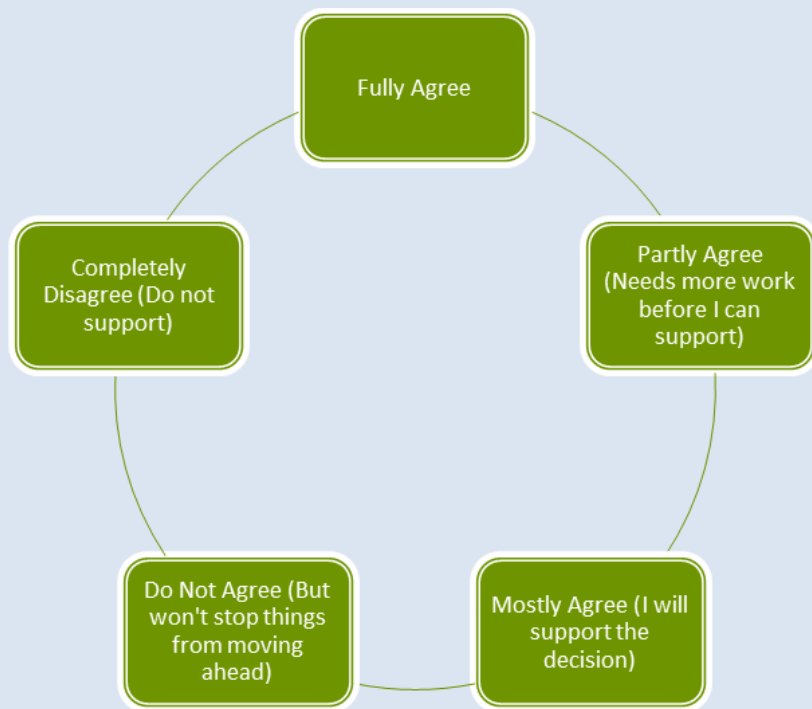
- **Honesty:** Integrity, no lies, no exaggerations
- **Openness:** A willingness to share and receive information, perceptions, opinions, and ideas
- **Consistency:** Predictable behavior and responses
- Treating people with **dignity** and **fairness**

Tips for Building Trust

Here are some ways that you can build trust with your team:

- Doing what you say you will do
- Treating everyone fairly
- Being consistent
- Going to bat for an employee
- Build relationships by learning more about other team members, including their likes and dislikes
- Encouraging, modeling, and valuing diversity
- Doing social things together
- Creating a "we" atmosphere

Degrees of Support



Tips for Becoming a Better Team Player

- Engage the team at the beginning of a meeting through small talk, an icebreaker or energizer.
- Check in with members regularly to see how they are feeling about the process.
- Use the degrees of support to facilitate discussion and problem solving.
- Benchmark and share the results of measurements so that the whole team knows where they are at.

Sample Team Contract

Code of Conduct

As a team we will:

- Be proactive and positive
- Keep other team members informed
- Focus on what is best for the team as a whole

Ground Rules

- Be respectful, fair, and honest in all communications
- Encourage opinions and discussion from all members
- Be open to new approaches and listen to new ideas
- Look at conflict and change positively
- Work together to achieve maximum results
- Follow best practices for decision making, communication, and meeting management
- Celebrate accomplishments and milestones

Meeting Guidelines

- Each meeting begins and ends on time
- Team has an agenda for every meeting and sticks to it
- Team members agree to prepare for meetings
- Cell phones will be muted - or perhaps not, if you are encouraging people to openly participate, share their thoughts, and accept the prevalence of these devices in the workplace

The TORI Model

Developed by Jack and Lorraine Gibb in 1978, the TORI principles of team building still hold true today.

- T is for **Trust:** Interpersonal confidence and absence of fear.
- O is for **Openness:** Free flow of information, ideas, perceptions, and feelings.
- R is for **Realization:** Self-determination, doing what you want to do.
- I is for **Interdependence:** Reciprocal influence, shared responsibility, and co-leadership.

Tips for Becoming a Better Listener

- Make a decision to listen.
- Don't interrupt people.
- Keep your eyes focused on the speaker and your ears tuned to their voice.
- Carry a notebook or start a conversation file on your computer.
- Ask a few questions throughout the conversation.
- When you demonstrate good listening skills, they tend to be infectious.