



Our Conviction & Commitment

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.



MODULE

10

TEAM EFFECTIVENESS

Objectives:

- Understand the power of teams.
- Learn the critical factors in leading a team.
- Learn how to increase team effectiveness through tools of assessment.



LESSON 1

WHAT IS A TEAM

By the end of this lesson, you will be able to:

- Define a team.
- Distinguish a “high performing” team.



What is a Team?

“A small number of people with complimentary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable”

What is a High-Performance Team?

“A small number of people that meet all the conditions of a real team and has members who are also deeply committed to one another's personal growth and success. This allows them to significantly outperform all other like teams and outperform all reasonable expectations given its membership.”

The Wisdom of Teams by J. Katzenbach and D. Smith



Self-Reflection

1. What teams have you been a part of that you considered high performing?
2. What teams have you been a part of that you considered just a regular team?
3. What was the difference based on the definitions?



LESSON 2

GROUP VS. TEAM

By the end of this lesson, you will be able to:

- Distinguish teams vs. groups.
- Understand the distinguishing characteristics.



Group vs. Team

- **Group Characteristics**
 - Lack of knowledge of each other.
 - Not aligned to a common purpose, goal, or direction.
 - No defined leadership.
 - No knowledge of what to do.
 - No processes for getting things done collectively.
 - No established method of communicating.
- **Group Characteristics**
 - Lack of knowledge of each other. (*Relationship*)
 - Not aligned to a common purpose, goal, or direction. (*Direction*)
 - No defined leadership. (*Leadership*)
 - No knowledge of what to do. (*Roles*)
 - No processes for getting things done collectively. (*Systems*)
 - No established method of communicating. (*Communication*)
- **Team Characteristics**

- _____
- _____
- _____
- _____
- _____
- _____



Self-Reflection

1. What is a team?
2. What is a group?
3. How do you move a group to a team?



LESSON 3

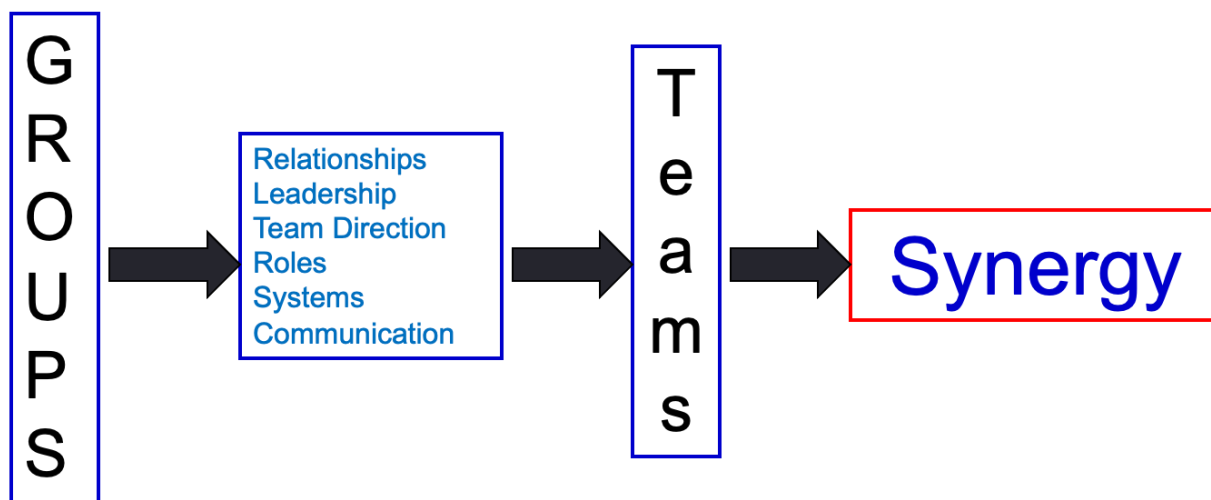
WHY LEVERAGES TEAMS

By the end of this lesson, you will be able to:

- Understand the power of teams.



Power of Teams



Synergy

In general, may be defined as two or more agents working together to produce a result not obtainable by any of the agents independently:

“Sum of the parts is greater than the individual parts”

Self-Reflection

1. Why is there power in teams?
2. How is this created?



LESSON 4



TEAM DEVELOPMENT MODEL

By the end of this lesson, you will be able to:

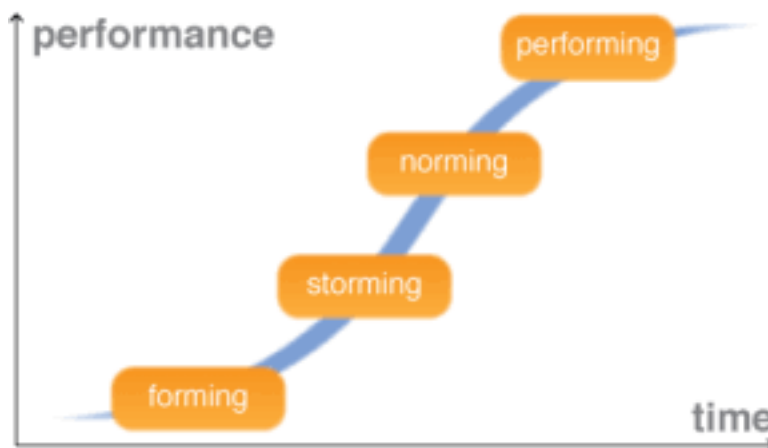
- Understand the stages of team development.
- Determine what stage your team is in process.



Tuckman Model

In 1965, Bruce Tuckman, an educational psychologist developed one of the most influential models for group formation. Based on his observations of group behavior in different settings and on literature study, he came up with a model representing the different phases groups need to go through to grow as a team.

<http://www.mspguide.org/tool/tuckman-forming-norming-storming-performing>



Tuckman Model Stages:

- Forming
- Storming
- Norming
- Performing



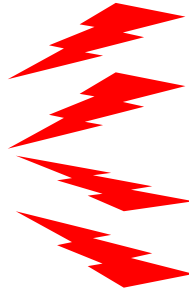
Influencers of Team Development

Stage 1: Forming

Stage 2: Storming

Stage 3: Norming

Stage 4: Performing



Barriers to Team Development Internally

- Lack of _____
- Lack of _____
- _____ goals/career _____ of team goals
- Poor _____
- Team fails to _____
- Absence of _____
- Lack of _____
- Insufficient _____



Barriers to Team Development Externally

- Goals not clear
- _____ priorities
- _____ resources
- Lack of _____ skills
- Insufficient _____ to get the job done

Benefits of an Effective Team Performance

- _____ everyone's role
- _____ use of resources
- Greater _____ ownership
- _____ employee satisfaction and retention
- Will allow you to _____ the business need



Self-Reflection

1. What are the stages of team development?
2. What development stage is your team in?
3. What are the barriers that are causing your team to lag in their development?



LESSON 5

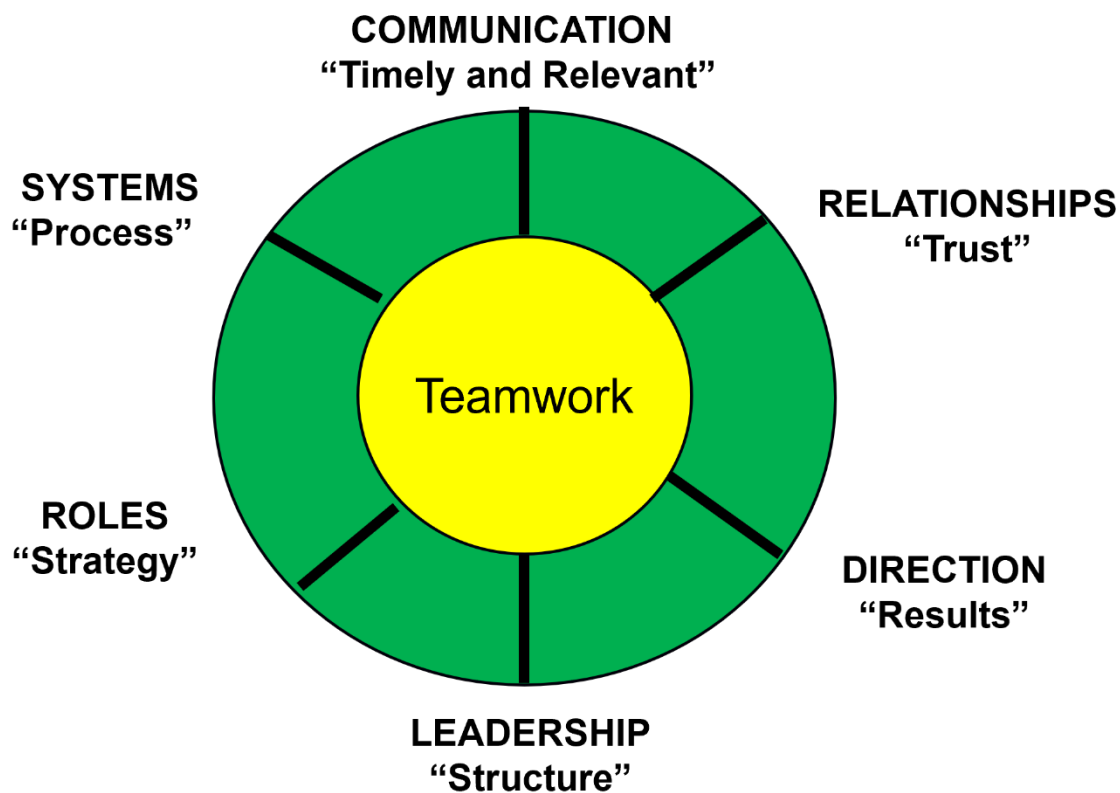
TEAM EFFECTIVENESS MODEL PART 1

By the end of this lesson, you will be able to:

- Assess your team's development.
- Determine what actions you can take to increase your team's effectiveness.



Components of a High Performing Team



Team Effectiveness Paradigms

- All six components contribute to team effectiveness.
- When all six components are balanced, capacity of the team increases.
- When capacity increases, results are improved without extra effort.



Team Effectiveness Responsibilities

Team Leader

- _____ behaviors.
- _____ team on six components.
- _____ for continual improvement.

Members

- _____ the benefits of effective teamwork.
- _____ the six components to become effective.
- Personally _____.



Components

COMPONENT	WHAT TEAMS DO	INTERVENTIONS
COMMUNICATION	<ul style="list-style-type: none"> • Ensure communication is open, honest, and timely • Fairly consider all opinions • Have a system for sharing feedback • Resolve conflicts 	<ul style="list-style-type: none"> • Implement a standardized information system • Implement a Conflict Resolution Process • Utilize facilitation • Train on Giving and Receiving Feedback
RELATIONSHIPS	<ul style="list-style-type: none"> • Devote time to start-up the team and on-board new members • Take time to build and renew relationships • Treat team members as empowered, trusted, and competent • Meet commitments to build trust • View each other as capable and critical 	<ul style="list-style-type: none"> • Social Events • Diversity Training (Valuing Differences) • Create an Experience Matrix • Implement an On-Boarding Process • Team Building exercises • Trust Training-Keeping Commitments
DIRECTION	<ul style="list-style-type: none"> • Gives teams a sense of purpose • Tell a team what their goal is and how it fits with the goals of the business • Focuses the team on the right work 	<ul style="list-style-type: none"> • Develop/Renew Team Charter • Purpose/Mission/Success Measures • Roles/Systems/System Ownership • Norms/Principles/etc. • Create Team Vision (Appreciative Inquiry) • Scorecards



Creating a “Stretching Vision”

- Create a mental picture. Help people see themselves and how they fit.
- Include how people will feel.
- Answer the questions: Where are we going? Who/what will we be when we get there?
- Capture people’s imagination.
- Be clear and concise.
- Speak from the heart, inspire performance.

Self-Reflection

1. What are the components of a high performing team?
2. Are your communications, relationship building efforts, and direction processes effective?
3. What action could you take tomorrow to increase your team effectiveness?



LESSON 6



TEAM EFFECTIVENESS MODEL PART 2



Components Part 2

COMPONENT	WHAT TEAMS DO	INTERVENTIONS
LEADERSHIP	<ul style="list-style-type: none"> • Take ownership • Share leadership based on task expertise • Communicate the vision broadly • Ensure resources are available • Remove barriers and manage boundaries • Act decisively • Role model effective teamwork behavior 	<ul style="list-style-type: none"> • Executive coaching • Feedback • Leadership Assessment Tool • Development planning • Identify mentor • “Bridge the Gap” • Develop partnership
ROLES	<ul style="list-style-type: none"> • Members understand what is expected • Contributions are core, value-added work • Every member is important to the team • Members take responsibility for themselves • Success of the team depends on all team members meeting the goals for their role • Taking personal ownership for developing each other 	<ul style="list-style-type: none"> • Develop a Charter • Skill Matrix • Roles and Responsibilities Matrix • Systems Owner Matrix
SYSTEMS	<ul style="list-style-type: none"> • Decision making and problem solving • Rewards and recognition • Planning • Tracking and control • Meeting effectiveness • Assessment 	<ul style="list-style-type: none"> • Charter renewal (Redefine needed systems ownership) • Accountability • Reapplication • System Design



My Team Assessment

COMPONENT	MY ASSESSMENT (See rating criteria below)	INTERVENTION
Communication		
Relationships		
Direction		
Leadership		
Roles		
Systems		

1
Not in place

2
Some evidence

3
In place; Needs updating

4
In place



LESSON 7



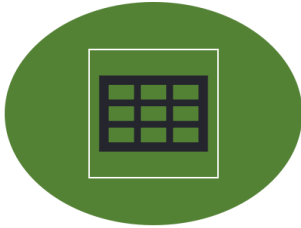
ACCESSING TEAM EFFECTIVENESS

By the end of this lesson, you will:

- Become familiar with a tool that will help you access you team's effectiveness.



Team Effectiveness Assessment Tool



EXCEL FORMAT



EACH TEAM MEMBER RATES THE
DIFFERENT COMPONENTS



A WORKBOOK IS CREATED THAT
INCLUDES OPPORTUNITIES,
STRENGTHS, AND ACTION PLANNING

The tool provides:

- Opportunities
- Strengths
- Action planning template
- Assessment of your team in an effective and efficient manner
- Data you may not receive in conversation
- Creation possibilities
- Creation of a foundation for giving and receiving feedback



Summary

- High Performing Teams deliver outstanding results.
- Teams go through stages of growth.
- Team effectiveness is a balance of people and components operating in synergy.
- As a leader the more effective I am the more effective my team.



Module 10 Personal Thought Summary

1. What is a team?
2. How do you transition a group to a team?
3. What are the components of team effectiveness?
4. Which components do my team do well? Which components can we improve?

Weekly Debrief Questions and Comments

- 1.
- 2.
- 3.

