PROFESSIONAL DEVELOPMENT CPE
BUILDING & MOTIVATING

STRONG TEAMS

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CPE PRESENTATION

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Learning Objectives

By the end of the session, participants will be able to:

- Describe the importance of an effective team.

- List three characteristics of a highly functioning team.

- Identify potential threats to effective team functioning.

- List tools for building strong teams.

- Identify strategies for leading effective meetings.

Activity: Helium Stick

- Stand in two lines, facing each other.

- As a group, lower your helium stick to the ground, using only 1 finger from each person!

- Your team will start again if:

  - You are caught NOT touching the stick

  - You drop the stick, or tip it so that it rolls or slides

  - You grab, hold, or pinch the stick
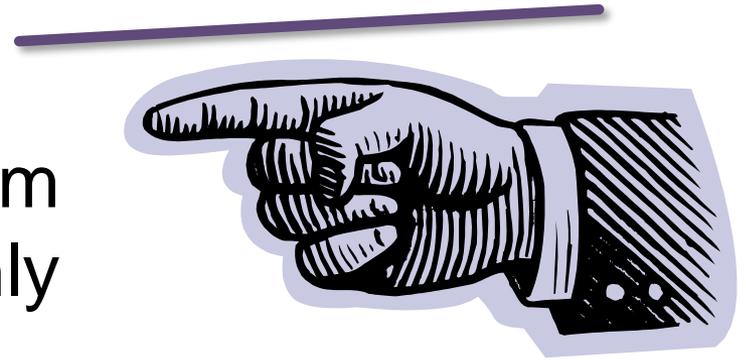
What does the word "team" mean to you?

A team is…

…a group of people who
work together cooperatively to
achieve a common goal.

…a small number of people with
complementary skills who are
equally committed to a common
purpose, goal, and working
approach for which they hold
themselves mutually accountable.

What are the benefits of teams?

- Shared responsibility
- Motivation
- Flexibility
- Delegation
- Ownership
- Proactive Approach
- Skill development

Teamwork…..Why?

Rationale for a Team Approach

- Teams are a part of everyone's life. You're a member of a family team, a staff team, school, health care and community teams.

- So it's appropriate that you understand how to function effectively as a team member.

Teamwork…..Why?

- The multi-dimensional and thus multi-discipline nature of many problems requires a team approach. This approach encourages you as staff with complementary skills and competencies, to coordinate your efforts.

- By establishing priorities, concentrating financial resources, and combining knowledge and expertise, you can have greater impact on serious problems through your program efforts.

- Such efforts can serve to:
  1) lighten your work load,
  2) reduce duplication of efforts, and
  3) produce a result greater than all of your separate efforts.

Teamwork …. What Is It?

- A team is defined as a group (a collection of people) who interact to achieve a common goal, but an effective, well-functioning team is much more than this.

- Participants in an effective team care about the group's well-being. They skillfully combine appropriate individual talents with a positive team spirit to achieve results.

- Regardless of whether the program effort is that of an individual, several individuals or the entire county office unit, a climate of teamwork can exist.

What are drawbacks of teams?

- Time consuming
- Can feel uncomfortable
- Confusing
- Conflict
- May require change
- Need good leadership

Note: The benefits of working in a team outweigh the drawbacks!

Group Dynamics

- There are a few principles that are common among how people behave in group settings.

- Group members need to:
  - Have a high level of trust
  - Balance tasks and relationships
  - Be patient
  - Value individual experience and skills
  - Participate in group decision-making
  - Navigate conflict. Agree to disagree.

High Performing Teams

Focus on Results

Show Accountability

Debate Ideas

GOOD TEAMWORK

Commit to Decisions & Plans

Communicate Openly

Factors that promote good working relationships

- Staff meetings-with agenda and sufficient time to discuss
- Job descriptions with annual review
- Knowledge of others' job descriptions and responsibilities
- Common criteria for personnel evaluation
- Openness and willingness to communicate-listening
- Trust, Courtesy and Loyalty
- Respect for others in spite of professional differences
- Respect for professionalism regardless of person's sex, age, and race

- Recognizing talents of the others
- Giving credit
- Recognizing a job well done
- Understanding and supporting others' programs.
- Agreed upon priorities
- Circulation of pertinent information
- Willingness to talk over problems
- Adequate facilities and supplies
- Cooperation
- Sincere caring for others with a respect for privacy
- Constructive criticism

Factors that hinder good working relationships

- Lack of understanding of others' jobs and responsibilities
- Lack of concern about total staff efforts
- Disregard for feelings of others
- Unwillingness to compromise
- Poor communication
- Competition among staff for individual prestige and recognition
- Negative and destructive criticism
- No involvement in administrative decisions
- Lack of leadership
- Over- sensitivity
- Lack of privacy
- Disregard for talents of others
- No job descriptions
- No opportunities for staff meetings

- Gossip, rumors
- Putting off decision making
- Inequities in facilities and supplies
- Lack of trust
- Negative and sarcastic remarks
- Lack of common goals and philosophy
- Disloyalty to staff and organization
- No evaluation and/or feedback from supervisors
- Limited understanding of total program
- Holding a grudge
- Poor job attitudes
- • Uneven work loads
- • Lack of confidence in fellow workers
- • Prejudice, racism, sexism

Effective Teamwork

- Rare and powerful

- Gives us competitive advantage

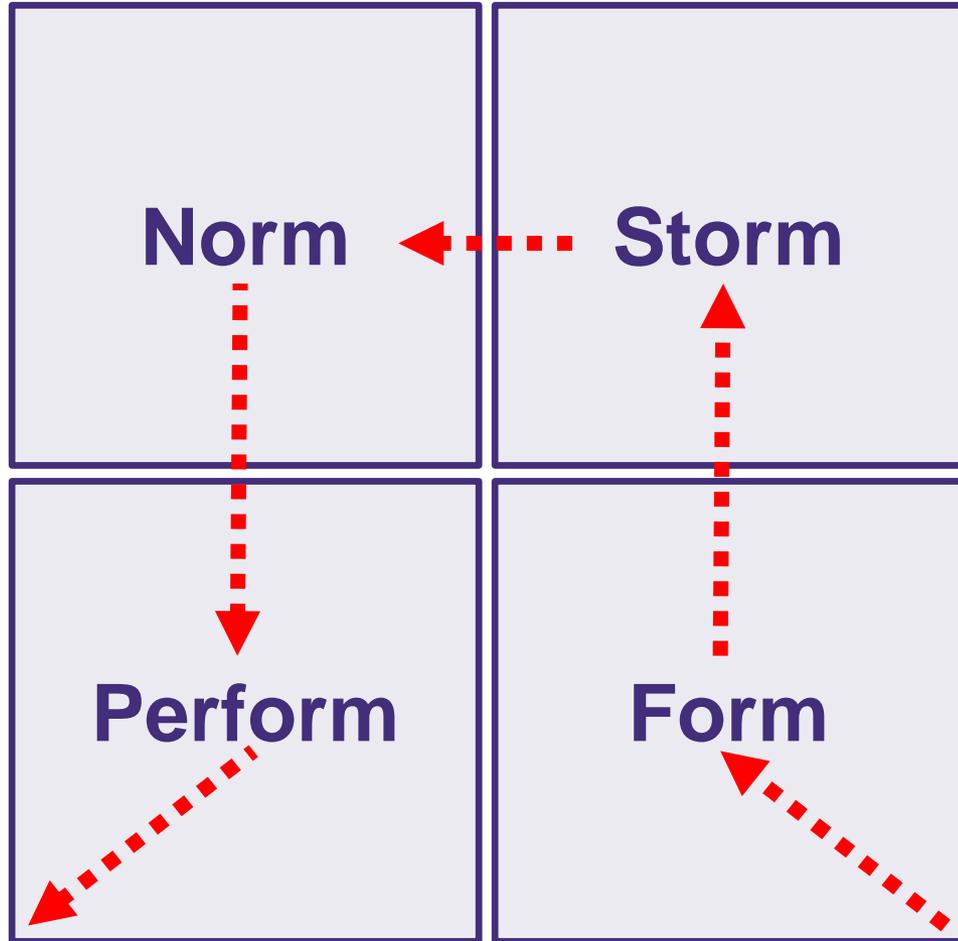- Requires courage, discipline, emotional energy, & persistence

Note: The cost of team dysfunction is high for organizations

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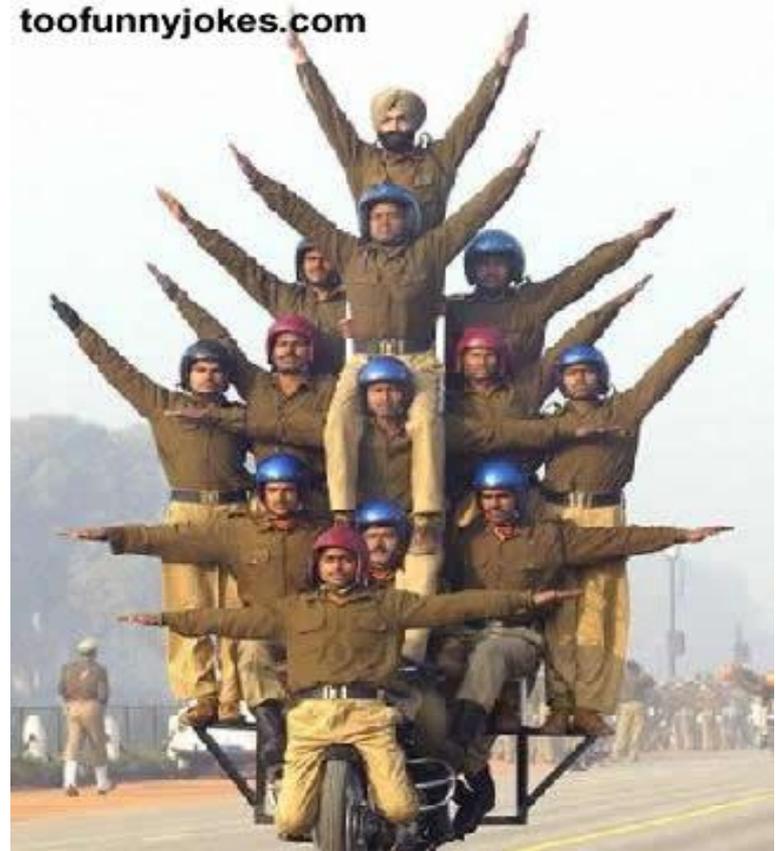
Stages of Team Development

Forming

- **Feelings**
  - Excitement
  - Eagerness
  - Curiosity
  - Anxiety
- **Behaviors**
  - Asking questions
- **Tasks**
  - Create structure, goals, direction, roles
  - Build trust

Storming

- **Feelings**
  - Frustration
  - Anger
  - Confusion
- **Behaviors**
  - Disagreements
  - Critique
- **Tasks**
  - Refocus on goals
  - Develop group process, conflict management skills

Norming

- **Feelings**
  - Comfort, Cohesiveness
  - Acceptance
- **Behaviors**
  - Resolving problems
  - Frequent communication
  - Asking for help
- **Tasks**
  - Focus on goals
  - Consider evaluating processes, productivity

Performing

- **Feelings**
  - Satisfaction
  - Confidence
  - Attachment
  - Appreciation of teammates
- **Behaviors**
  - Prevent and solve problems
- **Tasks**
  - Deepen skills and knowledge
  - Measure accomplishments

Transforming

- Teams evolve, change, or dissolve.

- **Feelings**
  - Concern
  - Sadness
  - Satisfaction

- **Behaviors**
  - Productivity may decrease

- **Tasks**
  - Complete deliverables
  - Identify lessons learned
  - Celebrate achievements

Leadership for Team Development

- **How do you know what stage your team is in?**
  - Use a Team Development Assessment Tool

- **What can you do as a leader to keep your team on track at each stage?**
  - Consider targeted interventions for team development

1. Belief in Teamwork Approach

- Do you believe in the value of working together in a team effort?

- Do you believe that a team decision or product can be superior to the work of a single individual?

- Have you made a personal commitment to work with your colleagues in a team effort?

- Has the collection of individuals made a commitment to work together in a team?

2. Resources Available

- Do you know every member of the group and what they can offer to the group?
- Do you perceive certain individuals as playing only certain roles, having certain skills, and limited knowledge?
- Is the group a collection of individuals assembled because each member of the group has a different area of expertise?
- Is that expertise accepted by all members of the group?
- What are the areas of overlap and thus potential conflict in the areas of expertise?

3. Organization for Task Accomplishment

- Does the team take time to establish ground rules for the operation of the team, or is the team anxious to get on with the task?

- Has the group agreed upon:
  - goals and objectives
  - individual and team timetable
  - procedures for establishing an agenda
  - priority of efforts - individual and team
  - methods of conflict resolution
  - length of meetings
  - location of meetings
  - allocation of resources
  - leadership requirements

3. Organization for Task Accomplishment (cont.)

- Does the group understand that any team usually goes through several stages of development before a team spirit emerges?

- Do you have enough time - realistic deadlines – to enable you to operate as a team? It takes time for a collection of individuals to become a team.

- Has the group designated a team leader? A group of peers can still benefit from a leader. The group can make more progress if they will let someone guide the efforts of the team. A group lacking a formal leader will usually waste much time in a struggle for power among group members.

- Does the group take minutes for the meeting? Are accurate notes kept to avoid losing group decisions?

- Do you proceed on the basis of specific conclusions and delegation of responsibilities rather than on the basis of general understandings?

4. Maintaining the Team Effort

- Does the team have an open climate of trust and respect for all group members and their ideas?

- Has the group achieved an appropriate balance between the requirement for group productivity (task) and the satisfaction of individual needs?

- Do people in the group avoid breaking into subgroups of trusted friends to share rumors, complain, or form alliances that will affect the productivity of the team?

4. Maintaining the Team Effort (cont.)

- As a member of the team, do you assume a variety of roles?
  - Task Roles
    Initiating activity, seeking information, seeking opinion, giving information, giving opinion, elaborating, coordinating, and summarizing.
  - Team Building Roles
    Encouraging, standard setting, following and expressing group feelings.
  - Task and Team Building Roles
    Evaluating, diagnosing, testing for consensus, mediating, and relieving tension

5. Decision-Making and Conflict Resolution

- Do all members of the group have an equal opportunity for participation or do dominant personalities and people with status and power control the participation?

- Have you identified your vested interests and the vested interests of other group members that may cause conflict in reaching a group decision?

- Are dissenting or minority viewpoints treated with respect?

- Is there an effort by the group to understand the reasons behind a dissenting opinion?

- Can the group work through differences of opinion and discuss conflicts rather than ignoring them?

- Can team members separate criticism of an idea from criticism of the person who had the idea?

- Does the group avoid a "wait until next meeting" attitude toward decision making and conflict resolution?

5. Decision-Making and Conflict Resolution (cont.)

- Does the team make an effort to understand the problem before finding solutions? Is the team cautious about proceeding on the basis of premature conclusions?

- Have problem-solving procedures been identified?

- Are all members of the team required to adhere to the group decision? Can individual members "opt out" of the group decision?

- What criteria will you use in determining your personal level of acceptance of the team product? Do other members of the team know, understand, and accept the criteria that you are using? Are you really honest about the criteria you are using?

- Is the team willing to take the time to reach a totally acceptable decision?

Teamwork ... How Does It Develop ?

- It's important to realize that the development of effective working relationships among staff is a gradual process which requires considerable time and skill.

- Number of stages or steps should be developed to have an effective teamwork.

1. Build the team

- Engage members as a team
- Spend time on team development – may use Belbin roles, outside consultancy
- Meet regularly and frequently for a purpose
- Determine and agree team values
- Determine and agree team roles – may use Myers-Briggs Questionnaire
- Spend time inside and outside work socially
- Spoil the team with comfortable surroundings and refreshments
- Discuss, determine and agree rewards for good performance
- Agree on approach to delegation and empowerment
- Promote the team and its work within the agency and partnerships

2. Engage team through work

- Delegate and empower appropriately
- Promote debate and discussion on where we are, where we want to be, and how we should get there – use brainstorming, lateral thinking
- Ensure that all the team has discussed, contributed to and committed itself to the work tasks and objectives
- Try to reach consensus decisions
- Make sure the combined purpose and importance of the team's work is understood by everyone Keep everyone informed on progress

3. Ensure clarity of definition of key roles and tasks

- Develop individual roles
- Ensure job descriptions and job plans are up-to-date and accurate
- Ensure goals are realistic and achievable

4. Develop the team and organization

- Ensure new staff are induced
- Identify individual and team training needs
- Ensure personal development plans are produced and implemented
- Engage others in wider organizational development matters

# 5. Foster a culture of innovation and creativity

- Challenge the culture and values of the team and agency

- Encourage 'thinking outside the box', reframing the problem, and risk taking

- Minimize criticism of failure

- Reward and publicize innovation and creativity

6. Managing performance

- Ensure staff know the governance and accountability arrangements
- Ensure staff know how team and individual performance will be managed
- Ensure all staff are appraised annually

7. Knowledge of management theory

- Maslow's hierarchy of needs,
- McGregor's theory X and Y management styles,
- Herzberg's motivation-hygiene theory,
- Likert's participative-group research
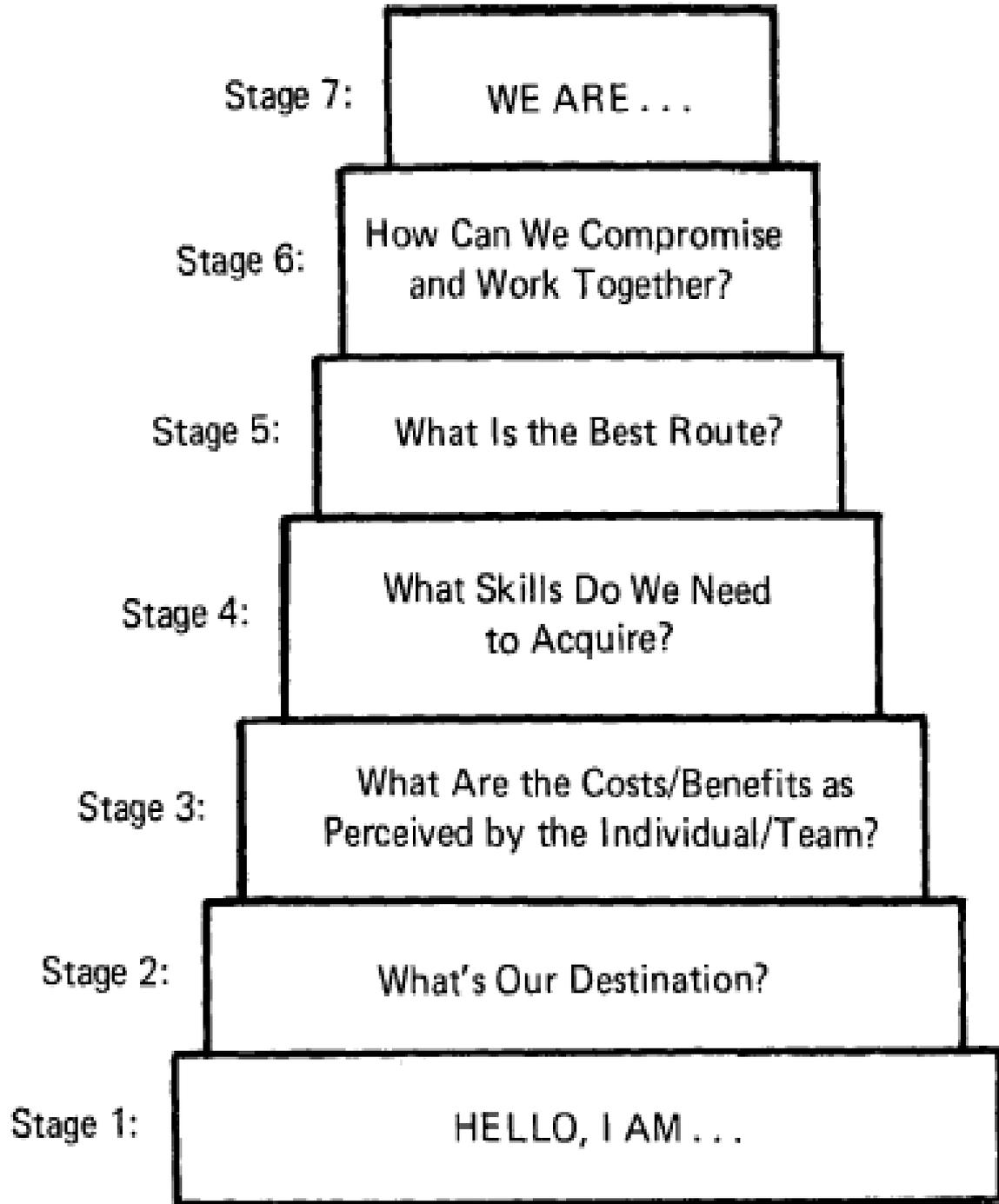
Stage 7: WE ARE . . .

Stage 6: How Can We Compromise and Work Together?

Stage 5: What Is the Best Route?

Stage 4: What Skills Do We Need to Acquire?

Stage 3: What Are the Costs/Benefits as Perceived by the Individual/Team?
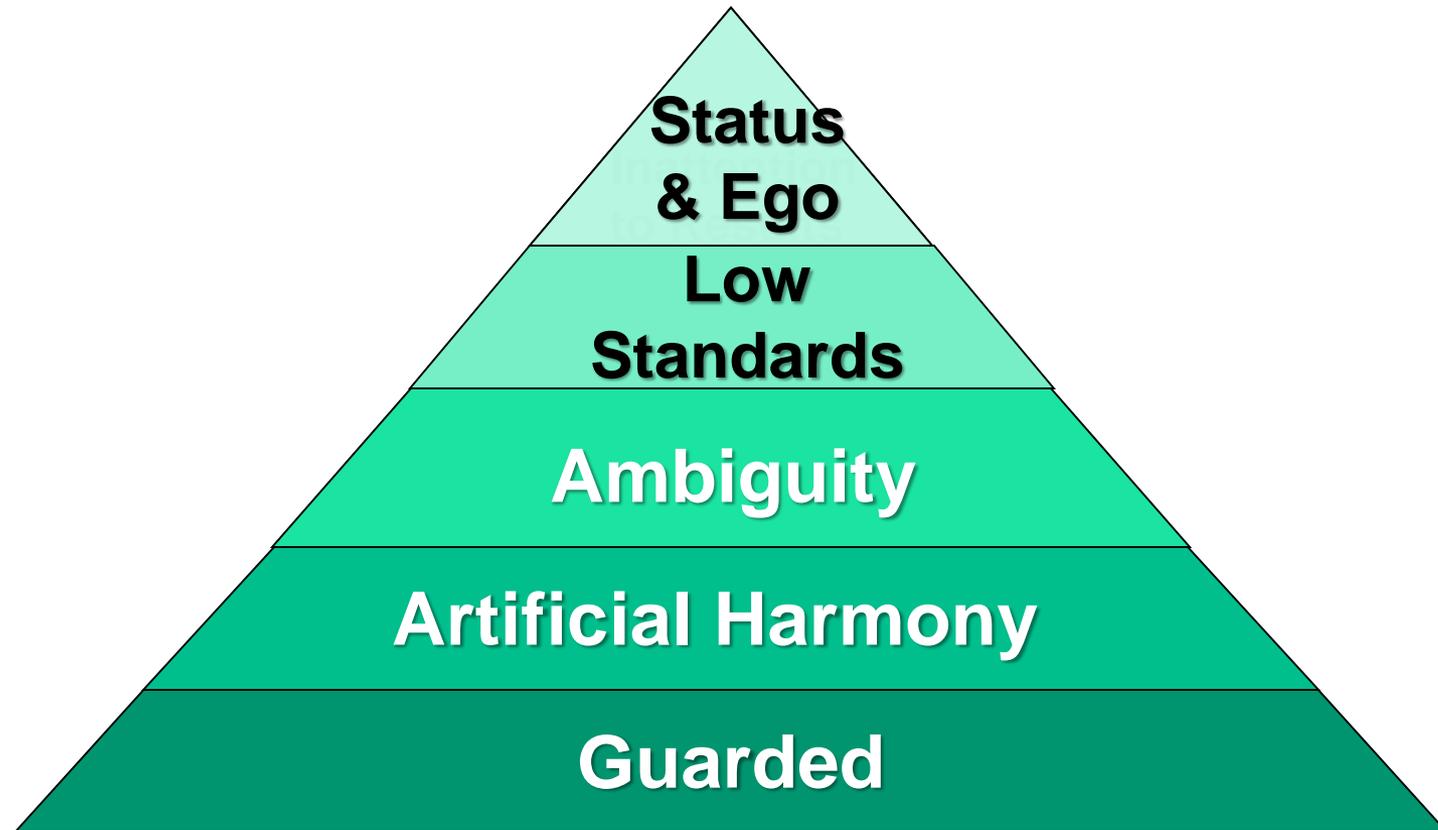
Stage 2: What's Our Destination?

Stage 1: HELLO, I AM . . .

Five Dysfunctions of a Team

Inattention to Results

Avoidance of Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

Source: Lencioni, Patrick. 2005. *Overcoming the 5 Dysfunctions of a Team: Field Guide.* San Francisco: Jossey Bass.

Symptoms of Team Dysfunction

Source: Lencioni, Patrick. 2005. *Overcoming the 5 Dysfunctions of a Team: Field Guide.* San Francisco: Jossey Bass.

Absence of Trust

- Unwillingness to be vulnerable

- Not open about mistakes and weaknesses

- Leads to behavior that
wastes time and energy

Fear of Conflict

- Creates artificial harmony
- Inhibits passionate debate
- Can lead to veiled discussions and guarded comments

Lack of Commitment

- Creates ambiguity
- Little or no buy-in
- Contrived or insincere agreements (i.e., not real agreements!)

Lack of Accountability

- Allows for low standards and mediocre performance
- Hesitant to call out behaviors

Inattention to Results

- Team results come secondary to personal desires and needs

Activity:
Strategies for Addressing Dysfunction

Discussion Questions:

- Select one strength

- Why is this important?

- Have you experienced this team dysfunction?

- Identify 5-6 strategies for ensuring team performance

- Prioritize 2 strategies

Note: Refer to flipchart "Effective Teams" during activity.

Team Building Tools

- Activities, processes, and assessments
- Designed to foster trust, commitment, and accountability

Building Trust

- **Aims**
  - Get to know one another
  - Be comfortable with vulnerabilities
- **Tools**
  - Identify individual strengths/weaknesses
  - 360-degree performance reviews
  - Face-to-face meetings, working sessions
  - Personal history exercises
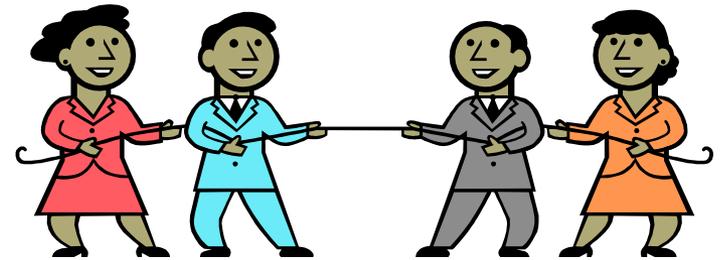 - Show vulnerability as leader

Mastering Conflict

- **Aims**
  - Engage open discussion around key issues
  - Support productive conflict
- **Tools**
  - First, build trust
  - Reinforce/encourage healthy debate
  - Develop team norms/ground rules for conflict
  - Probe for conflict, differences of opinion
  - Understand individual conflict styles

Fostering Commitment

- **Aims**
  - Achieve buy-in on important decisions
- **Tools**
  - Clarity on roles, priorities, expectations
  - Leaders make decisions, consider all ideas
  - Clearly communicate decisions to teams within 24 hours
  - Ask, "What have we decided today?"
  - Establish common unifying goal for team

Improving Accountability

- **Aims**
  - Create an environment for peer-to-peer accountability
- **Tools**
  - Program Standards
  - Progress reviews
  - Clear expectations
  - Effectiveness exercises
  - Constructive feedback

- I credit you with…
- And I challenge you to…

Achieving Results

- **Aims**
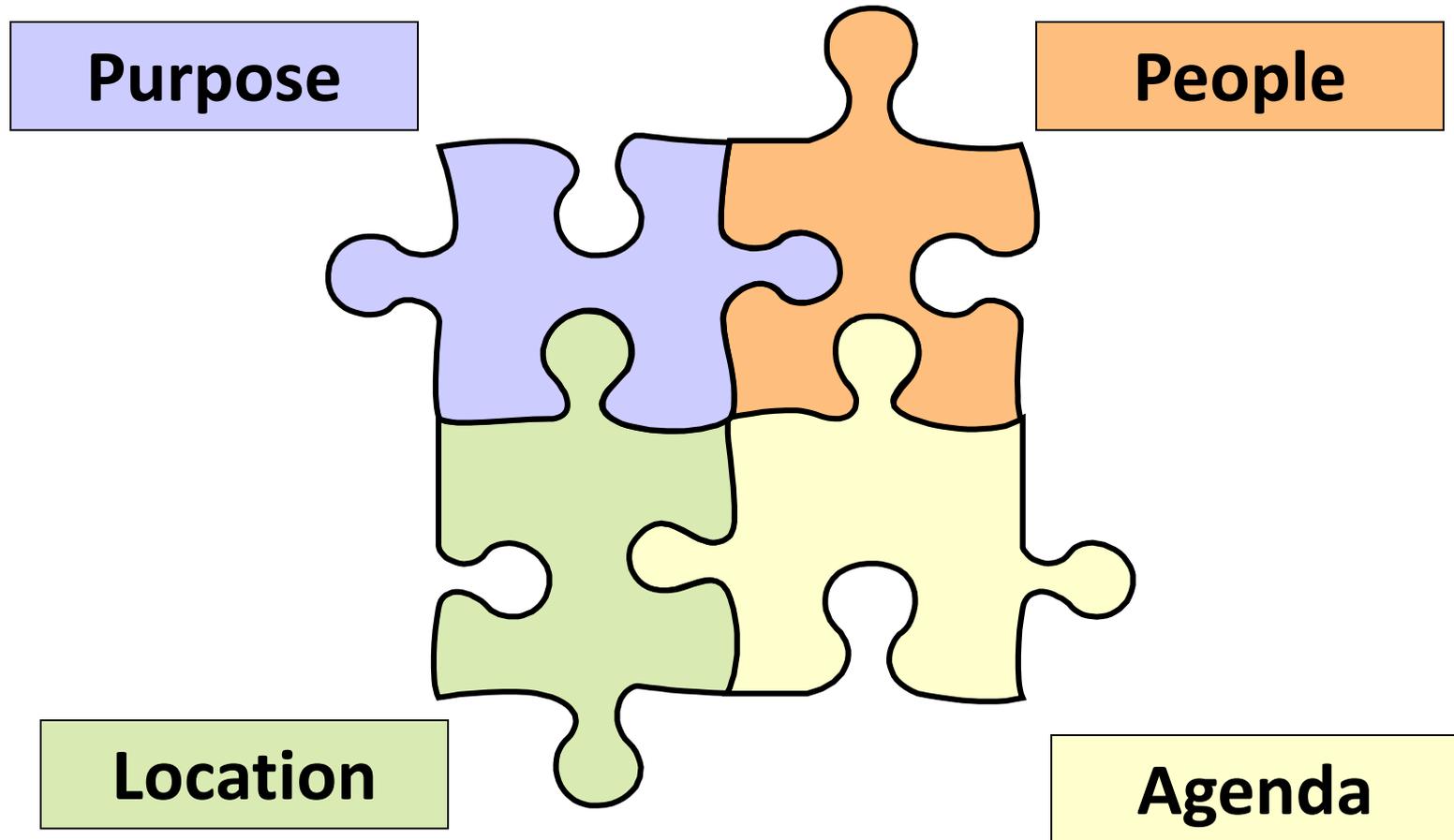 - Establish goals, and keep team focused on them
- **Tools**
  - Model the behavior
  - Establish measurements for success
  - Make progress towards results visible
  - Rewards for success
  - See errors, failures, etc. as learning opportunities
  - Debrief to promote team learning

What types of meetings do you participate in regularly?

Productive Meetings

Purpose

People

Location

Agenda

Running Effective Meetings

- Schedule in advance

- Start on time

- Work through an agenda

- Identify tasks, action items, follow-up needs

- Conclude with review:
  What exactly have we decided here today?

- End on time

Meeting Agendas

- Important items first
- Related items adjacent
- Identify responsibility
- Identify action needed

Meeting Minutes

- Provide a record of discussions, decisions, and action items

- Effective minutes include:

  - Name of meeting leader

  - Name of note-taker

  - Key points of discussion

  - Action Items/Follow-Up Items, with person responsible and due date

  - Date, location of next meeting

- Write and share minutes shortly after the meeting, when memory is fresh

Ground Rules/Norms for Meetings

- Clarify expectations for behavior during meetings

- Verbal contract for team interactions

- Should be developed or adapted based on the team's purpose and challenges

- All members should agree to ground rules

Team TORs

- A "job description" for the team
- Includes:
  - Team name
  - List of members, roles
  - Mission/purpose
  - Objectives
  - Frequency & duration of meetings
  - Communication Methods
  - Ground rules/norms

Key Points

- Members of high performing teams focus on results, show accountability, commit to decisions and plans, debate ideas, and communicate openly.

- Teams typically develop through stages of forming, storming, norming, performing, and transforming.

- Leaders and managers can use many tools to strengthen teams and improve performance.

- Productive meetings require careful planning in 4 areas: purpose, people, location, and agenda.

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