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# ***TEAM EFFECTIVENESS***

Managing For Results  
Unit 2

# ***Managing for Results***

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1. Leadership
- 2. Team Effectiveness**
3. Communication
4. Planning for Results
5. The Changing Workplace
6. Conflict Resolution
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity

# ***Objectives***

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- identify what team leaders need to know create high performing, effective teams
- discuss stages of team development
- identify key team leadership skills
- discuss common team problems and how to deal with them
- think about ways your team presently operates and look for ways to improve its effectiveness.



# ***Agenda***

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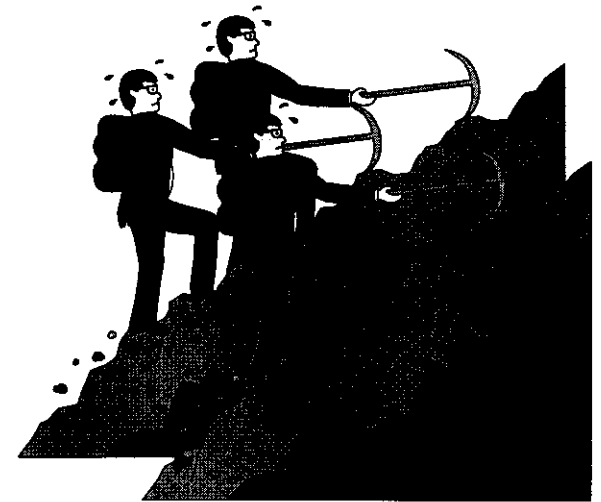
- Characteristics of an Effective Team
- The Effective Team Environment
- Key Team Processes
- High Performance Teams
- Stages of Team Development
- Effective Team Leadership
- Team Leader as “Coach”
- Common Team Problems
- Team Ground Rules
- The Six-Point Checklist
- Traits of Effective Team Members

# ***Effective Teams...***

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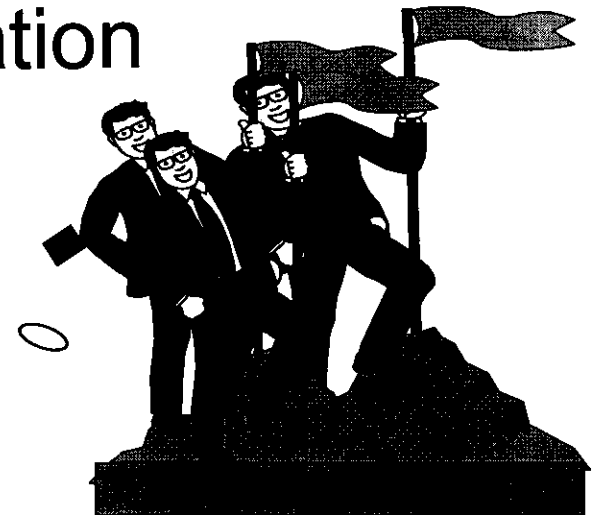
- share a goal
- communicate openly & honestly; consider conflict normal
- cultivate a sense of belonging
- have clear processes for gathering and sharing information, making decisions
- value diversity
- encourage creativity & risk-taking
- practice continuous improvement
- have supportive leadership
- are interdependent



# ***The Effective Team Environment***



- trust, respect and support
- commitment to the team and a sense of belonging
- involvement of all members
- open and honest communication
- a learning environment
- empowerment
- shared vision



# **Major Concepts of TEAMWORK**



- The need to develop a clear understanding of the group's goals.
- The need to encourage a feeling of openness and trust among group members.
- The importance of sharing decision-making.
- The importance of sharing leadership functions and roles.

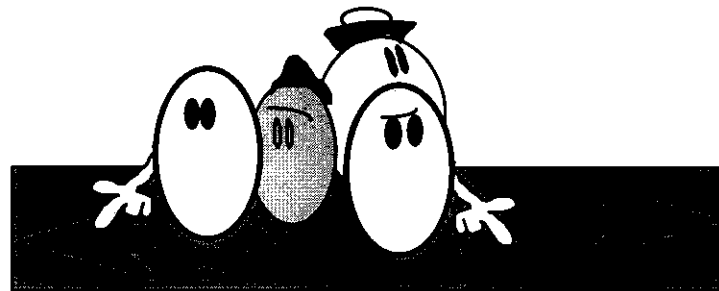


# **“ME & WE” - Before**



*An immature team characterized by:*

- members working on their own
- no cooperation or co-ordination
- poor communications and interpersonal relations
- members not identifying with the organization's goals
- poor job training and preparation





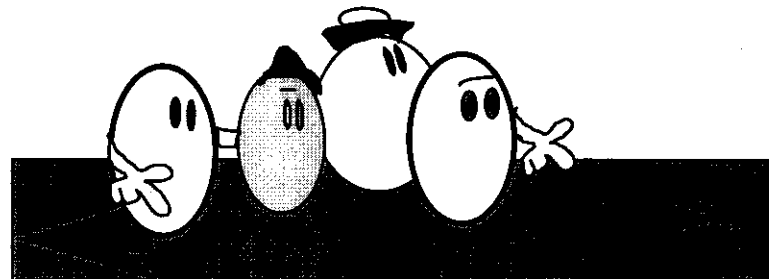


# ***“ME & WE” - After***

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*A mature workgroup demonstrating:*

- Participative management techniques
- Clearly defined, communicated and understood group goals
- Openness and trust among members
- Effective delegation
- Shared decision-making
- Shared roles and leadership functions



# ***Key Team Processes***

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- Problem-Solving and Decision-Making
- Goal Accomplishment
- Resolving Conflicts
- Communications
- Continuous Learning and Improvement





# ***Characteristics of a High-Performance Team:***

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- increased attention to team goals
- a stronger approach to solving problems and implementing decisions
- recognized need to support each member to ensure their success
- greater flexibility through development of interchangeable skills by members
- higher incidence of sharing leadership
- sense of humour
- higher level of member satisfaction and enjoyment

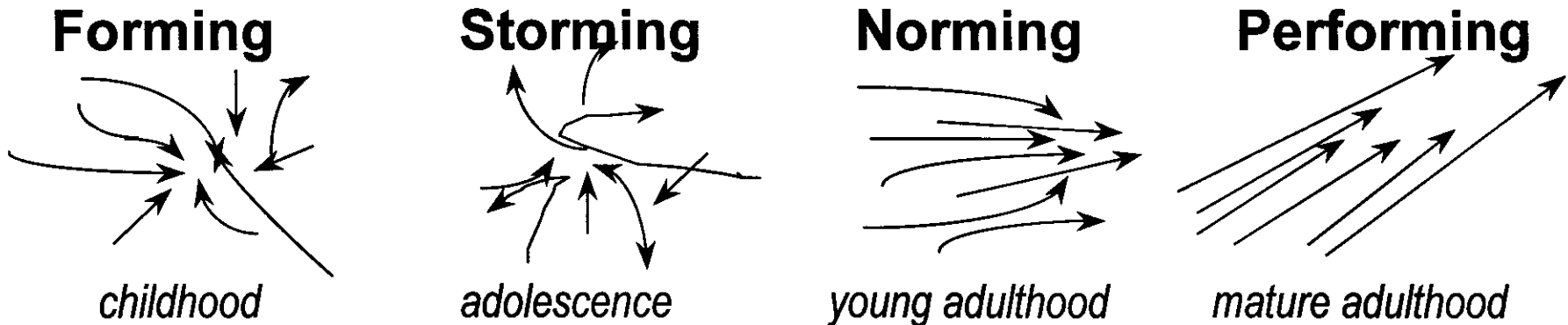
# ***Impact of Effective Teams on Organizations***

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- ✎ improvements in the way the business operates
- ✎ improved customer satisfaction
- ✎ sustained reductions in operating costs
- ✎ improved productivity
- ✎ increased revenues and profits
- ✎ improved levels of trust, employee empowerment and satisfaction
- ✎ lower absenteeism, turnover and grievances
- ✎ more effective alignment of staffing and workloads
- ✎ less resistance to change and greater commitment

# Stages of Team Development



## FOCUS ON:

<ul style="list-style-type: none"> <li>• “me”</li> <li>• purpose</li> <li>• fitting in</li> </ul>	<ul style="list-style-type: none"> <li>• “me” &amp; “we”</li> <li>• roles</li> <li>• control</li> </ul>	<ul style="list-style-type: none"> <li>• “us”</li> <li>• decisions</li> <li>• learning</li> </ul>	<ul style="list-style-type: none"> <li>• goals</li> <li>• results</li> <li>• improvement</li> </ul>
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## EMOTIONS:

excitement anxiety dependency	roller-coaster jealousy uncertainty	optimism trust harmony	acceptance comfort satisfaction
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## ISSUES:

<ul style="list-style-type: none"> <li>• exploration</li> <li>• testing</li> <li>• orientation</li> <li>• task clarity</li> </ul>	<ul style="list-style-type: none"> <li>• structure</li> <li>• processes</li> <li>• conflict</li> <li>• workload</li> <li>• positioning</li> </ul>	<ul style="list-style-type: none"> <li>• idea exchange</li> <li>• conflict resolution</li> <li>• ground-rules</li> <li>• work processes</li> </ul>	<ul style="list-style-type: none"> <li>• quality</li> <li>• problem-solving</li> <li>• productivity</li> <li>• new ideas</li> <li>• customer</li> </ul>
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# ***Effective Team Coaching***

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Page 1



- Provide structure, guidance and direction at an early stage
- Clarify goals, tasks, measurements, and management's expectations
- Watch what's happening with the team and find out what they need
- Be prepared to share leadership and decision-making responsibilities
- maintain a balance between contributions made as leader and team member
- give direction and support, not control and compliance

# ***Effective Team Coaching***

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Page 2



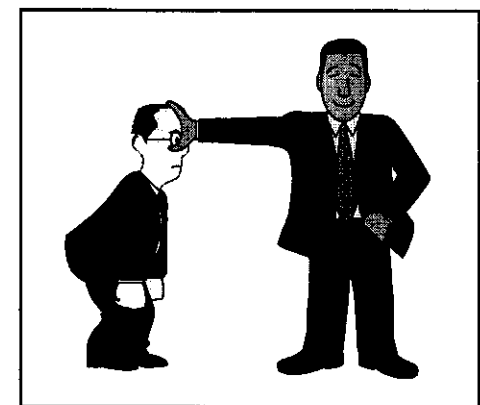
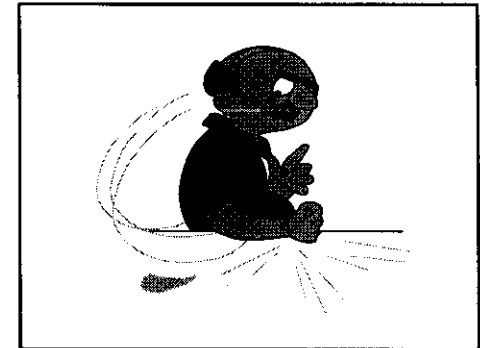
- focus on building commitment and confidence
- strengthen the mix of skills and abilities
- manage relationships and eliminate barriers
- share interesting work opportunities and the credit for successful achievement
- don't allow individuals to fail
- celebrate team successes
- encourage participation and involvement from all members



# **Common Team Problems**



- 1 conflict
- 2 reacting to feedback as an attack
- 3 stalled progress
- 4 dominating members
- 5 experts who override others
- 6 reluctant participants
- 7 reaching hasty conclusions
- 8 unfocussed discussions
- 9 team burnout
- 10 avoiding decisions





# **Why Have Team Ground Rules?**



- To clearly state the values of the team.
- To make certain every team member knows and understands what is expected of him/her.
- To develop standards of behaviour that support the needs of the team members and the company.
- To help the team evaluate its performance.
- To help a new team member know what is expected of him/her.
- To have everyone on the team discuss and agree on what is important to him/her and to provide a guide for behaviour.

# **Examples of Team Ground Rules**



- Meetings will always start on time;
- Decisions shall be made by consensus; and
- Leadership of the group meetings will rotate among team members on a monthly basis.



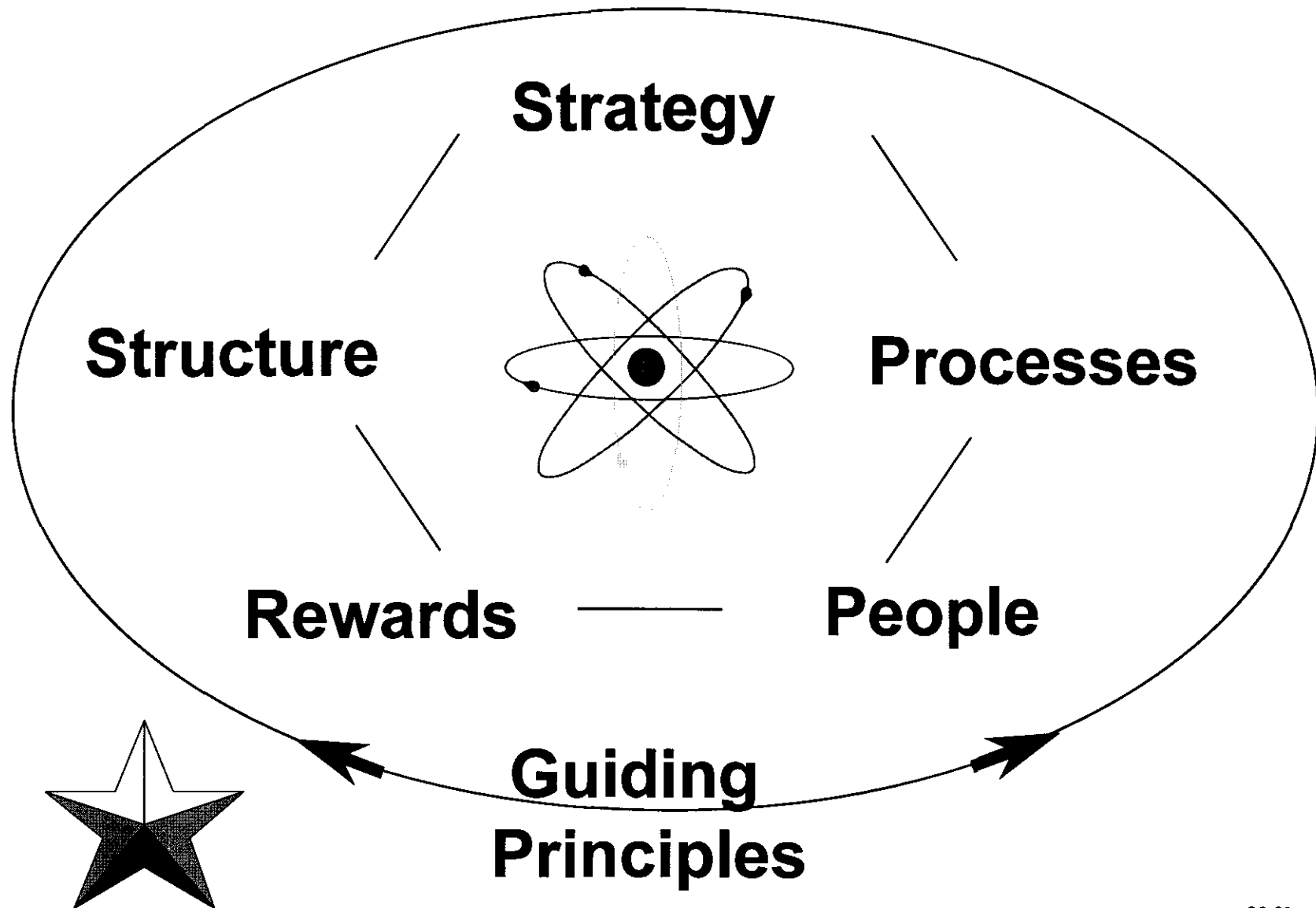
# ***In CONSENSUS, we...***

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- ensure all team members have an opportunity to provide their input
- Encourage some members to speak up
- Encourage some members to “give up the floor”
- agree unanimously where possible
- Ensure that members:
  - are part of the process
  - can live with and support the ground rules
- commit fully to the team, its goals, and the process.  
This is critical!

# ***6-Point Checklist***



# ***Team-Building Questions..***

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(Page 1)



1. What is our purpose as a team?
2. How can we accomplish our team goals?
3. What are our roles and responsibilities?
4. How do we prioritize our work?
5. How do we make decisions? Is this ideal, or do we want to change/improve our decision making process?
6. How do we measure our performance as a team? As individuals?

# ***Team-Building Questions...***

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(Page 2)



7. How should we give and receive performance feedback?
8. How do we handle conflicts? How should we handle conflict? How can we improve?
9. What kind of climate do we want in our group?
10. How can we improve our current climate?
11. What operating guidelines do we need?  
(attendance, vacation scheduling, team meetings, hours of work, etc.?)

# ***Effective Team Members...***

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- are driven by a sense of participation, cohesiveness and unity of effort
- are involved in developing team goals
- are committed to team goals
- work hard to understand their co-worker's point of view
- place equal value on personal needs and team goals
- articulate their needs, thoughts and feelings, and listen to those of others
- treat conflict as healthy, unavoidable, and an opportunity for learning
- have a say
- carry out team decisions

