

Introduction To:

“Creating Super Teams”



YES OR NO QUESTIONS

Question:

Will team leaders benefit from learning what it takes to be an effective team leader?

Question:

Is there a need and desire to improve the work environment in your organization?

Question:

Does your team have a desire to improve its overall performance?

Question:

Can an effective feedback process improve working relationships in your organization?

YES OR NO QUESTIONS (cont'd)

Question:

Is there a need for a process to build collaboration within your team?

Question:

Are your employees interested in learning more about the behaviors and abilities that are essential for creating a Super Team?

Question:

In your organization, is there a need for a process that measures the effectiveness of team members?

Question:

Are team members reluctant to offer ideas to be considered for solutions to problems?

Creating Super Teams:

(The Process)

- See the gap
- See the cost
- See the gap is in me (look into mirror and see self)
- Close the gap (felt ownership, commitment to fundamentals, a matter of seriousness - it matters to me)

Team Training:

(The Design)

- Learning through simulation: (Experience the power of simulation).
- Providing a mirror: (What is reflected? What works and what doesn't work? Who is reflected?)
- Understanding the practice of a team: (Opportunity to see pitfalls. A chance to see fundamentals. Get a glimpse of the team's potential.)

Creating Super Teams

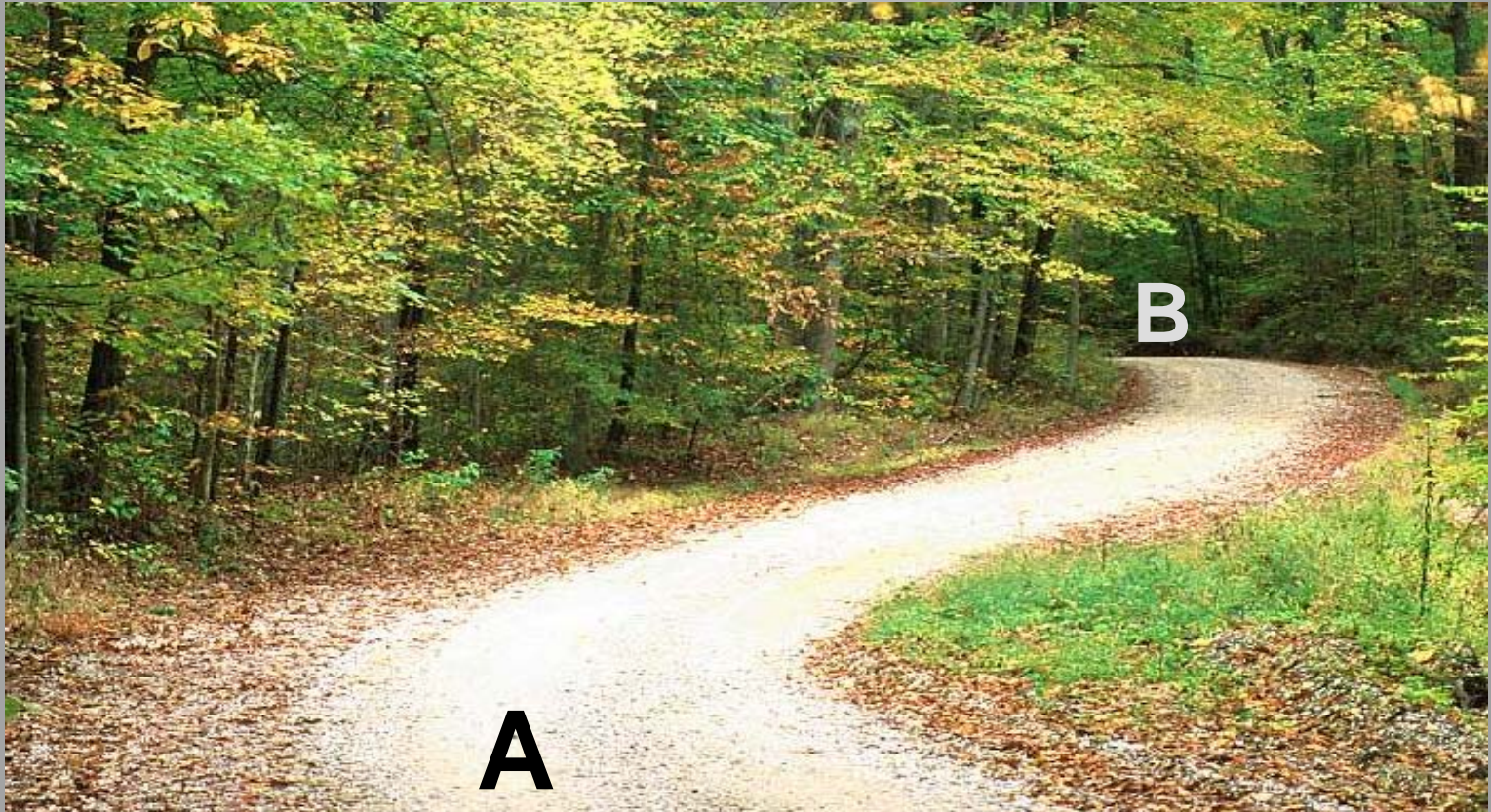
What is a team?

Teamwork & collaboration

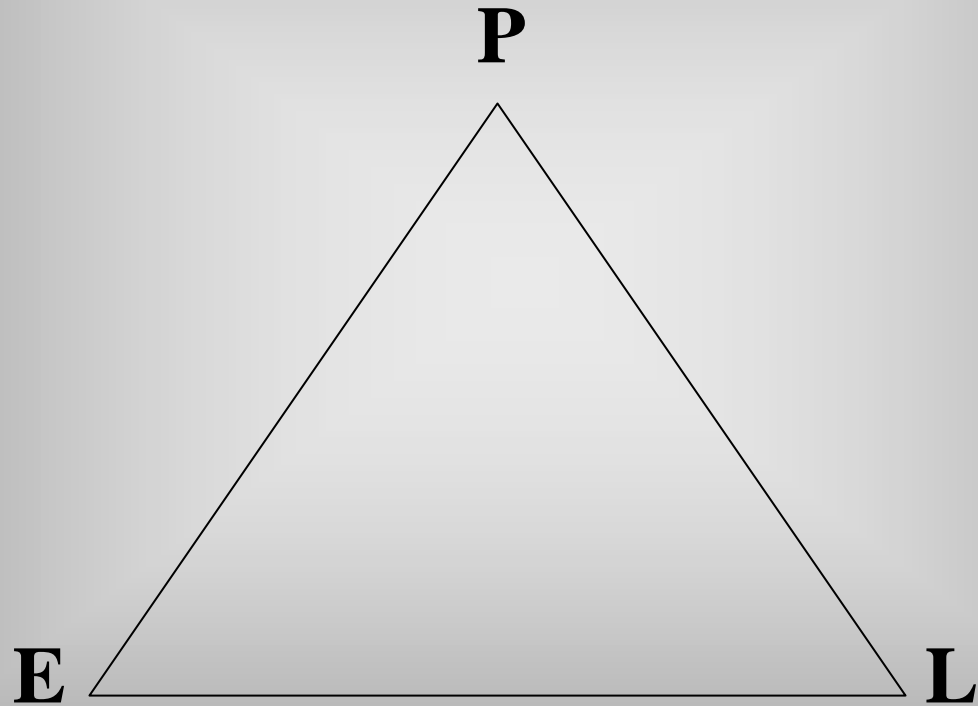
Definition of a team

- A group of people that have come together to complete a task.
- A group of people pooling their knowledge, skills and talents to attain a common goal or shared purpose.

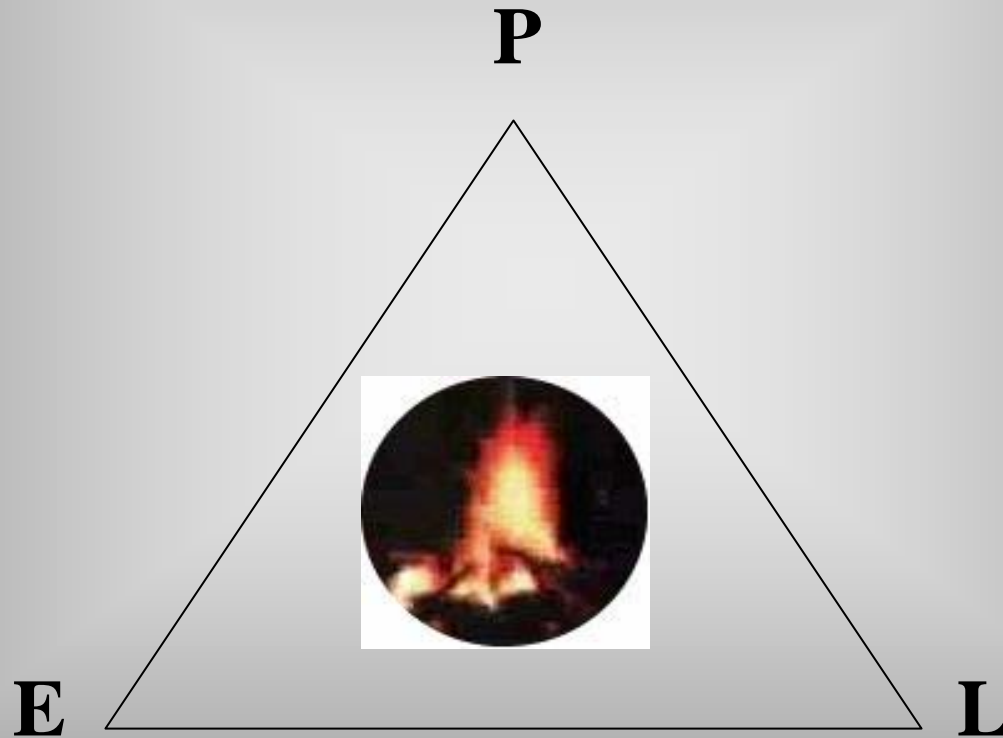
The Journey



Journey to Excellence



Journey to Excellence



Journey to Excellence

- **Vision:** Imaginary picture of something not yet created
- **Felt Need:** Gap (Now - {work} - Then)
- **Mission:** Task, special assignment, work (starting or finishing something)
- **Strategy:** How, what is the plan?

Vision:

(Imaginary Picture of Something Not Yet Created)

- You receiving a seven-minute standing ovation after giving the commencement speech at a major university at the age of 101
- Your child being awarded a law degree from a prestige university with no student loans to pay
- (Individual) you being recognized by the team as a valuable member on which the team can count
- Your team receiving an award for completing a project two months ahead of schedule and 15% below budget

Felt Need:

Gap (Now - Then)

Examples:

- To lead a higher performing team
- For my team to complete its current project ahead of schedule
- For my team to no longer be labeled as whiners

Task:

Assigned Job/Chore

Mission: Special Assignment

- Complete project XYZ by 2-15-07.
- Understand my impact on the team and implement action steps to improve your performance by 4/30/07..
- Develop four team members to be capable of being promoted to team leader 9/31/07.
- Increase business sales by 20% by Y/E 2007

Strategy/Plan:

(How You Plan to Complete the Task)

- Develop performance-improvement plans for John Doe and Sally Sue by 1/31/07.
- Use the team rating chart to solicit feedback from team members and using the feedback, create a corrective action plan for my review by 1/30/07.
- Complete development plans for X,Y,V,Z by 1/31/07.
- Secure new contract with Y Company for \$_____ by 3/15/07.

Team's Existence:

- A team's predisposition is to support confusion and ignore clarity.
- At the first sign of chaos you will see the emergence of leaders and the abdication of leadership at the same time.
- The Buck stops here is outdated. Now it is everyone's responsibility. (Empowerment)
- Honesty is vital for a team to exist collaboratively:
 - Internal honesty is to yourself
 - External honesty is to others on the team

Note: The role of the facilitator is to hold up a mirror for you to look into. You won't always like what you see.

Team's New Accountability

- Full ownership for team's success
- Conscious thought and action
- Honoring agreements
- Reaching for excellence
- Respect for time

Full Ownership for Team's Success:

- Responsible for team goal clarity
- Responsible for team integrity
- Responsible for task integrity
- Responsible for straight talk
- Responsible for team mindset
- Responsible for making needed changes in self and team

Always Ask: Is what I am saying or what I am doing in the best interest of the team?

Note: Check to see if your comments are for self expression or directed at advancing the team's task.

Reflection Tool:



- S:** Step back and review the situation
- T:** Think strategically
- O:** Review your options
- P:** Proceed

Three Common Features of Competent Team Members:

- The essential skills and abilities
- A strong desire to contribute
- The capability of collaborating effectively

Note: One person who doesn't work well with others can set the team off into oblivion. One person like this can ruin a team.

When that happens, you must give feedback to that individual and help him/her make the necessary changes.

But if they can't adapt, then you have an obligation to remove them from the team. Otherwise, the rest of the team can become extremely resentful.

Four Necessary Features of Team Structure:

- Role clarification and accountabilities
- An effective communication system
- Monitoring individual performance and providing feedback
- Fact-based decision making (judgement)

Elements of Trust Building:

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

Notes on Building Trust:

- Trust allows team members to stay problem-focused
- Trust promotes more efficient communication and coordination
- Trust improves the quality of collaborative outcomes

Building Trust:



- To build trust, you must be trustworthy and you must make deposits.
- Collaboration flourishes in a climate of trust.



Rules:

High performance teams have “RULES” to which members are committed.

Question: Why are rules important?

For rules to be effective, there must be “CONSEQUENCES” when they are not followed.

Consequences:

Make Consequences Mean Something

- Driving on the wrong side of the road
- Driving too fast
- Eating too much
- Not paying taxes
- Arriving to work late
- Fire in the building
- Embarrassing team members
- Not supporting team's goals
- Dishonesty
- Failure to show respect
- Child watching television instead of studying
- Team members not honoring agreements

Notes:

- Teams break down when they make inclusion on the team more important than the mission of the team.
- The goal of a high-performance team is not to stay together. It is to complete a task!
- A team must allow its members enough space (time) to assimilate information before moving on to the next point.

Nuggets:

- It is your hot buttons that make you ineffective when working on teams
- The highest performing team is the one with the most discipline. Discipline compels team members to stay focused.
- My ability to help others is proportional to the ability that I have to help myself.
- When you see things differently, you then have the capacity to respond differently.



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