



***Building a Solid Foundation
With ONE Team***

Licensee
Logo



Program Overview

- Check-in and Action Commitments
- Ground Rules & Expectations
- Our Learning Objectives

We will discuss or learn:

- Your Team's "history"
- What needs to change in your own approach in order to work more effectively as ONE Team
- The definition of High Performance Teams & how it differs from traditional work groups
- The three elements of High Performance Teams
- The four types of teams & the stages of team development
- An introduction to the "5 Dysfunctions of a Team" model and assess your team's current functioning
- Tools you can use to develop your Team Charter
- Ways to build trust for greater teaming
- Understand and use individual team member's "styles" for greater effectiveness

What does it mean to be ONE Team?



Introduction to Teams

EXERCISE

HOW DO YOU DEFINE A TEAM


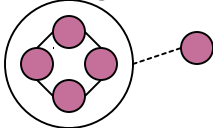
How do High Performance teams differ from traditional work groups?

-
-
-
-
-

Now in the space below, think about the **best** team you have ever been a part of, then list some of the characteristics that made it great. Next think of the **worst** team you have been a part of & list its characteristics.

Best Team	Worst Team

High Performance Team: A self-managing, multi-functional group of people organized around a whole process and empowered with full responsibility for their success.

Traditional Work Groups	High Performance Teams
<p>Coordinate from above with constant supervision</p> 	<p>Enable group to become self-governing with facilitative guidance</p> 
<ul style="list-style-type: none"> • Organized around functions • Employees do specialized tasks • Supervisory management • Rule-governed • Decisions referred up organization • People viewed as tools of management 	<ul style="list-style-type: none"> • Organized around core processes • Employees possess multiple skills • Shared leadership • Principle-governed • Decisions made at point of action • People viewed as partners

The Five Dysfunctions of a Team



A Framework for
High Performance
Teamwork

From the book; The Five Dysfunctions of
a Team by Patrick Lencioni



High Performance Teams

EXERCISE

WORKING IN TEAMS

Observations

What were some of the factors that helped to make your team successful?

How did leadership evolve in your team during the exercise?

What types of roles did members take on during the exercise?

What helped your team start coordinating itself to accomplish the task?

Three Elements of HP Teams

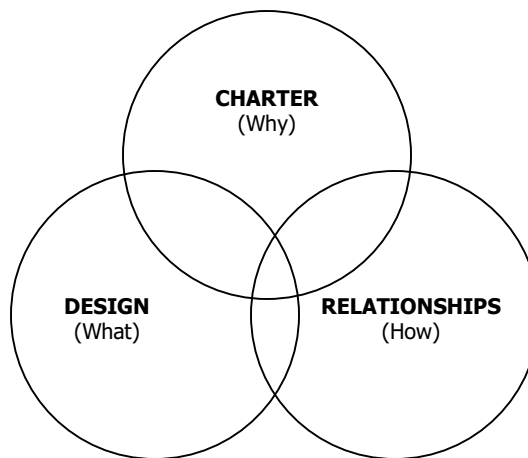
THE TEAM MODEL

WHY THE TEAM EXISTS

-
-
-
-

WHAT THE TEAM DOES

-
-
-
-



HOW MEMBERS RELATE TO EACH OTHER

-
-
-
-

APPLICATION

Please answer the following questions to better understanding your team or organization. Be prepared to share your answers with other participants.

TEAM ASSESSMENT

1. Write down some key words that describe your team or work group in each of the three areas:
Charter:
Design:
Relationships:
2. Where is your team/work group strong? Where is it weak?
3. What steps could you take to make improvements in any of the three areas?

Assessing Your Team

Rate the extent to which each of the following statements is true for your team by using the following five point scale. Place your answer in the space in front of each statement.

1	2	3	4	5
None	A little	Somewhat	Quite a Bit	Very Much

Order of Impact

1. Charter

- _____ My team understands our customers and their requirements.
- _____ We share a common understanding of our mission.
- _____ Everyone understands the strategy of the larger organization.
- _____ People know how they impact the organization's strategy.
- _____ Our values have been clearly articulated and are well-understood.
- _____ I live our values and insist that others do as well.
- _____ Our goals have been clearly defined.
- _____ We have good metrics and methods for tracking our performance.

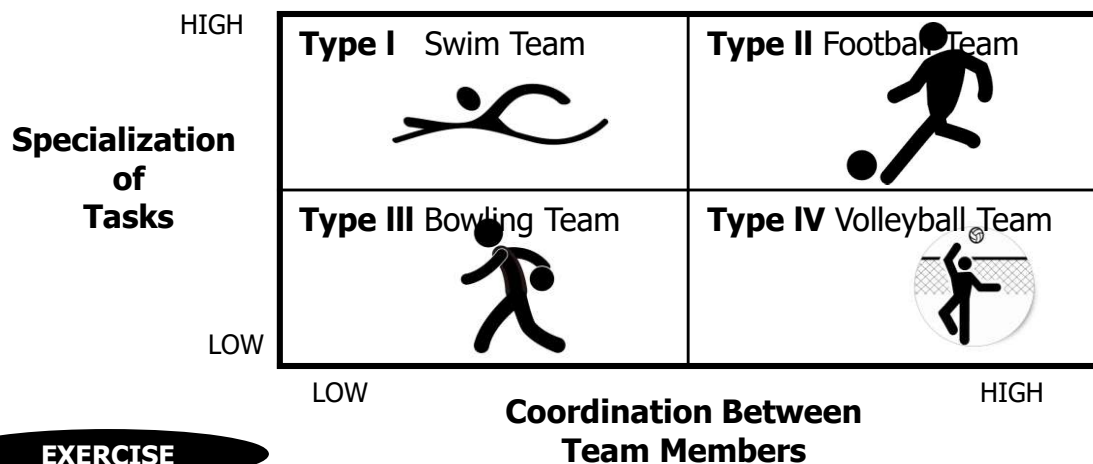
2. Design

- _____ Team members understand our core work processes.
- _____ We have streamlined our processes to be as efficient as possible.
- _____ Roles and responsibilities of team members are clearly defined.
- _____ People understand not only their jobs but how jobs interrelate.
- _____ We are technically competent at what we do.
- _____ Clearly defined work procedures help us coordinate our efforts.
- _____ Decision authority is clearly defined.
- _____ Our systems are aligned to support us in what we are trying to do.

3. Relationships

- _____ Members of the team care about the work they do and work hard.
- _____ A positive and friendly atmosphere exists.
- _____ We cooperate with each other.
- _____ Trust and respect are high.
- _____ Team members listen to each other and everyone is free to express themselves.
- _____ We work through conflicts and arrive at win-win solutions.
- _____ Personnel policies and procedures are fair and equitable.

Four Types of Teams



EXERCISE

TEAMS IN YOUR ORGANIZATION

Apply this model to teams within your organization by answering the following questions:

1. What type of teams do you belong to?

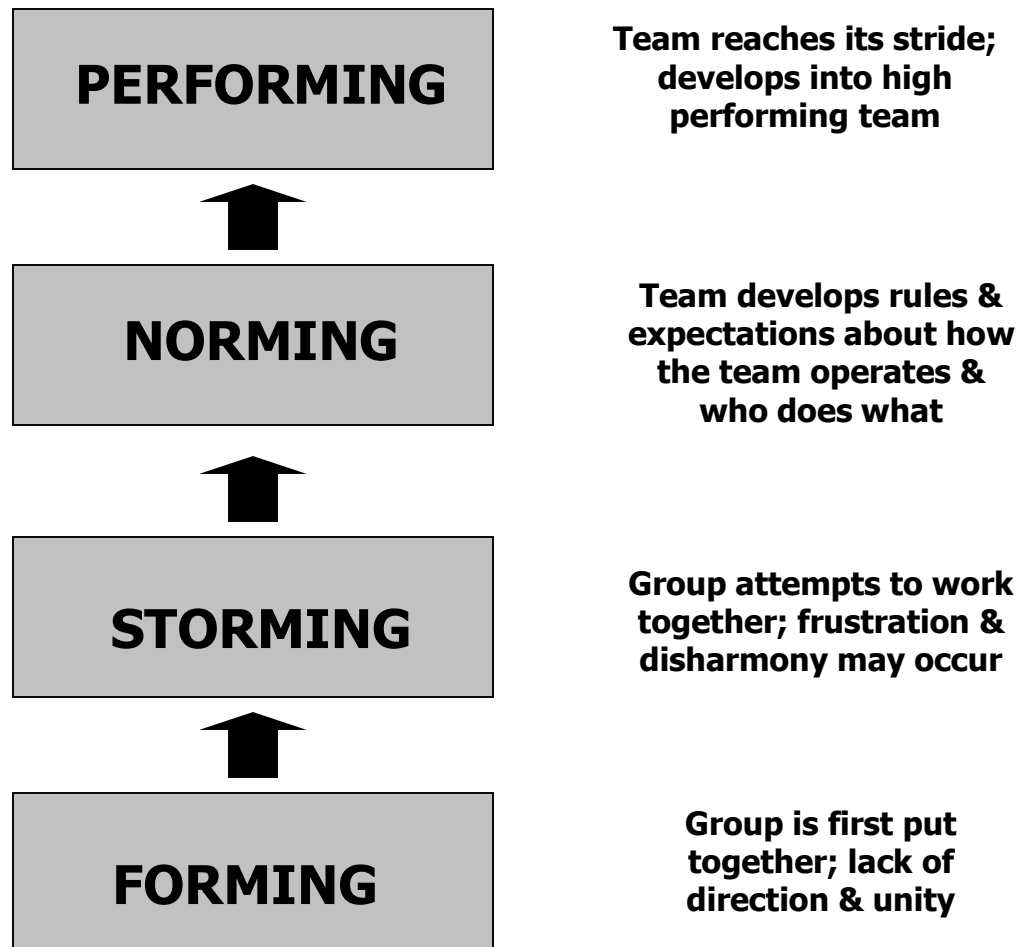
2. Identify the specialization required on your team:

3. Identify the coordination required on your team:

4. Thinking of your entire organization, which work teams or work groups would you classify as:
 - Type One:
 - Type Two:
 - Type Three:
 - Type Four:

Stages of Team Development

Research has shown that all teams go through a series of sequential stages as they grow towards sustained levels of high performance and synergy. B.W. Tuckman has identified the following four stages:





Stages of Team Development, cont.

FORMING: WHY ARE WE HERE?

Themes

- Getting acquainted
- Cliques form
- Group identity low
- Stereotyping takes place
- Some excitement & pride about being a member
- Suspicion & fear about the job ahead
- Attempts to define the task & how it will be accomplished
- Abstract discussions of concepts & issues; for some, impatience with these discussions
- Sizing people up & the roles they will play

STORMING: BID FOR POWER

Themes

- Internal competition for influence
- Conflict, voting, & compromise
- Win/lose interactions
- Hidden agendas
- Resistance to the task
- Fluctuations in the attitude about their likelihood of success
- Questioning the wisdom of the team or project
- Unrealistic goals
- Perception of lack of progress



Stages of Team Development, cont.

NORMING: COOPERATIVE GROUP ACTION

Themes

- Active listening
- Group identity is high (Watch out for Group Think)
- Shared leadership
- Open-mindedness
- Constructive expressions of conflict
- Relief that things are working out
- Acceptance of membership on the team (and individual differences)
- More friendliness & sharing of personal problems
- Discussion of the team's dynamics
- Maintaining ground rules

PERFORMING: TEAM SYNERGY

Themes

- High performance levels
- High creativity
- High spirits/morale
- Constructive handling of conflict
- Decision making by consensus
- Understanding & ability to use multiple problem solving methods
- Insight into group & individual dynamics
- Self responsibility
- Cohesion and synergy

Action Plan for Creating & Sustaining My High Performance Team

- Look at each of the 5 dysfunctions of a team.
- Think about your own team with respect to each attribute.
- Decide on specific actions you'll take to help your team improve in each area.

Areas of Potential Improvement	Actions I'll Take:	By this date:
1. Absence of Trust		
2. Fear of Conflict		
3. Lack of Commitment		
4. Avoidance of Accountability		
5. Inattention to Results		

KSS - What will you:

Keep Doing:

Start Doing:

Stop Doing:

- What did you learn or find most interesting about today?
- Thank You!