Team Development and Leadership

Middlebury College Management Training
Winter 2012
Review

• The Performance Management cycle
• Set expectations and goals
• Work *with* your people to determine the right about of directions and support to provide on goals or tasks
• Use Situational Leaderships to delegate and coach
What’s sticking with YOU?

Homework assignment from last week:

• Consider all of the concepts, tools and skills you have learned so far and identify what and how you will apply one or more to:
  – Improve communications
  – Effectively manage and prioritize the workload for you and your staff
Session Goals

• Provide new information/model for meetings

• Define what a team is, how teams develop, identify the various stages teams progress through, diagnose the challenges teams face in each stage and design strategies for accelerating the team’s evolution and performance

• Clarify the team, team leader and members’ roles and accountabilities

• Establish clear priorities and operating protocols that define the team’s focus and how it will operate to be effective in achieving results

• Apply assessment and diagnostic tools for enhancing the team’s environment for candor, openness, collaboration and decision making, and accelerating the team’s development
Session Agenda

- Meetings
- Team defined and development stages
- Team simulation
- High Performing Team characteristics
- Roles and accountabilities of Team leader and members
- Defining team Charge/purpose, goals and decision making
- Establishing Team operating Protocols
- Facilitating Team participation
- Diagnosing and addressing challenges to team performance
The only way to have *fewer meetings*, is to make the ones you do have, *more effective*
Meeting Agendas

Name of Meeting
Place/Call In Information
Start and Stop Time
Leader
Attendees

Topic #1, presented by
Purpose of Discussion
Start Time

Topic #2, presented by
Purpose of Discussion
Start Time
Meeting Agendas

Topic #1, presented by

Purpose of Discussion

• To brainstorm a new issue
• To discuss/provide information for future decision making
• To discuss options and narrow them down to a few viable choices for recommendation
• To make a final decision
Meeting Agendas

Topic #1, presented by

Purpose of Discussion

• To brainstorm a new issue
• To discuss/provide information to ensure decision making
• To discuss options and narrow them down to a few viable choices for recommendation
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Decision Making Options
• Consensus
• Full Agreement (100%)
• Vote (majority rule)
• Leader
Meeting Agendas

Topics in order of importance. Why?

Presenter Name. Why?
Managing Meeting Time

Start time for each topic. Why?

Start on time, end on time...what does this mean?

• Promptly on the hour OR
• 5 minutes after, 5 minutes before
# Meetings – Managing with Remote Attendees

<table>
<thead>
<tr>
<th>Those Present</th>
<th>Those Remote</th>
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<tbody>
<tr>
<td>• Know who's on the call—and make sure that you hear from everyone. What does silence mean?</td>
<td>• Don’t do other work simultaneously</td>
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<tr>
<td>• Spend extra time giving reasons and explanations for decisions, actions, etc.</td>
<td>• Pay attention</td>
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<tr>
<td>• Watch tone of voice – watch out for teasing, sarcasm, etc</td>
<td>• Find ways to contribute</td>
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</tbody>
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Parking Lot

A place to put topics/issues that come up in the meeting and that are not on the agenda

And are worthy of further discussion (i.e. have a business purpose)

Review at end of meeting (time built into agenda), and assign action steps
Ground Rules

Pre-establish (regularly recurring) or establish up front (new groups, etc)

Electronic devices – off?  Not present?  No sound?
One person speaks at a time
Use of Parking Lot
Honoring Time
Publish notes within 24 hours

Try them out, review them every 3 months, update as needed
Meeting Notes

- What did we decide to do?
- Who is going to do it?
- When will it be done?

- Bullet format
- Put in body of email, not as an attachment
Team Defined

Two or more individuals who share agreed goals and processes and voluntarily contribute their professional and personal skills, knowledge and abilities to achieve team results and align their self-interests with the team.

*Teamwork is not something else we do
It is how we work together*
Team Development Stages

STAGE 1
 Getting Organized & Testing
- Cordial - reserved
- Hesitant & wary
- Membership is being considered
- Clarifying direction, goals, roles & accountabilities
- Setting expectations
- Establishing relations
- Exploring trust
- Dependence on leadership

STAGE 4

STAGE 2

STAGE 3

STAGE 4
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STAGE 2
Competing & Infighting
- Differences emerge
- Lack of clarity – confusion
- Power & control issues
- Unproductive – time wasted
- Blame – finger pointing
- Personality clashes
- Team abilities questioned
- Results unsatisfactory

STAGE 3

STAGE 4
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STAGE 3
Realigning & Reorganizing
- Evaluating - assessing
- Confronting issues
- Re-contracting roles & accountabilities
- Providing feedback & coaching
- Establishing culture & commitments
- Refocusing priorities & actions
- Defining operating protocols / processes
- Building trust and cohesion

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STAGE 1
Competing & Infighting
Team Development Stages

**STAGE 4**
High Performance
- Achieving Business Results
- Operating collaboratively
- High levels of trust and synergy
- Mutually supportive relations

(See 10 key characteristics)

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Team activity

**Goal:** Construct the tallest free standing tower possible within the assigned timeframe, using only the materials provided.

**Time frame:** 15 minutes to plan. 7 minutes to execute

**Materials:**
- Box of straws: 1 per team
- Masking tape: shared with other teams

**Activity steps:**
1. Create teams at tables
2. Select a team leader
3. Select two observers for each team
Team Activity Debrief

Provide a rating for each question. Use a rating of 1 = Low to 5 = high
Be prepared to explain your rating within your team.

Note the behaviors you witnessed that either helped or hindered team effectiveness

1. How effective was communication within the team?

2. How satisfied are you with the participation of team members?

3. How satisfied are you with leadership within the team?

4. How satisfied are you with the overall results?
High Performing Team Characteristics

1. Team strategy, direction and goals are clear and supported by members.

2. Team members are technically & functionally competent for tasks and willing to fulfill their roles.

3. The various roles, accountabilities and interdependencies within the team are clear.

4. Team members are committed to achieving team results.
High Performing Team Characteristics

5. The leadership, communication and decision-making processes are clear and applied.

6. Team members share ownership and accountability for results. Members exercise the license to address any issue concerning how the team operates.

7. Team members are confident addressing conflicts within the team. They are candid and work openly toward mutually agreed solutions.
High Performing Team Characteristics

8. The team routinely assesses progress and results, evaluating how the team operates and members participate.

9. Trust is demonstrated by mutual support and acceptance of diverse skills, perceptions and personalities working in synergy with one another.

10. Results are achieved
Essential rule for effective teamwork

*All members participate!*

Participation is the essence of collaboration.

To achieve team results everyone must play a part. Everyone doesn’t have to play the same part. Nor must they always agree with one another. However, they must participate with their point of view in dialogues and thereby enable the team as a whole to benefit from their thinking and make the best possible decisions together.
Team Leader role

*Team leader’s essential role is to facilitate team work among members*

- Facilitation is a crucial management and leadership skills
- Facilitation means to enable a team to work together effectively to achieve results by making the work of the team...
  ...easy or less difficult
  ... removing impediments to
  ... lessening the labor of

**Communicating & Deciding**
Expected Team Member Behaviors

- Share your point of view /position voluntarily
- Give and receive feedback and coaching openly
- Be organized and prepared for work/meetings
- Maintain a clear, balanced set of priorities
- Act in accordance to your word
- Confront issues directly, in a timely manner
- Keep team differences in confidence and maintain united front to the organization outside of the team
- Adopt and support team decisions
- Take accountability for your mistakes
- Seek and listen to the input of others
- Subordinate your parochial self-interest to the team
- Depersonalize issues
- Model expected behaviors and hold others accountable
Practice Team Assessment

1. Consider how your team currently operates

2. Mark where you think they are on the clock

3. Identify behaviors the team exhibits that support your assessment

4. Review the 10 Characteristics & identify which 2 or 3 need the most work to enhance team performance

5. Share your assessment with a colleague. Consider actions you might take with the team to accelerate their development
Stage 1 - Getting Organized & Testing

Stage 2 - Competing & Infighting

Stage 3 - Realigning & Reorganizing

Stage 4 - High Performance
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Program Review

• Manager fundamentals and organizational alignment
• Effective communication
• Managing work relationships & results
• Performance Management
• Building Effective Teams