Developing & Leading
High Performing Teams

Keys to Leadership Success

Hire ❖ Develop ❖ Retain

Developing & Leading High Performing Teams

High performing teams don't just happen, they take work on the part of the leader and the team members. Just like any group, some teams seem to function well, and others seem to struggle along going from one crisis to another.

> **Team =** *A group of people working together for a common purpose.*

In this session we'll review how you as a leader – along with your team members – can become a high performing team.

At the end of this session, you will be able to:

- Assess your team's current state of effectiveness

- Identify the four stages of team development for high productivity

- Identify the role and responsibilities of a team leader

- Help your team overcome the five dysfunctions of a team

- Follow a logical, structured approach for team member input and involvement

- Get the best out of each team member for the best of team dynamics

Topics to be covered today

- How Teams Develop

- Assess Your Team's Current Stage of Development

- The Five Cohesive Behaviors of a Team

- Practice Working Together: "Moon Survival"

- Four Stages of Team Development Turns into Five Stages

"One of my harder tasks was getting people to accept that we were all (in this case literally) in the same boat. Either we would support one another or the whole ship could be in critical trouble that no one could escape."
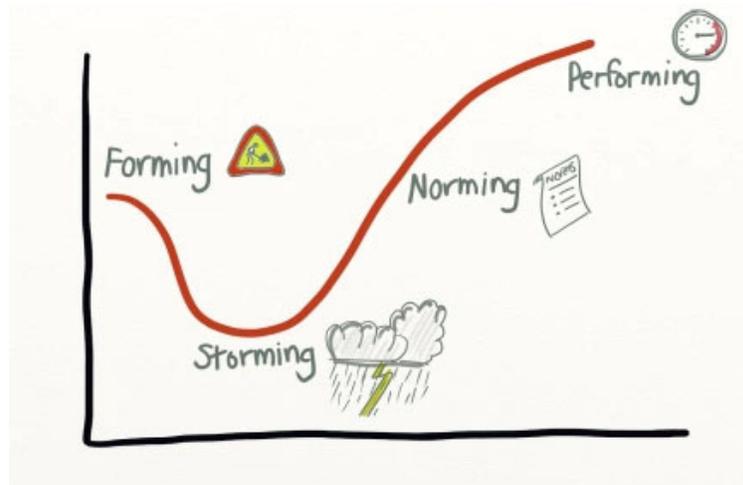
- *Captain D. Michael Abrashoff*
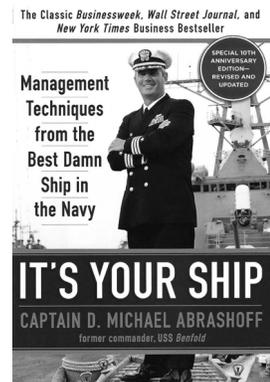
Think of the best team you ever worked on, or could imagine working on. What about that team made (makes) it so good for you?

Your answer:

How Teams Develop

A team will likely experience the following ***Stages of Development***. Some will move quickly to the final stage. Others will struggle and some will never make it. A lot depends on you.

1. **Forming** – lots of unknowns, not clear on the purpose of team or your role, fellow team mates are unknown, lots of questions, tentative communication

2. **Storming** – trying to establish roles, power and status, conflict and disagreement, some push back on authority, expertise establishment, styles can become an issue

3. **Norming** – roles established, can resolve conflict, better communication, agreement on team goal, relationships are comfortable and established, leadership is either very clear or shared as appropriate

4. **Performing** – highly productive, processes work, problems/conflict quickly resolved, able to flexibly meet challenges and handle setbacks, high level of trust among members, strong commitment to shared goals

Assess Your Team

Directions: Read each statement below and circle the number in the column that most closely reflects your team now.

	Never	Seldom	Usually	Always
1. We know why we are a team.	0	1	2	3
2. We follow a set of rules to succeed.	0	1	2	3
3. We know how to be effective team members.	0	1	2	3
4. Our team meetings are effective (on-time, focused, fact-based, cooperative).	0	1	2	3
5. We solve problems and make decisions in a logical, structured way	0	1	2	3
6. We communicate frequently, support and encourage each other	0	1	2	3
7. We overcome our disagreements and are a better team for it.	0	1	2	3
8. We work cooperatively with other teams and departments	0	1	2	3
9. We seek out ways to assess our performance and continually work to improve.	0	1	2	3
10. We celebrate and reward our accomplishments as a team.	0	1	2	3

TOTAL: _____

If your score is:

26 - 30   Your team is practicing what it takes to succeed. Just make certain that each member feels the same way.

16 - 25   Your team is in fair to good shape. May want to focus on a few of your lower scored items.

11 - 15   You may have sound basic team skills, but may be surprised at how improving a few of your skills in this area could help raise the performance of your team.

0 - 10   If you sincerely want to develop in this area, it's time to develop more formal plans for improving your team skills.

Notes

The Five Cohesive Behaviors of a Team

Adapted from <u>The Five Dysfunctions of a Team</u>, by Patrick Lencioni, 2002

As difficult as it may seem to build a great team it is not complicated. In fact, keeping it simple is critical whether you run an executive staff, a small department, project or process improvement team. The five cohesive behaviors provide a clear and practical guide to improving your team.

TRUST

Trust is at the heart of great teams. Essentially this comes from their willingness to be open and honest. Cohesive team members have faith in each other to honor commitments, maintain confidences and support each other.

In other words, they are confident that they can rely on each other.

Team members who are genuinely open with one another about their mistakes and weaknesses make it possible to build a foundation of trust.

Trust Breakers	Trust Builders
• Breaking promises • Saying one thing and doing another • Being unpredictable • Making excuses • Pointing fingers for blame • Jumping to conclusions • Doubting others	• Fosters open communication • Gives meaningful feedback • Is reliable and consistent • Treats everyone with respect and fairness • Shows confidence in others

CONFLICT

Conflict happens. It's a fact of life. But did
you know that it can actually be helpful
and productive if handled the right way?
When emotions like fear, anger, resentment
or blame get in the way, it makes dealing with conflict more difficult.
Learning how to confront and resolve conflict can make the difference
between a great team or one filled with headaches and stress.

Teams that fear conflict…

- Have boring meetings
- Avoid it and ignore issues that are critical to team success
- Fail to engage in all team member opinions and ideas
- Waste time and energy

Teams that manage conflict…

- Have interesting meetings
- Put critical topics on the table
- Get ideas from every team member
- Solve real problems

Conflict Resolution Steps

- Get clarity on the conflict. …
- Talk to the other person. …
- The third conflict resolution step is to listen to the other side. …
- Once both parties have aired their concerns, the last of these steps
  to conflict resolution is to work towards a solution.

The Role of a Team Leader

One of the most difficult challenges a leader faces is to promote and manage healthy conflict.

First, control your emotions. A leader's ability to model appropriate conflict behavior is essential.

Leader Behaviors that can help you avoid or defuse emotions:

- Ask for their perspective/Practice active listening skills
- Find common ground to agree upon
- Summarize before you disagree
- Until proven otherwise, assume the other person is expressing a legitimate concern when disagreeing.
- Attempt to understand the issue from their perspective
- Keep your voice calm
- Preserve dignity and respect

COMMITMENT

Is your team willing to give 100%? A highly effective team requires each team member's commitment (buy-in) to the team's purpose and goals.

Great teams stand behind their decisions and have a mindset of *'I will do it!*

Ways to Achieve Commitment

- Get input from everyone on team's purpose, goals, and decisions, otherwise no input, no involvement, no commitment.
- Provide clear agreements – Team members cannot be committed or take action when goals and expectations are vague and poorly defined. Plus, they sure won't take ownership of the results if things turn out badly!
- Agree to deadlines.
- Continuously search for ways to improve team performance.

The Impact of Commitment

- What could happen if team members fail to commit to decisions?

- What leadership behaviors could lessen team commitment?

ACCOUNTABILITY

Accountability is a willingness to answer for your actions.

A team cannot function effectively without each team member doing their part. The performance of each member affects the others.

For example, when discussing plans or problems, you may hear team members using words like these…

No Accountability Language	Accountability Language
We should…	I can…
Someone should…	Ron, I'd like for you to…
We ought to…	I'll do it.
I didn't know.	I need to be clearer on that.
I've tried, but...	I need to come up with another way.
Isn't that someone else's job?	I'll ask for their help.
You should have told me.	Next time…

Holding Others Accountable

Holding others 'accountable' is sometimes blaming someone when things go wrong. When things go right, everyone wants to take the credit but when they don't, everyone runs for cover and start looking for excuses. As a team leader, here's what you can do to instill 'positive accountability' in your team.

- ✔ Stay Focused on Clear Agreements
- ✔ Accept Your Own Role
- ✔ Keeping It Fact-Based
- ✔ Learning from the Experience

Positive Accountability is NOT –

Blaming, whining, punishment, accusations, being a victim!

Results

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.

Team members need to make **collective results** their top priority. That means follow processes or structured ways to get things done for efficiency and effectiveness.   This includes the way their meetings are run and the way they go about solving problems and make decisions. The better they are at it, the more influence and success they experience.

Problem-Solving Process

When confronted with a problem, follow a logical, structured approach. There are a number of advantages, but the most important is that it improves efficiency and helps produce long-term solutions.

 When faced with a problem, work together to …

- Define the problem

- Find the real (root) cause

- Consider your options

- Select your solution

- Determine action steps
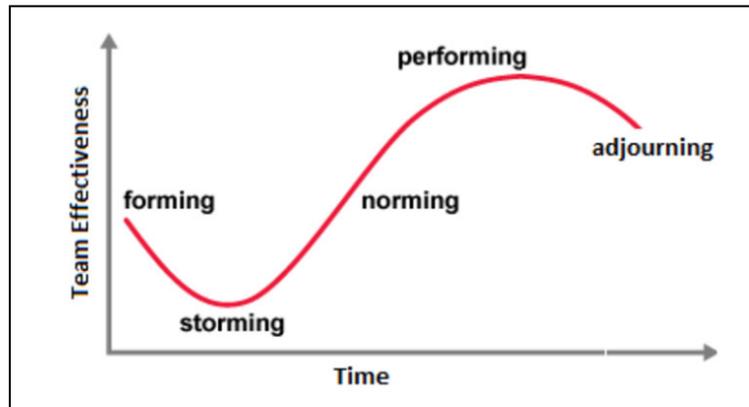
- Review the results

"**Moon Survival**"

Note taker

Four Stages of Team Development Turns into Five Stages

We began today covering four stages of team development. However, we end this session by adding a fifth stage – "Adjourning". Successful teams go through the four stages of development, achieve their goals, but may begin to "adjourn" or reach a point of decline - reforming or deforming. Team members leave, new team members join, and your team can go back to a forming or storming stage which requires a repeat of the development process. It's an ongoing action plan for development.

My Action Plan

So, *to help me lead a high performing team, here is what I plan to start, stop or continue doing as a result of this training session.*

What High Performing Teams Do Well   "All Mixed Up Learning Game"

	1. Forming	2. Storming	3. Norming	4. Performing
Group Behavior & Identifiers	• Roles & goals clear • Accepts role • Interdependent • Team organizes itself • Flexible • Members function well individually, in subgroups, or team • Empathy for one another • Appropriate ratio of task & group work • Effective feedback • Enough time spent on problems & decisions • Voluntary conformity high • Tasks contain variety & challenge • Effective conflict management	• Balance of influence • Open-minded • Trust builds • Comfortable with relationships • Cliques dissolve • More focus & energy • Planning how to work as a team • Confidence & creativity growing • Pressures to conform increase • Cooperation more evident • Progress with conflict resolution strategies	• Polite • Tentative • Unstable membership • Gathering impressions • Avoid controversy • Orienting behavior • Need for safety & approval • Hiding agendas • Fear of group rejection • Rarely challenges leader • Goals not clear, yet clarity not sought • Roles tend to be based on status, first impressions, & self-presentation	• Struggles over purpose, values & goals • Vying for leadership • Differences in points of view & personal style evident • Lack of role clarity • Reliance on voting, arbitration, leader-made decisions • Team organizing itself • Increased feelings of safety permit dissent • Challenges to leader begin • Group intolerance of subgroups begins • Conformity decreases
Which is which?	☐	☐	☐	☐

1. Forming	**2. Storming**	**3. Norming**	**4. Performing**
State of "Teamness"			

State of "Teamness"

1. Forming	2. Storming	3. Norming	4. Performing
• Team identity strong • Expectation of successfulness • Group norms encourage high performance & quality • Encouragement of innovation • Attention paid to work details • High cohesion	• Individual identity both entering & leaving stage • Identification with leader rather than group members • Lack of coalitions & subgroups	• Individual identity strong • Team identity beginning to start building process • Role & goal clarity in place • Subgroups & coalitions form	• Team identity emerges • Individual commitment to group goals & tasks is high
☐	☐	☐	☐

|	1. Forming	2. Storming	3. Norming	4. Performing
Team Members' To Do List	• Consider all views • Initiate ideas • Strive for synergy • Work individually toward consensus on goals, roles • Separate conflicts from personalities • Accept conflict as natural • Build solutions from everyone's needs • Respect diversity	• Ask questions to get clear about roles and expectations • Avoid cliques • Get to know each member individually • Have patience with the process of development • Listen actively; empathically • Suspend judgment	• Take responsibility for team work/team functioning • Keep a realistic outlook • Avoid harmony for sake of harmony • Be flexible • Support building of team spirit • Initiate and consider new ideas	• Keep focused on the goals • Maintain flexibility • Continue consensus process • Complete action items • Provide/share information • Support and contribute to team norms • Keep momentum going
	☐	☐	☐	☐

	1. Forming	2. Storming	3. Norming	4. Performing
Ways to Get Stuck at this Stage	• Lack of conflict resolution skills • No one to facilitate conflict resolution • Individuals stuck on individual or subgroup agendas/Polarization • "Turf wars"/"tree hugging"	• "Groupthink" • Comfortable • Over focus on relationships rather focusing also on tasks • Low risk taking • External change which may impact team purpose	• "Burnout" • Not accepting new members • Lack of training • OK to remain in Stage 4 as long as productive	• Staying too polite • Lack of clear direction
	☐	☐	☐	☐
Presence of Conflict	Healthy Conflict	Low	Low	High
	☐	☐	☐	☐

MOON SURVIVAL

Your space craft has just crash landed on the moon. You landed 150 miles short of your destination – the mother station on the light side of the moon. The rough landing ruined your space craft and ruined most of the equipment on board except the 15 items listed below.
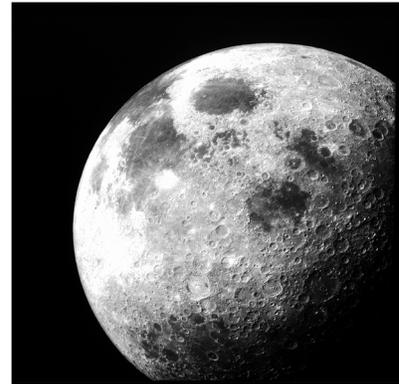
Your crew's survival depends on reaching the mother station. So, choose what you believe are the most critical items available for the 150-mile trip. Working alone, rank the 15 items in terms of their importance for survival, with "1" as the most important to "15" as the least important.

___ 60 feet of rope

___ Parachute

___ 9mm pistol

___ Case of dehydrated milk

___ Box of matches

___ Solar-powered portable heating unit

___ Four 80-pound tanks of oxygen

___ Map of Solar System

___ Life raft w/CO2 device for inflation

___ Six boxes of concentrated food rations

___ Compass

___ Ten gallons of water

___ Emergency flares

___ First aid kit

___ FM receiver-transmitter

This activity was developed in conjunction with NASA experts who have determined the best solution to this task. You will be able to compare your answers to their answers later.

ITEM	EXPERT REASON	EXPERT RANK	INDIVIDUAL RANK	INDIVIDUAL ERROR SCORE	TEAM RANK	TEAM ERROR SCORE
60 feet of rope	Helps to climb rocks and transport injured	6				
Parachute	Sun protection	8				
9mm pistol	Travel propulsion	11				
Case of dehydrated milk	Bulky duplication of dehydrated food	12				
Box of matches	Worthless with no oxygen	15				
Solar-powered portable heating unit	Not needed unless on dark side of moon	13				
Four 80-pound tanks of oxygen	Required for survival	1				
Map of Solar System	Means of navigation	3				
Life raft w/CO2 device for inflation	Transportation & propulsion	9				
Six boxes of concentrated food rations	Energy requirements	4				
Compass	Worthless since moon does not have polarized magnetic field	14				
10 Gallons of water	Overcome dehydration on lighted side of moon	2				
Emergency flares	Signal when in sight of mother station	10				
First aid kit	Treat injuries and illness	7				
FM receiver-transmitter	Short range communication when in line sight with mother station	5				
			TOTALS	_____		_____

_____

Moon Survival Activity DEBRIEF

1. What was your team's average score? _____

2. What was your team score? _____ (the lower the better)

3. Can you explain any individual score that is better than your team score?

4. Was a team leader selected by your group or did one emerge?

5. What did the leader do that helped the team?

6. What did other team members do that helped?

7. Describe the approach used to make decisions.

8. What have you learned about building a great team from this activity?

Notes:

Corporate Membership

Compensation

Compliance

Background Screening

Recruiting & Talent Acquisition

HR Consulting

Training

Leadership Development

AAIM