


Supervisory Leadership Certificate Series: Session 9


TEAM PRODUCTIVITY AND TEAM LEADERSHIP:

Building a High-Performance Work Team




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1



TODAY'S PRESENTER




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His experience in HR management is in the public, private for-profit, and private non-profit sectors, having served in executive and other management positions. He received his BA in English Literature and Education at Bucknell University, and his EMBA & Ph.D. from the University of New Mexico. He is also a Lecturer on the faculty of the UNM Graduate School of Public Administration, teaching in the areas of human resource management, leadership, organizational behavior, strategy and change, and NPO management.


2



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3



TODAY'S TOPICS AND AGENDA

- WHAT IS A TEAM, AND WHY ARE TEAM IMPORTANT?
- EFFECTIVE TEAMS AND TEAM LEADERS
- TEAM DEVELOPMENT PROCESS
- BUILDING YOUR TEAM
- THE TWELVE "Cs" - TIPS FOR TEAM BUILDING

4



WHAT IS A TEAM, AND WHY ARE TEAMS IMPORTANT?

POMS

5

POMS HOW IS A “GROUP” DIFFERENT FROM A “TEAM?”

- A group is a collection of individuals who coordinate their efforts, while a team is a group of people who share a common goal. While similar, the two are different when it comes to decision-making and teamwork.
- In a work group, group members are independent from one another and have individual accountability. On the other hand, in a team, team members share a mutual accountability and work closely together to solve problems. These dynamics inform the way tasks are handled and overall collaboration.

6

POMS HOW IS A “GROUP” DIFFERENT FROM A “TEAM?”

Group	Team
Individual goals	Shared goals
Individual accountability	Individual and mutual accountability
Individual success or failure	Collective success or failure

7

POMS HOW IS A “GROUP” DIFFERENT FROM A “TEAM?”

• In short, a group is a number of people who work together. They have individual goals that they work toward collectively. While groups work toward separate goals, they have a related interest or identity that brings them together.

Groups

- Advantages**
 - Great for efficiency
 - Focus on individual growth
- Disadvantages**
 - Can alienate individuals
 - Lack of organizational goals

8

POMS HOW IS A “GROUP” DIFFERENT FROM A “TEAM?”

Groups and Teams both have advantages and disadvantages, and it’s up to you to decide which one is best for your needs in a particular situation. Advantages of groups include:

- **Groups build temporary relationships:** Since groups focus on individual members working in parallel to one another, they build temporary working relationships such as short-term external projects or temporary internal consulting.
- **Groups are great for efficiency:** While teams work to create efficiency for the greater good, groups focus on individual efficiency. This can improve effectiveness when looking at individual work and larger group objectives.
- **Groups focus on individual growth:** Since groups support individual work, they also focus on individual growth. This can be seen in the form of individual experts rather than a team of experts.

9

POMS HOW IS A “GROUP” DIFFERENT FROM A “TEAM?”

- A team is a number of people who work together to accomplish a shared purpose or goal. Each team is the sum of its parts, which means members of the team rely on one another to accomplish the outcome.

Teams

✓ Advantages	<ul style="list-style-type: none"> Focus on collaboration Better for problem solving
✗ Disadvantages	<ul style="list-style-type: none"> May lack individual growth Sometimes struggle with efficiency

10

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T Together
E Everyone
A Achieves
M More

11

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Teamwork involves working together to achieve something beyond the capabilities of individuals working alone.

- Notice the relationship to improved performance, which ties back to effective leaders, influencing others to achieve goals and objectives.

12

POMS WHAT IS A “TEAM?”

- A team (or a work team) is a group of people with complementary skills who work collaboratively performing interdependent tasks for the purpose of achieving a specific, common goal or objective.
- The goals of workplace teams can vary quite a bit. For instance:
 - You may join a team for a short period of time to work toward a short-term goal.
 - You may also be on the same team for the entirety of your employment at a company.
- Ultimately, the purpose of workplace teams is to work together in order to provide more value to the company.

13

POMS WHAT IS A “TEAM?”

- Working in teams can help organizations thrive thanks to teamwork and communication.
 - **TEAMS BUILD ON COLLABORATION AND SYNERGY:** Teamwork can increase collaboration and synergy. These help support the overall goal and can aid in communication and organizational transparency.
 - **TEAMS ENCOURAGE GROUP PRODUCTIVITY:** While groups aid in efficiency, teams have the advantage when it comes to productivity. This is because team members support each other’s work and help solve the overall problem, making the actual work more productive.
 - **TEAMS ARE BETTER FOR PROBLEM SOLVING:** It’s true that the more people brainstorm together, the better. This is why teamwork can help solve problems quicker and more effectively the first time around.

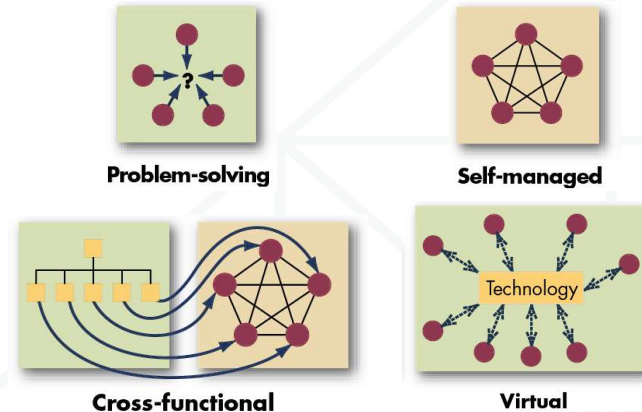
14

POMS WHAT IS A “TEAM?”

- Work teams have five key characteristics:
 1. They are accountable for achieving specific common goals.
 2. They function interdependently.
 3. They are stable.
 4. They have authority.
 5. They operate in a social context.
- Some teams have a limited life: for example, a design team developing a new product, or a continuous process improvement team organized to solve a particular problem. Others are ongoing, such as a department team that meets regularly to review goals, activities, and performance.

15


POMS TYPES OF TEAMS



16

POMS TYPES OF TEAMS

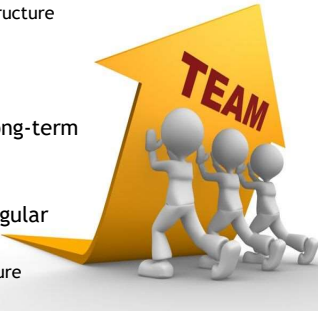
1	Problem Solving Groups of 5-12 employees from same department who meet each week to discuss how to improve quality.
2	Self Managed Groups of 5 to 12 people who take on the responsibilities of their supervisors/leaders.
3	Cross Functional Employees from same hierarchical level, but different work areas, who come together to accomplish a task.
4	Virtual Teams that use computer technology to tie together physically dispersed members to achieve a common goal.



17

POMS TYPES OF GROUPS AND TEAMS IN THE WORKPLACE


- **WORK TEAMS** - make or do things like manufacture, assemble, sell, or provide service
 - are well defined and a clear part of the organization's structure
 - composed of a full-time, stable membership
- **TRADITIONAL WORK GROUPS** - no managerial responsibilities - supervised by first-line manager
- **PROJECT AND DEVELOPMENT TEAMS** - work on long-term projects
 - disband when the work is completed
- **PARALLEL TEAMS** - operate separately from the regular work structure on a temporary basis
 - do work that is not normally done by the standard structure
 - recommend solutions to specific problems
 - do not have the authority to act



18

POMS TYPES OF GROUPS AND TEAMS IN THE WORKPLACE


- **MANAGEMENT TEAMS** - coordinate and provide direction to subunits
 - integrate work among subunits
 - authority based on hierarchical rank
 - responsible for the overall performance of the organization
- **SELF-MANAGED TEAMS**
 - autonomous work groups in which workers are trained to do all or most of the jobs in a unit
 - have no immediate supervisor
 - make decisions previously made by first-line supervisors
 - compared to traditionally managed teams, self managed teams appear to:
 - be more productive
 - have lower costs
 - provide better customer service
 - have better safety records
 - be more satisfying for members



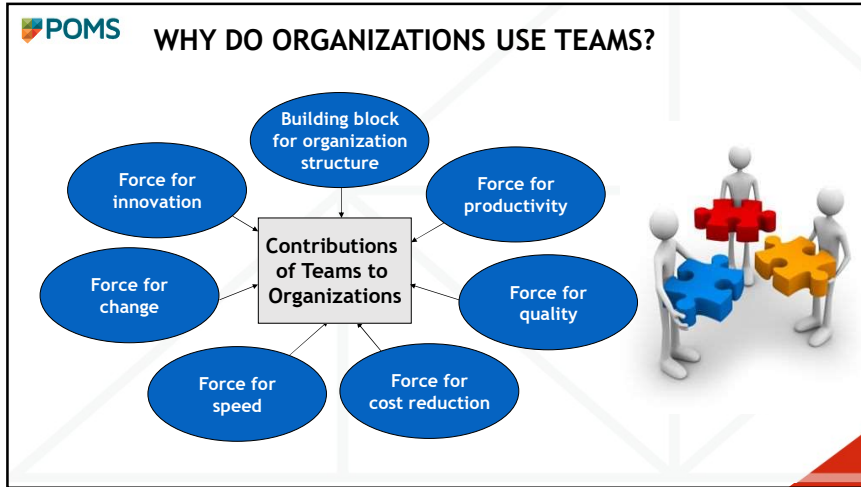
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POMS TYPES OF GROUPS AND TEAMS IN THE WORKPLACE

- **QUALITY CIRCLES** - voluntary groups of people drawn from various production teams who make suggestions about quality
 - have no authority to make decisions or execute
- **SEMIAUTONOMOUS WORK GROUPS** - make decisions about managing and carrying out major production activities
 - still get outside support for quality control and maintenance
- **AUTONOMOUS WORK GROUPS (SELF-MANAGING TEAMS)** - control decisions about and execution of a complete range of tasks
 - fully responsible for an entire product or an entire part of a production process
- **SELF-DESIGNING TEAMS** - control the design of the team
 - responsibilities comparable to those of autonomous work groups



20



21

- POMS WHY DO ORGANIZATIONS USE TEAMS?**
- Satisfy the human social need to belong - *remember Maslow?*
 - Synergistic process design or problem solving
 - Objective analysis of problems or opportunities
 - Collaboration: “Two heads are better than one”
 - Synergy: The whole is greater than the sum of its parts
 - Team members build trust and want to help each other
 - Promotes better communication
 - Multiplies the potential of individual members
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22

- POMS WHY DO ORGANIZATIONS USE TEAMS?**
- Promotion of cross-functional understanding
 - Improved quality and productivity
 - Greater innovation
 - Reduced operating costs
 - Increased commitment to organizational mission
 - More flexible response to change
 - Increased ownership and stewardship
 - Reduced turnover and absenteeism
 - Produces positive peer pressure and self-accountability
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23

- POMS HOW DO TEAMS BENEFIT INDIVIDUALS?**
- New skills for future leadership roles
 - Enhanced problem-solving skills
 - Increased knowledge of interpersonal dynamics
 - Understanding of constructive conflict management
 - Broader knowledge of business processes
 - Increased quality of work life
 - Feelings of satisfaction and commitment
 - A sense of being part of something greater than what one could accomplish alone
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24

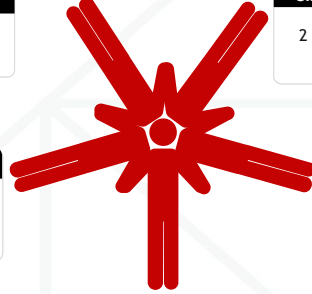


EFFECTIVE TEAMS AND TEAM LEADERS

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25

POMS CHARACTERISTICS OF EFFECTIVE TEAMS



- 1 Common Purpose**
A team will always have a common task / purpose to accomplish.
- 2 Clarity of Role & Responsibility**
Team members have crystal clear roles & responsibilities.
- 3 Effective Leadership**
Leaders have participative style of working and team members approve of it.
- 4 Solid Relationships**
Teams have a climate of trust which results in strong relationships.
- 5 Effective Communication**
Team members stay connected through a robust communication process

26

POMS CHARACTERISTICS OF EFFECTIVE TEAMS

- Effective Leadership
- Common goal and purpose clearly understood by all team members
- Clarity of Roles and Responsibilities
- Open & accurate communication
- Constructive conflict resolution
- Mutual trust & solid relationships
- Belief in synergy
- Value contributions and different perspectives of team members
- Support and respect



27

POMS CHARACTERISTICS OF EFFECTIVE TEAMS


- Team members are committed to goal and to one another
- Team members feel free to express themselves and their views
- Decisions are made by consensus
- Distributed power & influence
- Open participation in discussions and decisions
- Problem-solving focuses fixing the problem, not affixing blame
- Balance of focus on task and relationship



28

POMS TEAM LEADER SKILLS & CHARACTERISTICS


- Keeps purpose, goals, and approach relevant and meaningful
- Builds commitment and confidence
- Strengthen the mix and level of skills
- Manages relationships with outsiders & remove obstacles - runs interference
- Creates opportunities for others
- Makes decisions with input from others
- Open, Honest, Consistent and Fair
- Values contributions of others
- Actively engages team members



29

POMS TEAM LEADER SKILLS & CHARACTERISTICS

- Gives team members the information and resources they need to do their jobs
- Sets goals with appropriate input
- Creates an atmosphere of growth
- Gives praise and recognition
- Ensures that team members are doing work effectively and efficiently
- Monitors work, provides support as needed
- High concern for people motivates the team, enhancing performance
- High concern for production creates sense of achievement and satisfaction



30

POMS TEN ROLES OF A TEAM LEADER

1. Provide Vision, Purpose and Direction
2. Build a Star Team, not a Team of Stars
3. Establish Shared Ownership for the Results
4. Develop Team Members to Fullest Potential
5. Make the Work Challenging and Engaging
6. Develop a Self-Managing Team
7. Motivate and Inspire Team Members
8. Lead and Facilitate Constructive Communication
9. Monitor, but don't Micro-Manage
10. Praise and Recognize Accomplishments



31

POMS STEPPING UP TO TEAM LEADERSHIP

- Teams expert Richard Hackman's research shows that **leadership** plays an important role in team performance
- Conditions a leader can control include:
 - Setting a compelling direction for the group's work
 - Designing and enabling group structure
 - Engaging team members in planning, monitoring, and continuous improvement
 - Ensuring that the group operates within a supportive and safe environment
 - Providing expert coaching



32



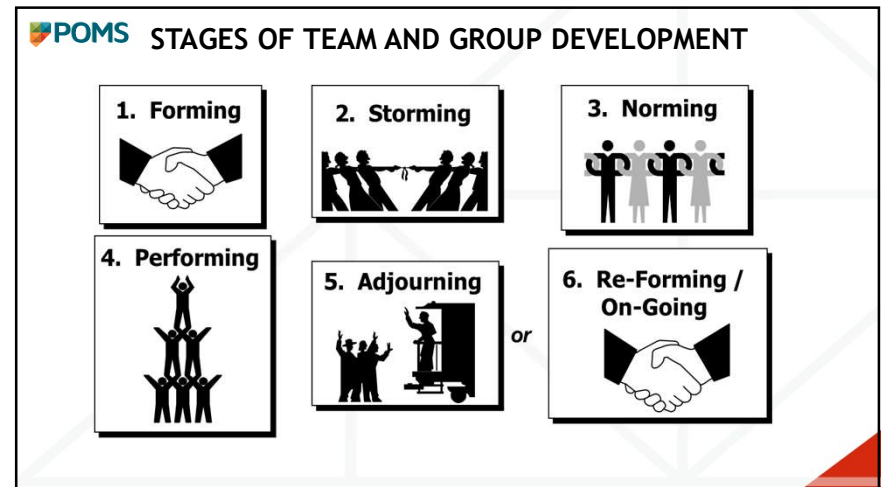
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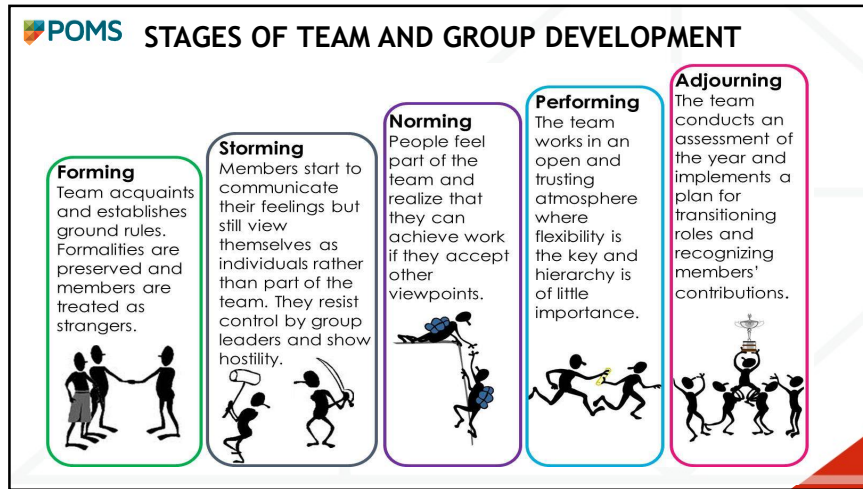
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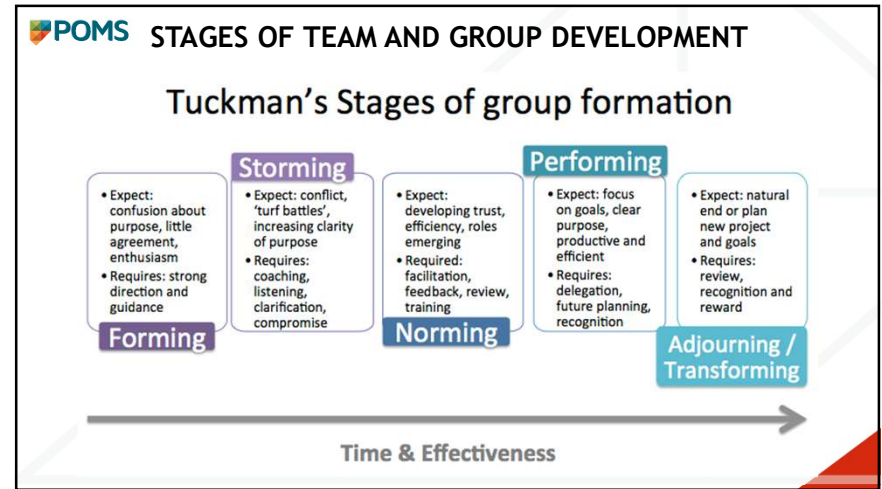
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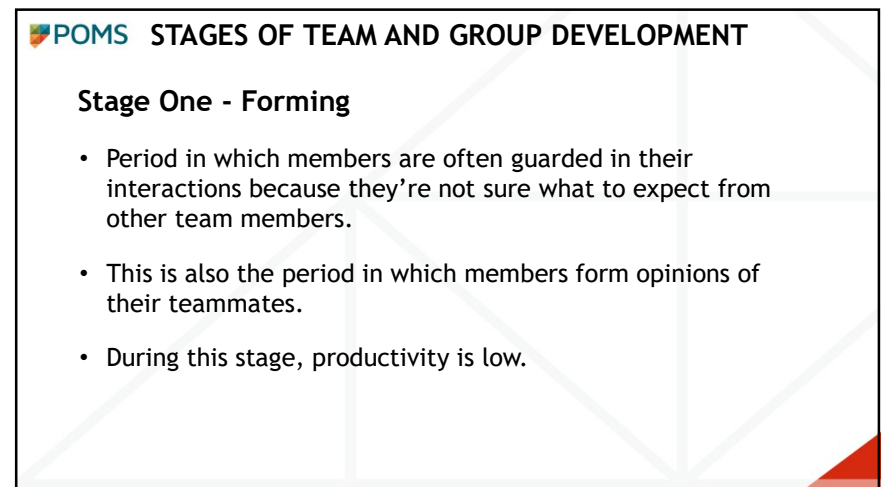
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38



39




40

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Forming - Enhance Team Development by:

- Share responsibility
- Encourage open dialogue
- Provide structure
- Direct team issues
- Develop a climate of trust and respect.



41

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Stage 2 - Storming

- Members feel free to disagree with each other and the leader.
- Characteristics: hostility, infighting, major moaners, blaming, and poor communications.
- Who's in charge? How do we arrive at decisions? What are we supposed to do?
- Leader directs traffic, serves as a coach and sets limits and offers suggestions.

42


POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Storming

Characterized by competition and strained relationships among team members. There are various degrees of conflict dealing with issues of power, leadership and decision-making.

This is the most critical stage for the team - it is characterized by:

- **Resistance**
- **Uncertainty**
- **Impatience**
- **Hostility**
- **Discomfort**




43

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Storming - Enhance Team Development by:

- Joint problem solving.
- Norms for different points of view.
- Decision-making procedures.
- Encourage two-way communication.
- Support collaborative team efforts.




44

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Stage 3: Norming

- Norming occurs when team members adjust to one another and become comfortable.
- Characteristics: willingness to solve problems, confronting issues, constructive feedback.
- What’s acceptable? What’s not? What are the standards and deliverables? What are the goals?
- Leadership begins to fade as important data is shared among team members.




45

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Norming - Characterized by:

- Characterized by cohesiveness among members.
- In this phase, members realize their commonalities and learn to appreciate their differences.
- Functional relationships are developed resulting in the evolution of trust among members.
- Safety and security
- Acceptance
- Renewed energy
- Focus on the process




46

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Norming - Enhance Team Development by:

- Communicate frequently and openly about concerns.
- Encourage members to manage the team process.
- Give positive and constructive feedback.
- Support consensus decision-making efforts.
- Delegate to team members as much as possible.



47

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Stage 4: Performing


- Team constantly strives to be proactive, anticipate demands, share in growth.
- Characteristics: collaboration, enthusiasm, trust, self motivation, and “clean” fights.
- How can we do our job better? How can we ensure high quality? What’s next?
- Leadership of the group depends on everyone since shifts and mutual interdependence become important.

48

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Performing

- The team now possesses the capability to define tasks, work through relationships, and manage team conflicts by themselves.
- Communication is open and supportive. Members interact with without fear of rejection.
- Leadership is participative and shared. Different viewpoints and information is shared openly.
- Conflict is now viewed as a catalyst that generates creativity in the problem-solving process.
- Feelings of...
 - Pride
 - Satisfaction
 - Excitement




49

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Performing - Enhance Team Development by:

- Offer feedback when requested.
- Support new ideas and ways for achieving outcomes.
- Encourage ongoing self-assessment.
- Develop team members to their fullest potential.
- Look for ways to increase the team's capacity.



50

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Stage 4a: Adjourning

- Celebrating Success
- Satisfaction and sadness
- Completion and letdown
- Excitement and regret




51

POMS STAGES OF TEAM AND GROUP DEVELOPMENT

Stage 4b: Re-Forming / Transforming / On-Going

- Takes advantage of the success of a good team -
- Intact Work Group
- New and On-Going Challenges presented to the team ... such as
 - Continuous Improvement
 - A New Project



52

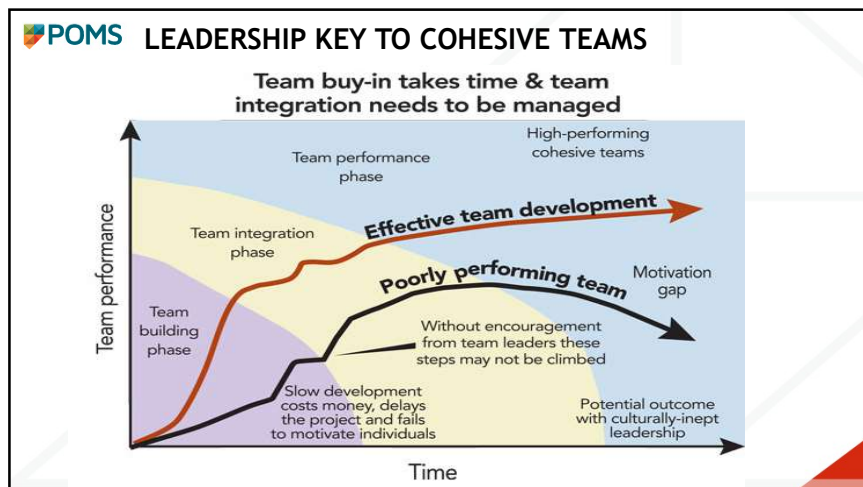


53

POMS BUILDING EFFECTIVE TEAMS

- **Criteria for team effectiveness**
 - *productive output* - standards of quantity and quality
 - *satisfaction* of member needs
 - *commitment* to work together - remain viable with good prospects for future successes
- **A performance focus**
 - commitment to a common purpose
 - common understanding of how team will work together
 - norms developed for examining performance strategies
 - purpose translated into measurable performance goals
 - feedback on team performance

54



55

POMS 4 DIFFERENT ASPECTS OF GROUP STRUCTURE ARE:

1. **Roles:** various parts played by group members.
 - “The Hats We Wear”
2. **Norms:** rules & expectations within group.
 - “Group’s Unspoken Rules”
3. **Status:** rank given to groups by others.
 - “Prestige of group membership”
4. **Cohesiveness:** members sense of responsibility.
 - “Getting the team spirit”

56

POMS BUILDING EFFECTIVE TEAMS - ROLES

Roles

- Different sets of expectations and needs for how different individuals should behave
- Two important sets of roles must be performed

- 1. Task specialist** - have more job-related skills and abilities
 - Have more decision-making responsibilities
 - Provide instructions and advice
 - Manage the process
- 2. Maintenance/relationships specialist** - develop and maintain harmony
 - Team leaders - build commitment and confidence
 - manage relationships with outsiders
 - deal with obstacles in the way of team performance
 - create opportunities for team members

57

POMS BUILDING EFFECTIVE TEAMS - ROLES

Roles

- 3. Coach** - management representative to whom the team reports
 - not a true member of the team
 - helps the team understand its role in the organization
 - acts as a resource to the team
 - Oversees Team Cohesiveness and ensures:
 - the team is attractive to its members
 - members are motivated to remain in the team
 - members influence one another

58

POMS BUILDING EFFECTIVE TEAMS - ROLES

<i>Task oriented roles</i>	<i>Relations oriented roles</i>	<i>Self oriented roles</i>
Initiator/Contributors: <i>Recommend new solutions to group problems.</i>	Harmonizers: <i>Mediate group conflicts</i>	Blockers: <i>Act stubborn and resistant to the group.</i>
Information Seekers: <i>Attempt to obtain the necessary facts.</i>	Compromisers: <i>Shift own opinions to create group harmony.</i>	Recognition seekers: <i>Call attention to their own achievements.</i>
Opinion Givers: <i>Share own opinions with others</i>	Encourages: <i>Praise & encourage others</i>	Dominators: <i>Assert authority by manipulating the group</i>
Energizers: <i>Stimulate the group into action whenever interested</i>	Expeditors: <i>Suggest ways the group can operate more smoothly.</i>	Avoiders: <i>Maintain distance, isolate themselves from fellow group members.</i>

59

POMS BUILDING EFFECTIVE TEAMS - ROLES


Belbin Team Roles: Summary

Thinking-Oriented Roles	Plant: innovators & ideas. Prefer to work alone.
	Monitor Evaluator: Separate good ideas from bad
	Specialist: skills in a specialist job
Action-Oriented Roles	Shaper: Challenge norms, take lead, push team
	Implementer: Executors of plans
	Completer Finisher: Complete the fine details
People-Oriented Roles	Coordinator: Natural team leaders
	Team Worker: Diplomats, keep team cogs turning
	Resource Investigator: find external resources

60

POMS BUILDING EFFECTIVE TEAMS - NORMS

- Norms are acceptable standards of behavior within a group that are shared by the group’s members.
- Norms are generally-on informal rules that guide the behavior of group members.
- Norms differ among groups and teams, but they all have them.
- Norms are shared beliefs about how people should think and behave
- From the organization’s standpoint, norms can be positive or negative
- Norma generally apply to all team members



61


POMS BUILDING EFFECTIVE TEAMS - NORMS

- **VALUES** are goals or ideas that serve as guiding principles for the group. Like norms, values may be communicated explicitly or implicitly, and can serve to unify the team.
- **CONFORMITY** - Group member’s desire for acceptance motivate them to conform to the group norms.
 - Conformity to norms is powerful force in groups.
- **GROUP THINK:** The phenomena in which groups place strong pressures on individual members to change their attitudes & behaviors to conform to the group standards.
- **“DEVIANT WORKPLACE BEHAVIOR”** - refers to antisocial actions by organizational members that intentionally violate established norms and that result in negative consequences for the organization, its members or both.

62

POMS BUILDING EFFECTIVE TEAMS - STATUS

- It’s a socially defined position or rank given to groups or group members by others.
- Our social identity and group membership also satisfies a need to belong.
- Individuals have a desire to be similar to others, but also a desire to differentiate themselves, ultimately seeking some balance of these two desires.
- As per status characteristics theory differences in status characteristics create status hierarchies within group.




63

POMS BUILDING EFFECTIVE TEAMS - STATUS

Cohesiveness is the degree to which members are attracted to each other and are motivated to stay in the group. To encourage group cohesiveness-


1. Make small groups.
2. Encourage agreement with group goals.
3. Increase the time members spend together.
4. Increase the status of the group and the perceived difficulty of attaining membership in the group.
5. Stimulate competition with other groups.
6. Give reward to the group rather than to the individual members.
7. Physically isolate the group.



64

POMS BUILDING EFFECTIVE TEAMS - STATUS

- **Importance of cohesiveness**
 - contributes to member satisfaction
 - impacts performance depending upon the task and team norms
- **The task**
 - in decision making tasks, cohesive team subject to groupthink
 - to make a good decision, team should establish a norm of constructive disagreement
 - if task involves producing tangible output, cohesiveness can enhance performance
- **Performance norms** - cohesive groups are more effective at norm enforcement



65

POMS COHESIVENESS, PERFORMANCE NORMS, AND GROUP PERFORMANCE

		Performance Norms	
		Low	High
Cohesiveness	Low	Poor goal attainment and task performance	Moderate goal attainment and task performance
	High	High goal attainment (group's perspective) and lowest task performance (management's perspective)	High goal attainment and task performance

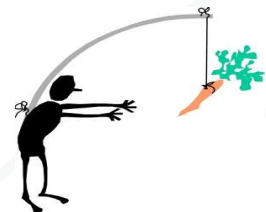
66

POMS BUILDING COHESIVENESS AND HIGH-PERFORMANCE NORMS




67

POMS ROLES & RESPONSIBILITIES OF A TEAM LEADER



ENGAGE AND MOTIVATE TEAM MEMBERS
 Team leaders should provide needed social interaction and help employees cope with work-related stressors. They should reward and recognize high value teams. In short, they need to be **LEADERS**.

68

 **HOW TO FACILITATE TEAMWORK IN THE WORKPLACE**


1. DEFINE A COMMON GOAL AND ENGAGE THE TEAM IN THE PROCESS

- When working in a workplace team, it's important that you and your team members have a clear understanding of your goals and objectives.
- When meeting for the first time, take a moment to define these goals and how they can add value to your company.
- Try to make expectations clear so that everyone knows what they should be working toward.

2. ASSIGN ROLES ACCORDINGLY

- As a leader, be mindful of the tasks you assign to each of your team members. Assess their strengths, weaknesses and interests when assigning these roles.
- While you want to challenge your team, you also want to ensure they are capable of the work you assign them.
- Consider assigning them a mix of challenging and easier tasks to keep their workflow manageable.

69

 **HOW TO FACILITATE TEAMWORK IN THE WORKPLACE**


3. OFFER AND ASK FOR SUPPORT

- One way to enable better teamwork is to offer your team members support and help when they need it. Remember - your job as a leader is to help the team to be successful.
- You can also foster better teamwork by being open to the help of your colleagues. Rather than trying to always figure out everything on your own, reach out to a knowledgeable colleague for help.

4. FOSTER AND FACILITATE REGULAR COMMUNICATION

- Make an effort to regularly interact and communicate with your team, and facilitate communication among team members.
- Along with meeting for work-related purposes, it's important to get to know your colleagues on a more personal level. The better you all get to know each other, the better you'll be at collaborating.

70

 **HOW TO FACILITATE TEAMWORK IN THE WORKPLACE**


5. GIVE AND RECEIVE FEEDBACK

- One way to enable better teamwork is to offer your team members support and help when they need it. Remember - your job as a leader is to help the team to be successful.
- You can also foster better teamwork by being open to the help of your colleagues. Rather than trying to always figure out everything on your own, reach out to a knowledgeable colleague for help.

6. CELEBRATE TEAM SUCCESSES - Remember "encourage the heart?"

- Spend time recognizing and celebrating your successes as a team, whether they be big or small. Recognizing everyone's efforts can make your team feel more eager to take on more challenges.
- Consider treating yourselves to a group lunch or meeting after work to celebrate progress toward the goal, successful projects, promotions or anything else that your team is feeling proud of.

71

 **HOW TO FACILITATE TEAMWORK IN THE WORKPLACE**

7. EMBRACE DIFFERENCES AND DIFFERENT PERSPECTIVES

- Rather than letting your team's differences lead to conflict or arguments, use them as an opportunity to learn and grow.
- When you are in disagreement with a colleague, try to gain a better understanding of their point of view. You may even find that once they explain themselves, you actually agree with what they have to say.
- Instead of trying to get your way, see if there is any way you can your colleague can come to a compromise.

8. HAVE SOME FUN - Remember "encourage the heart?"

- If your team has been working hard, consider taking a break to have a little fun together. Grab some coffee together or take a moment to answer some icebreaker questions.
- Shared moments of fun can help you get to know each other better and loosen up a bit. Taking breaks can also help you feel refreshed and ready to take on more work as a team.

72



73

POMS 1. ESTABLISH CLEAR EXPECTATIONS

- Has leadership clearly communicated its expectations for the team’s performance and expected outcomes?
- Do team members understand why the team was created?
- Is the organization demonstrating constancy of purpose in supporting the team with resources of people, time and money?
- Does the work of the team receive sufficient emphasis as a priority in terms of the time, discussion, attention and interest directed its way by leaders?
- For special project teams, a written team charter can be very helpful to clarify goals and expectations.

74

POMS 2. PROVIDE CLEAR CONTEXT AND VISION


- Do team members understand why they are participating on the team?
- Do they understand what outcomes are expected - timeline, deliverables, etc.
- Is it clear what level of authority the team has?
- Do they understand how the strategy of using teams will help the organization attain its communicated business goals?
- Can team members define their team’s importance to the accomplishment of corporate goals?
- Does the team understand where its work fits in the total context of the organization’s goals, principles, vision and values?

75

POMS 3. COMMITMENT


- Do team members want to participate on the team?
- Are team members confident that they can do what is being asked of them?
- Do team members feel the team mission is important?
- Are members committed to accomplishing the team mission and expected outcomes?
- Do team members perceive their service as valuable to the organization and to their own careers?
- Do team members anticipate recognition for their contributions?
- Do team members expect their skills to grow and develop on the team?
- Are team members excited and challenged by the team opportunity?

76

 **4. COMPETENCE**


- Does the team feel that it has the appropriate people participating? (As an example, in a process improvement, is each step of the process represented on the team?)
- Does the team feel that its members have the knowledge, skill and capability to address the issues for which the team was formed?
- If not, does the team have access to the help it needs?
- Does the team feel it has the resources, strategies and support needed to accomplish its mission?

77

 **5. CHARTER**


- Has the team taken its assigned area of responsibility and designed its own mission, vision and strategies to accomplish the mission?
- Has the team defined and communicated its goals; its anticipated outcomes and contributions; its timelines?
- Has the team defined and communicated how it will measure both the outcomes of its work and the process the team followed to accomplish their task?
- Does the leadership team or other coordinating group support what the team has designed?

78

 **6. CONTROL**


- Does the team have enough freedom and empowerment to feel the ownership necessary to accomplish its charter?
- Do team members clearly understand their boundaries?
 - How far may members go in pursuit of solutions?
 - Are limitations (i.e. monetary and time resources) defined at the beginning of the project before the team experiences barriers and rework?
- Is the team's reporting relationship and accountability understood by all members of the organization?
- Has the organization defined the team's authority? To make recommendations? To implement its plan?

79

 **6. CONTROL**


- Is there a defined review process so both the team and the organization are consistently aligned in direction and purpose?
- Do team members hold each other accountable for project timelines, commitments and results?
- Does the organization have a plan to increase opportunities for self-management among organization members?

80


 **7. COLLABORATION**

- Does the team understand team and group process?
- Do members understand the stages of group development?
- Are team members working together effectively interpersonally?
- Do all team members understand the roles and responsibilities of team members? team leaders? team recorders?
- Can the team approach problem solving, process improvement, goal setting and measurement jointly?
- Do team members cooperate to accomplish the team charter?


81

 **7. COLLABORATION**

- Has the team established group norms or rules of conduct in areas such as conflict resolution, consensus decision making and meeting management?
- Is the team using an appropriate strategy to accomplish its action plan?




82

 **8. CREATIVE INNOVATION**

- Is the organization really interested in change?
- Does it value creative thinking, unique solutions, and new ideas?
- Does it reward people who take reasonable risks to make improvements?
- Or does it reward the people who fit in and maintain the status quo?
- Does it provide the training, education, access to books and films, and field trips necessary to stimulate new thinking?

83

 **9. CONSEQUENCES**

- Do team members feel responsible and accountable for team achievements?
- Are rewards and recognition supplied when teams are successful?
- Is reasonable risk respected and encouraged in the organization?
- Do team members fear reprisal?
- Do team members spend their time finger pointing rather than resolving problems?
- Is the organization designing reward systems that recognize both team and individual performance?

84



9. CONSEQUENCES

- Is the organization planning to share gains and increased profitability with team and individual contributors?
- Can contributors see their impact on increased organization success?
- Are team successes celebrated?



85



10. COORDINATION

- Are teams coordinated by a central leadership team that assists the groups to obtain what they need for success?
- Have priorities and resource allocation been planned across departments?
- Do teams understand the concept of the internal customer—the next process, anyone to whom they provide a product or a service?
- Are cross-functional and multi-department teams common and working together effectively?
- Is the organization developing a customer-focused process-focused orientation and moving away from traditional departmental thinking?

86



11. CULTURAL CHANGE

- Does the organization recognize that the team-based, collaborative, empowering, enabling organization of the future is different than the traditional, hierarchical organization it may currently be?
- Is the organization planning to or in the process of changing how it rewards, recognizes, appraises, hires, develops, plans with, motivates and manages the people it employs?
- Does the organization plan to use failures for learning and support reasonable risk?
- Does the organization recognize that the more it can change its climate to support teams, the more it will receive in pay back from the work of the teams?

87



12. COMMUNICATION


- Are team members clear about the priority of their tasks?
- Is there an established method for the teams to receive honest performance feedback?
- Does the organization provide important business information regularly?
- Do the teams understand the complete context for their existence?
- Do team members communicate clearly and honestly with each other?
- Do team members bring diverse opinions to the table?
- Are necessary conflicts raised and addressed?

88

POMS **EFFECTIVE COMMUNICATION**
[BEHAVIORS TO OBSERVE]


Observe

- Who participates - Who doesn't?
- How do people take turns?
- Who talks to whom - Who responds to whom?
- How are interruptions handled?
- Is silence, okay?
- Is anyone dominating the conversation?
- How are decisions made?
 - By consensus?
 - By voting?
 - By one person?



89

POMS **EFFECTIVE COMMUNICATION**
[COMMON PROBLEMS IN TEAMS]



Talking too much

Beating a Dead Horse

tiptoeing around a contentious issue

When Arguing With A Stone

An Egg Is Always Wrong!

Dead Burial

Hogging

Flogging

Frogging

Bogging

Getting stuck on the issue

Jumping from one topic to another

I'm not stubborn, I'm just always right.

90

POMS **EFFECTIVE COMMUNICATION – ALWAYS REMEMBER**

In a Team

- ▶ Never Order / Command
- ▶ Never Warn / Threaten
- ▶ Never Preach / Moralize
- ▶ Never Label / Evaluate / Judge
- ▶ Never Respond with Sarcasm
- ▶ Never Assume, instead Ask / Listen

91

POMS **YOU AND THE TWELVE “Cs”**

As a Team Leader:

- You are responsible for the overall success of your team, and workgroup.
- These 12 tips can be used as a self-diagnosing checklist to help you improve your team's effectiveness, performance, and productivity.
- Successful team building requires that you *spend time and attention on each of these 12 tips to ensure your work teams contribute most effectively to your organization's success.*

92

Concrete Experience
(doing / having an experience)

Reflective Observation
(reviewing / reflecting on the experience)

Abstract Conceptualisation
(concluding / learning from the experience)

Active Experimentation
(planning / trying out what you have learned)

**LIFELONG LEARNING:
DEVELOP YOUR KNOWLEDGE AND SKILLS**

POMS

93

POMS THE TEAM LEADERSHIP PRACTICES INVENTORY
Based on Kouzes & Posner - The Leadership Challenge

Rate the extent to which each statement describes the work team that is the focus of this inventory. Using the scale that follows, draw a circle around the number that corresponds to the description you have selected:

- If the team rarely or very seldom does what is described in the statement, circle "1."
- If the team does what is described once in a while, circle "2."
- If the team sometimes does what is described, circle "3."
- If the team fairly often does what is described, circle "4."
- If the team very frequently or almost always does what is described, circle "5."

Once you have responded to all thirty statements, transfer your ratings into the chart below by writing your response to each statement in the blank next to the question number.

94

POMS REFLECTIVE LEARNING - TEAM LEADERSHIP QUESTIONS

- What are my strengths and weaknesses (*areas to improve*) as a team leader?
- Where do I need to improve my team leadership ability?
- How can I inspire and motivate others on my team toward a common purpose?
- What is required to recognize opportunities and put risk in perspective?

Concrete Experience
(doing / having an experience)

Reflective Observation
(reviewing / reflecting on the experience)

Abstract Conceptualisation
(concluding / learning from the experience)

Active Experimentation
(planning / trying out what you have learned)


95

POMS

Excellence is not about being better than anyone else ...

It's about being better than you were yesterday.

96

 ALWAYS REMEMBER ...



▶ Together Everyone Achieves More

97


**YOU MUST CHOOSE...
BUT CHOOSE WISELY**




YOU MAKE THE CHOICE TO BE A LEADER



98


 **QUESTIONS**


- This is the chance to address issues that may not have been covered to your satisfaction; or
 - To expand a point; or
 - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).



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99

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100