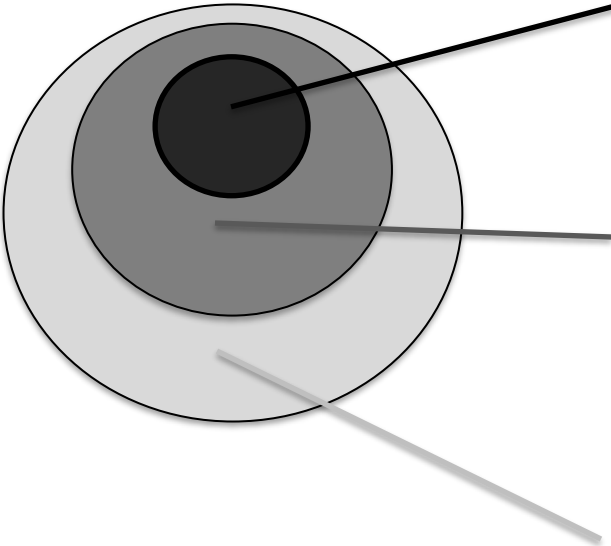

Team Building



Agenda & Objectives

- Defining High Performance Teams
- Four Facets That Affect Teams
- Assessing Your Team Alignment



Circle of Control

Small but strong team with whom you are in direct contact through leadership.

Circle of Influence

Outside team members, such as other departments or areas of company. You may affect these team members but are not in complete control.

Circle of Concern

Individuals we may forget are a part of our team, like suppliers, vendors, contractors, etc.

	WHO IS ON YOUR TEAM?
Circle of Control	
Circle of Influence	
Circle of Concern	

Four Facets that Affect Teams



ACTIONS/BEHAVIOUR OF TEAMS

1. TRUST	2. CONFLICT
3. EXPECTATIONS AND ACCOUNTABILITIES	4. APATHY AND COMPLACENCY

Personality Contest



INSTRUCTIONS

- Quietly think about your team members in terms of who you like most. That's right! Be honest. Who do you like the most as a person? Who do you like least? Remember you are choosing based on plain personality not performance or productivity.
- Reflect and answer the following:

1. What are the subtle messages (actions, body language, and attitude) you may be sending to the people on the bottom of the list that communicates you do not like them as much as other team members?

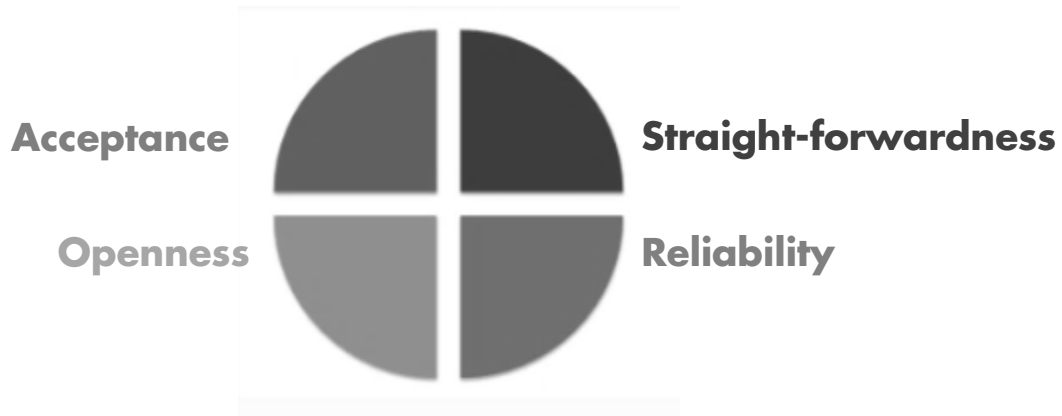
2. Is there a difference in the amount of time you spend in casual conversation with people on the top of the list versus people on the bottom? Explain.

3. Is there a difference in your body language when relating to the people at the top of the list versus the bottom? Explain.

4. Is there a difference in the "mental chatter" that you experience with people at the top of the list versus the bottom? This is a silent conversation in your mind about a particular person. Example: "Oh no here comes Jane; what is she going to complain about today?" Explain:

You earn trust through your behaviours, not with your position or power within an organization.

FOUR ELEMENTS OF TRUST



Acceptance: A non-judgmental attitude. I need to experience and receive the message from you that it is ok with you for me to be who I am; that you take me as an individual and that you have regard for me as a person.

Do not use judgment, criticism, or putdowns as I will guard against you.

Openness: I need to experience gradual self-revelation from you, the giving of information. You need to let me in on what's going on, insofar as it affects me. You need to share what you know, be up front with what you are thinking, give and solicit feedback.

Do not use secretiveness, hidden agendas, then I do not know what you are up to.

Straightforwardness: I need to experience that you say what you mean and mean what you say. Straightforwardness means that I see your actions, feelings and words fitting together. You are honest with me. You don't play games with ulterior motives. You tell the truth, even if it means you are not always 100% "nice."

Do not use deceit, lying, vagueness, not saying what you mean.

Reliability: I need to experience that you do what you say you will do. Reliability means you keep your word, you are dependable, you deliver on time.

Not keeping promises, being late, not doing what you said you would do, doing what you said you wouldn't do.

CAUSES OF CONFLICT

Personality differences: Introverted vs. extroverted; detail driven vs. big picture; process vs. people

Miscommunication: Soliciting clarity; words, tone, body language, using questions

Leadership: Using the appropriate leadership style; assess “back wheel” or “front wheel” approach; being credible

CONFLICT STRATEGY

What is your default for conflict: _____

What area do you need to improve in: _____

<p>ASSESSMENT</p> <p>Collect all necessary information from all parties involved – do not make judgments.</p>	<p>PERSPECTIVE</p> <p>Seek to understand the perspective of all parties involved – emotional stance.</p>
<p>OPTIONS</p> <p>Present the different options to facilitate a common frame of reference - include consequences of not resolving.</p>	<p>CONFLICT STRATEGY STYLE</p> <p>Determine which of the 5 conflict management strategies would be most effective in getting to resolution.</p>

Expectations and Accountability



Review and score **YOUR** opinion of how well your team is performing. Answers should be based on your first instinct.

1=No Way.....6=Definitely

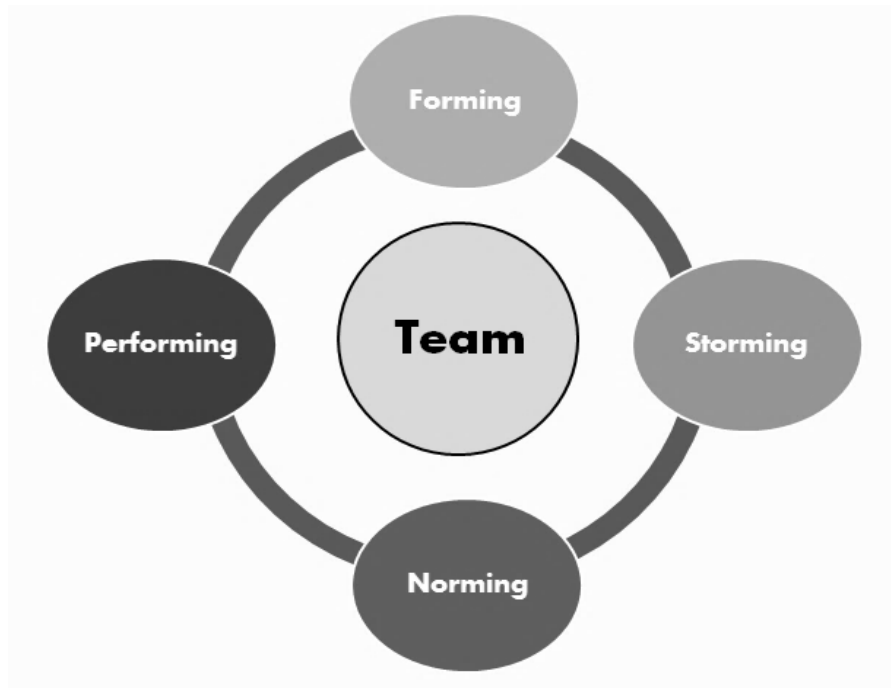
Goals	1	2	3	4	5	6
Do we have a common understanding of our team goals?						
Do we have common commitment to our team goals?						
Do I have clear personal goals as a leader?						
Total						
Roles						
Do we have a clear allocation of roles?						
Total						
Interactions						
Do we communicate openly to one another?						
Do we really listen to what is said?						
Are we constructive about what we hear?						
Are appropriate people involved in the decision making process?						
Total						
Processes						
Do we plan our tasks ?						
Do we use the most appropriate "tools" to plan and fulfill our tasks?						
Do we use the most appropriate resources (including people)?						
Total						
Style						
Is our leadership style conducive to good teamwork?						
Are my colleague's leadership styles conducive to good teamwork?						
Total						

Identify some important questions. Here are some possibilities:

- What are you avoiding talking about?
- How are you *not* helping or even hindering team progress?
- How might you be contributing to your least enjoyable relationship at work?

5 CONVERSATIONS TO HAVE WITH YOUR TEAM

1. **Situation** - What challenges does your team see for the business and for them?
2. **Expectation** - What are the expectations for their performance over the next three months?
3. **Style** - How does your team need to continue to communicate, how often, measure progress?
4. **Resources** - What tools / resources can you suggest to ensure your team continues to learn?
5. **Team Development** - What key areas does your team recommend need strengthening. How will they be contributing to the business?



1. Forming	Team members get to know each other. They come from different backgrounds, and are not yet sure of the norms, ground rules, and goals of the team. An effective team manager should hold a proper meeting for introductions and information sharing.
2. Storming	Team members may begin to jockey for position to show the team their credibility. Some members may feel overwhelmed, frustrated, or uncomfortable. As a manager, you should give the team activities to find their level of comfort and ease any tension or conflict.
3. Norming	This is where rules and relationships begin to form, and teams start to work well together to achieve common goals. Teams start to express feedback constructively. This stage can be long if left to happen naturally through trial and error. Instead, hold meetings to discuss processes and progress.
4. Performing	The team is high performing, knowledgeable, and motivated. They are supporting each other, and each member understands each other's strengths and weaknesses. Team can make good decisions and work through conflict.

RESPECT



WHAT DOES RESPECT LOOK LIKE AT YOUR ORGANIZATION?

R	Reality – yours and theirs
E	Engage
S	Seek information
P	Path to resolution
E	Emotional Intelligence
C	Common ground
T	Tackle the issue and not the person

NOTES
