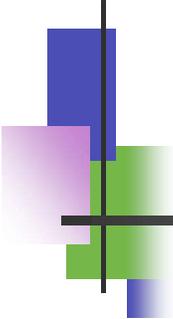




## ***Building a Solid Foundation With ONE Team***

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Logo



## Program Overview

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- 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

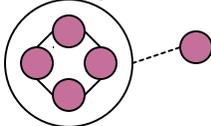
How do High Performance teams differ from traditional work groups?

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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"> <li>• Organized around functions</li> <li>• Employees do specialized tasks</li> <li>• Supervisory management</li> <li>• Rule-governed</li> <li>• Decisions referred up organization</li> <li>• People viewed as tools of management</li> </ul>	<ul style="list-style-type: none"> <li>• Organized around core processes</li> <li>• Employees possess multiple skills</li> <li>• Shared leadership</li> <li>• Principle-governed</li> <li>• Decisions made at point of action</li> <li>• People viewed as partners</li> </ul>

## *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

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## 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

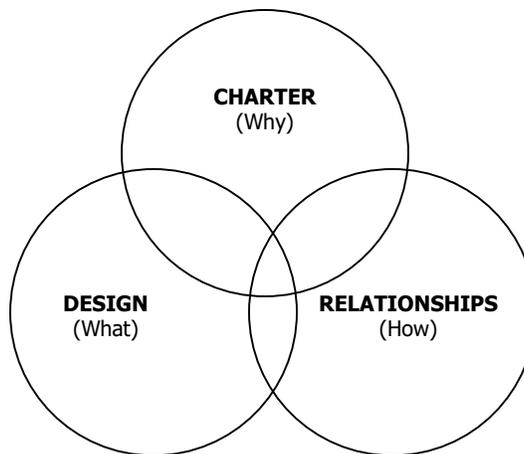
## THE TEAM MODEL

### WHY THE TEAM EXISTS

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- 
- 

### 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.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.

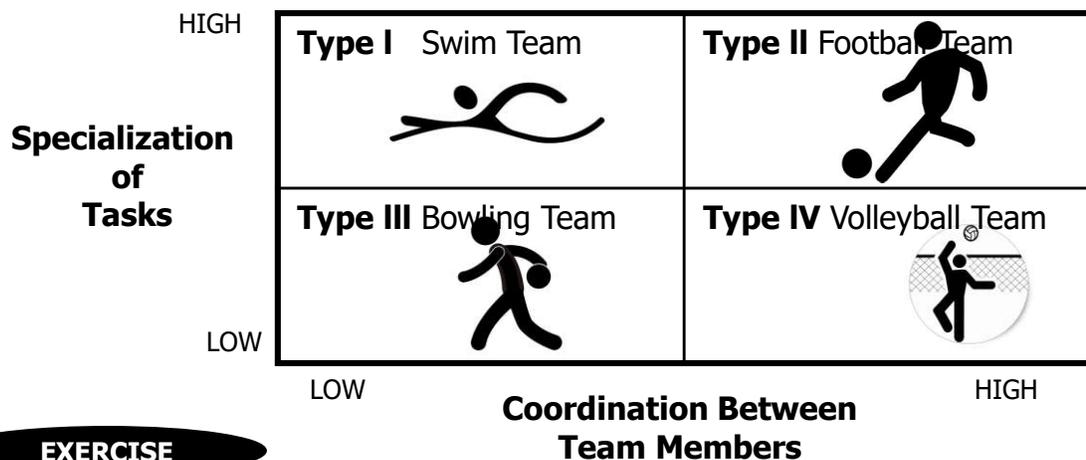
### 2. Design

- \_\_\_\_\_ 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

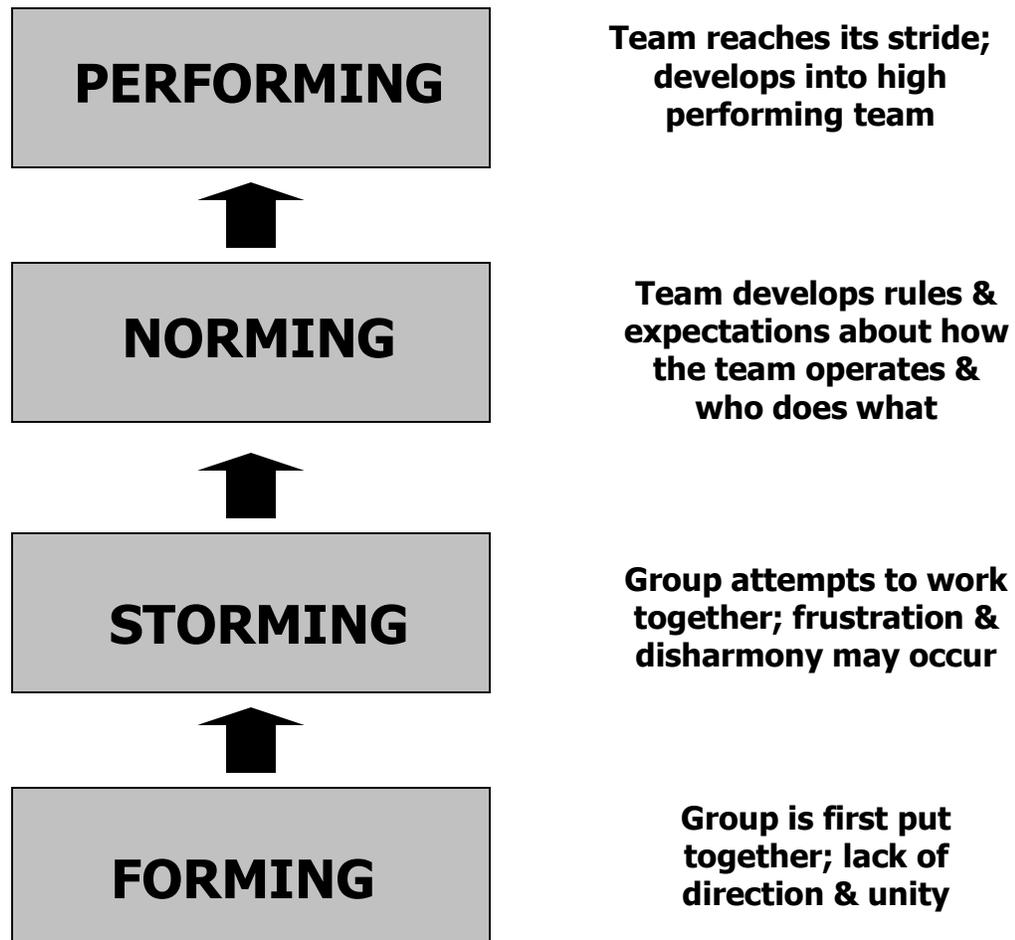
#### TEAMS IN YOUR ORGANIZATION

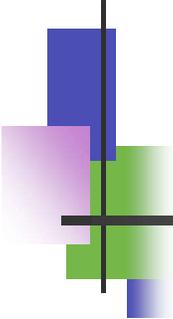
Apply this model to teams within your organization by answering the following questions:

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.

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### **FORMING: WHY ARE WE HERE?**

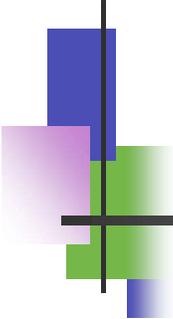
#### **Themes**

- 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.

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### **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!