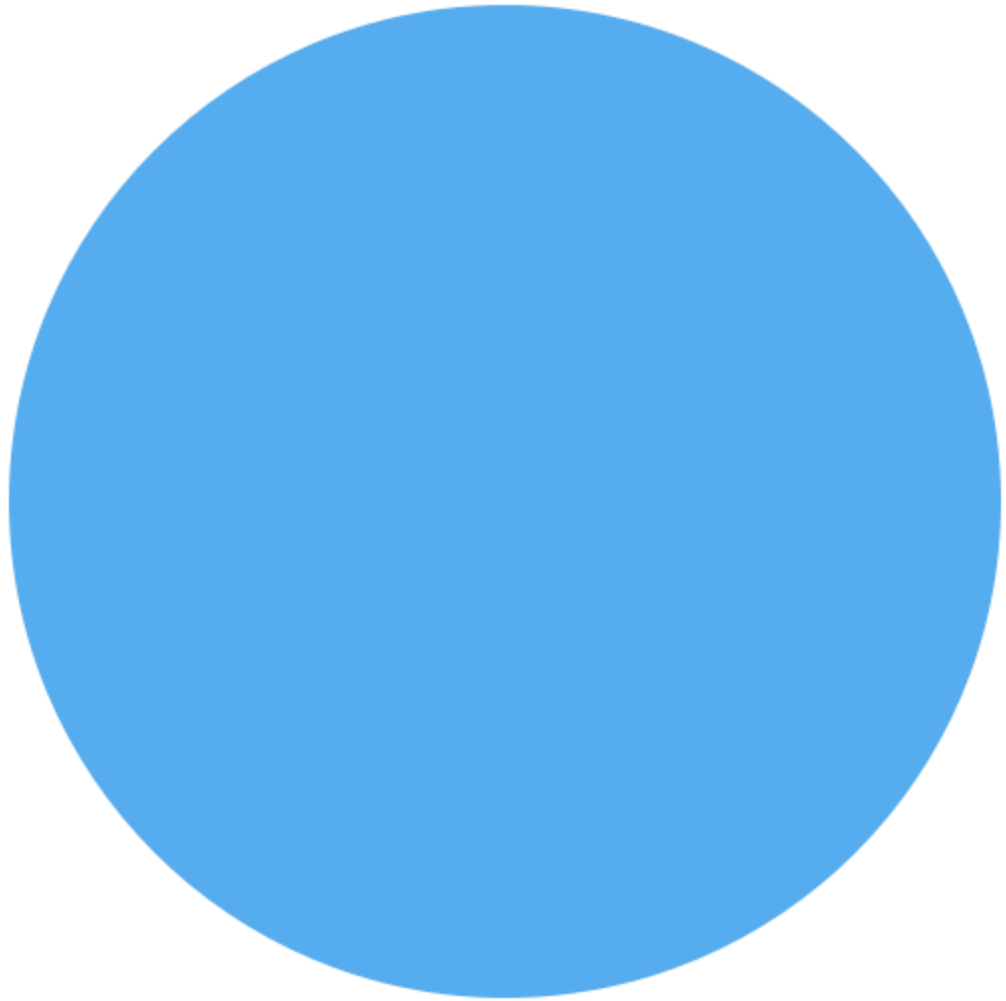


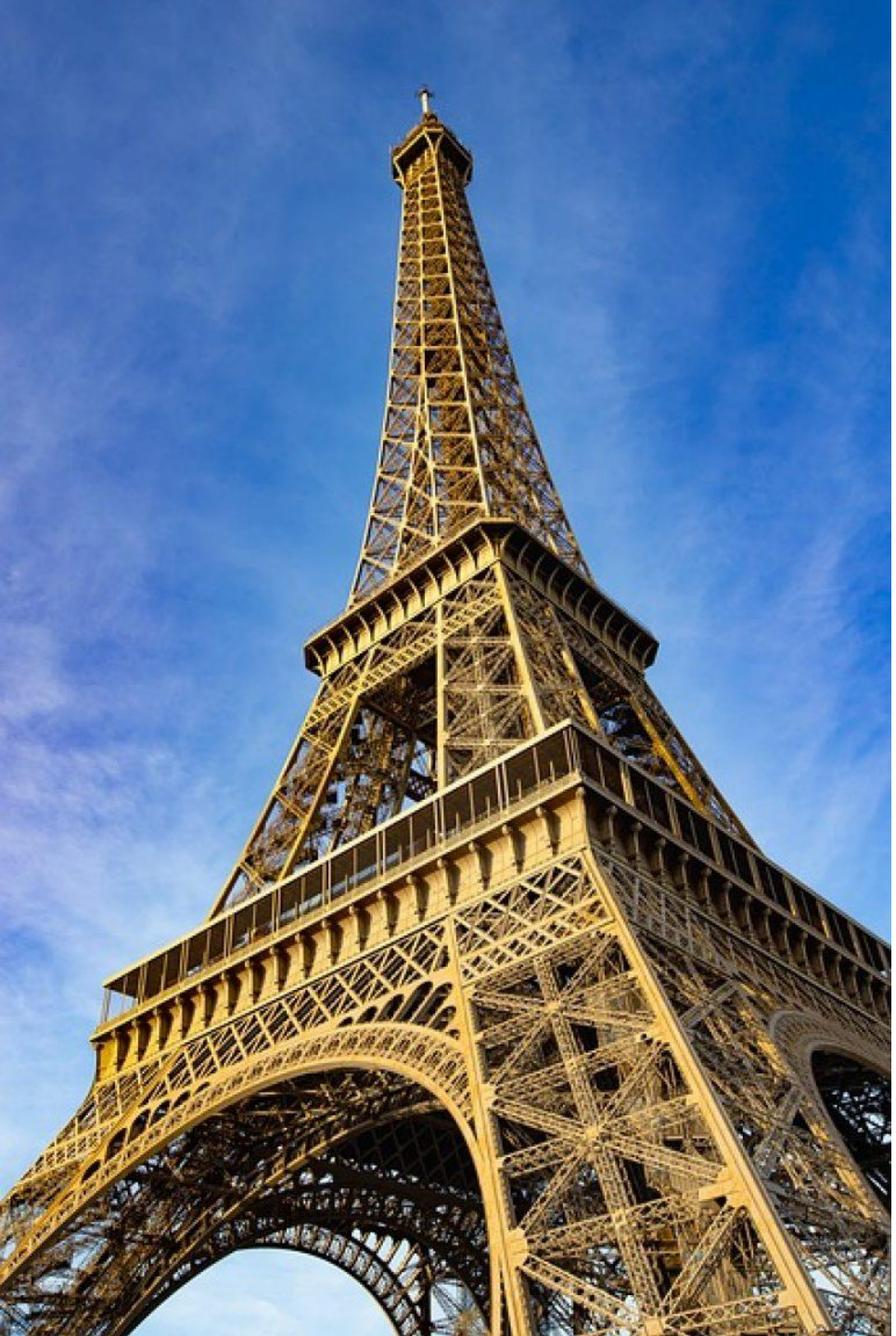
Leading Teams

Mike Freel, PhD
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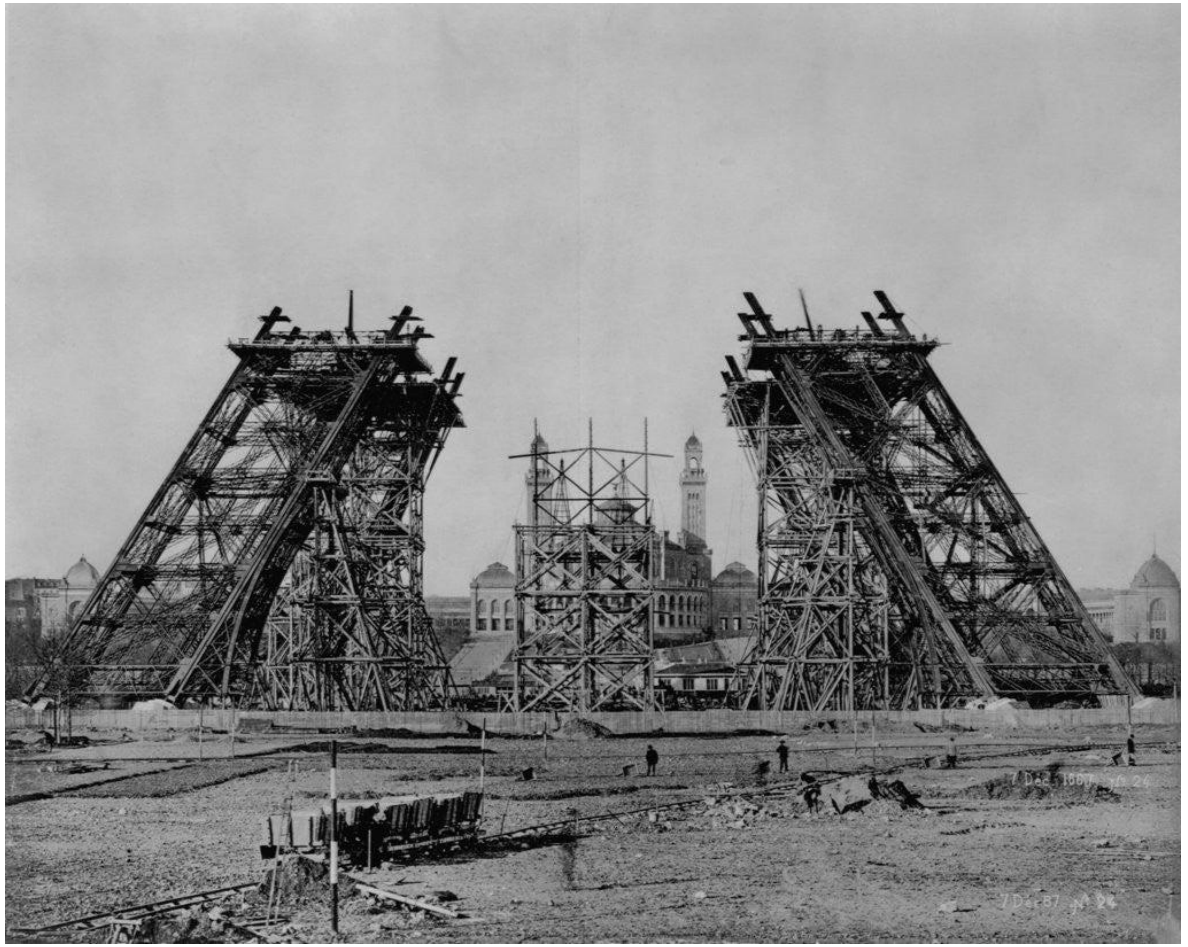




Build a Tower,
Build a TEAM.

https://youtu.be/H0_yKBitO8M

What does it take to build a team?

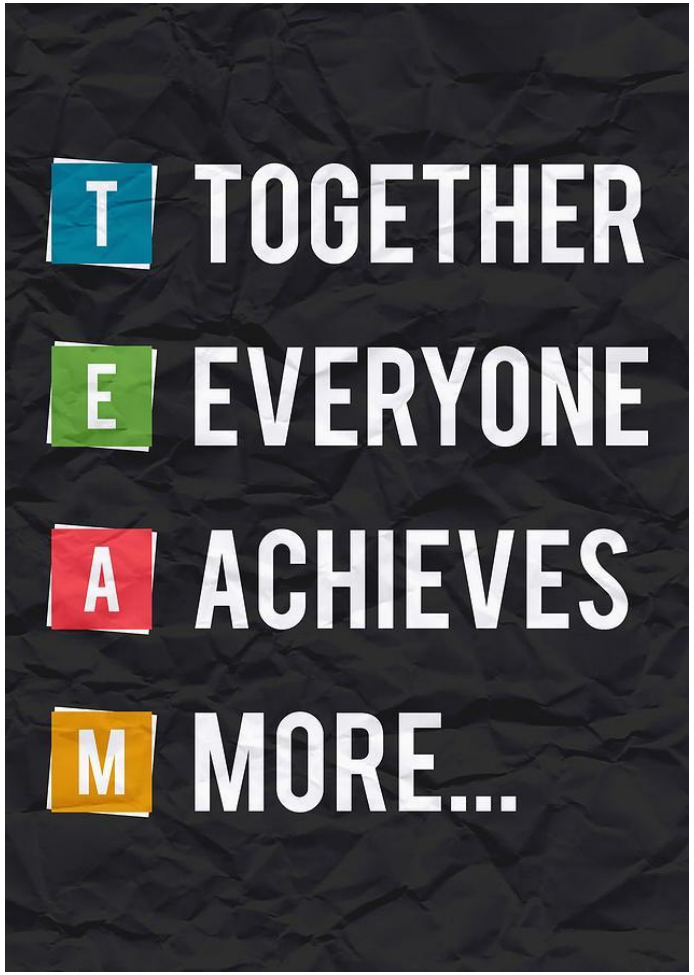


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Teams defined…

A small number of people with complementary skills who are committed to a specific objective, goal and approach for which they hold themselves mutually accountable.





Managing Annoying People, 2017. By **Ilene Marcus**



Teams that RECOMMEND things.



Teams that MAKE or DO things.



Teams that RUN things.

Just because you have people reporting to you, doesn’t mean you have a team!



TEAMS vs. WORKGROUPS

TEAMS vs. WORKGROUPS

Characteristic	Workgroup	Team
Leadership	Strong, clearly defined	Shared leadership roles
Accountability	Individual	Individual and mutual
Purpose	Same as the organizational mission	Specific team purpose that the team delivers
Work Products	Individual	Collective
Performance	Sum of the individual members	Greater than the sum of individual parts
Meeting Goal	Efficiency	Open-ended discussion and active problem solving
Focus of Meeting	Discussion and decisions	Add the rubber on the road
Measurement of Effectiveness	Indirectly by influence on others	Directly by assessing collective outcomes

WHY Teams?

Maximizes HUMAN RESOURCES

Encourages RISK TAKING and INNOVATION

Teams outperform individuals due to SYNERGY

WHY Teams?

Teams foster a culture of CONTINUOUS IMPROVEMENT

EVERYTHING about a team is about PERFORMANCE

Describe your own great experience in a team!

DESCRIBE your TEAM

- What's your clear and explicit PURPOSE? Does the team have one?
- Who are the members of your team? Do you have all the right seats filled?
- What's your TIMEFRAME to meet goals? Who says WHEN goals have to be met?
- What are some of the QUIRKS of your team?
- How does your team COMMUNICATE? Is it EFFECTIVE?
- Does the team have clear and explicit GOALS?
- How do you know when you've MET YOUR GOALS?



Team Player Style Survey







- Functional Teams
- Cross-Functional Teams
- Self-Managing Teams
- Process Improvement Teams
- Problem Solving Teams
- Virtual Teams









What kind of **LEADER** do **YOU** want?

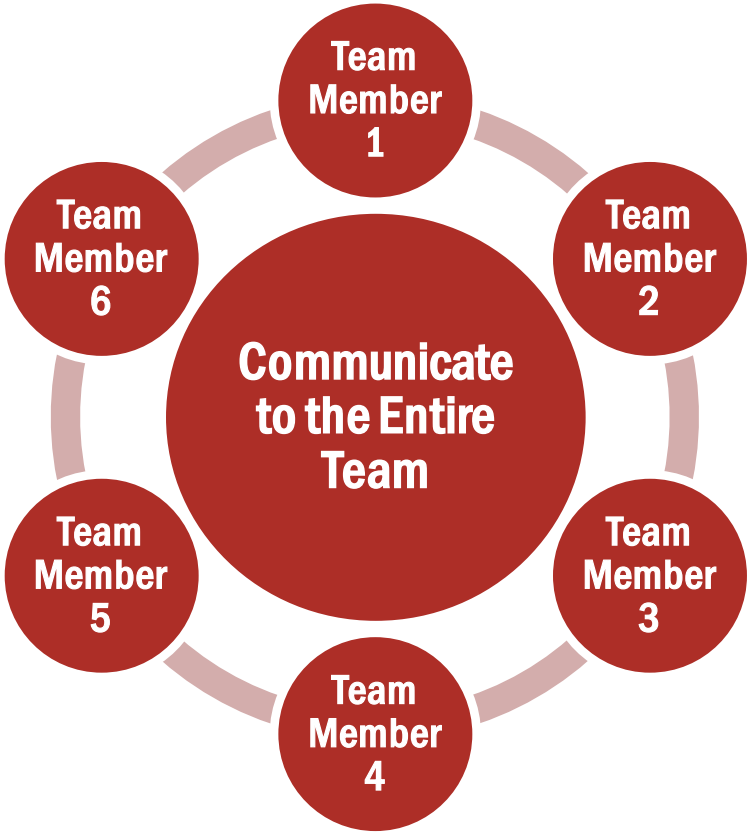
- Do high-performing teams need leaders?
- If they do (hint), what kind of leader do they need?
- Individualism vs. Collectivism
  - Cultures – at work and nationally
  - Autonomy and self-reliance or collaboration and shared responsibility?



Evaluating **EFFECTIVENESS**

- Goals developed through consensus
- Leader has good people skills, committed to team approach
- Active participation by all members
- Ongoing constructive feedback

Evaluating **EFFECTIVENESS**







Executive Leadership Teams

- Growth
- External Focus
- Clear Thinking
- Imagination
- Inclusiveness
- Expertise
- ???



PROBLEMS in TEAMS

- Leaders select people who are too similar to themselves
- Individual talents are not used
- Leader fails to motivate the team
- Communication is not open, leading to a lack of trust. Criticism becomes personal
- Leader allows a member to dominate conversations or fails to involve all members



What blocks effective teamwork?

- Lack of support and commitment from senior leadership.
- Pressure for short-term results.
- Political meddling and power politics.
- Lack of trust with team members and leadership.
- Lack of a clear vision, goals and objectives.
- Lack of autonomy and decision making power.
- Poor communication and interpersonal skills.
- Failure to reward and recognize group efforts.
- Insufficient release time.
- Inadequate training or skills development.

Which of these are the responsibilities of leaders or managers?



Intra-team Dysfunctions

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results

From Conquer Team Dysfunction by Patrick Lencioni

- A good leader and a cohesive team can achieve any goal.
- Leaders lose their power in teams.
- Newly formed teams are automatically self-directing.
- Employees want to work on teams.
- Resistance must be overcome.





Great teams…

- Set clear goals and objectives with defined roles
- Have clear and open communication
- Effective decision making
- Value diversity
- Share credit for cooperative accomplishments
- Engage in appreciative inquiry and debriefing
- Create subcommittees for key areas and give them authority to make decisions
- Let other members facilitate team meetings
- Leader speaks last and is clear when expressing personal opinions.


Why do some teams do great work and
others seem to never get anything done?

FORMING

During the first stage, **forming**, team members establish interpersonal relationships, become familiar with the assigned task (the group assignment) and create ground rules.

STORMING

The second stage, **storming,** marks a time of intragroup conflict due to lack of group unity. Because team members still see themselves as individuals rather than as part of a team, they may resist the formation of group structure in favour of expressing their individuality.

NORMING

The third stage, **norming**, is characterized by the emergence of group harmony as group members begin to openly express ideas and opinions. Members begin to accept teammates for who they are and task-related conflicts are avoided in an effort to preserve harmony.

PERFORMING

The final stage, **performing,** reflects a period of productive collaboration in which members demonstrate support for each other and assume roles that will enhance task activities. Constructive attempts are made to resolve an issues related to the completion of the task.

... and ADJOURNING

10 points

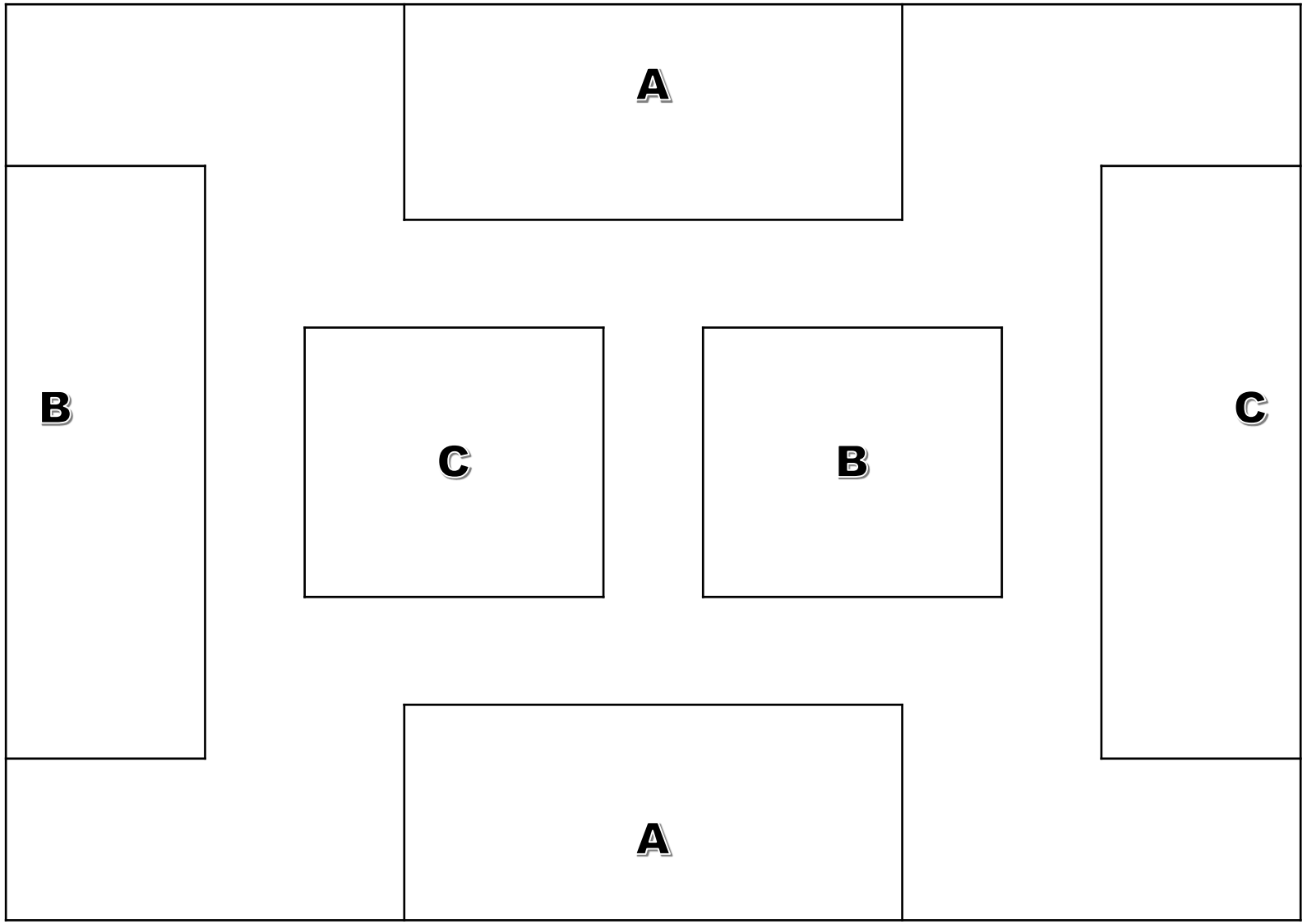

problem
solving
success
solution
strategy
teamwork
challenge
puzzle
innovation
brain
issue
service
word
different
sorted
nuisance
obstacle
danger
design
planning
inspired
solved
difficult
struggle
plan
work
think
metaphor
mess
solve
resolved
business
question
information
unconventional
complication
answer
concept
succeed
symbol
difficulty
situation
creative
text
idea
complicated
successful
concern
decision
quandary risk
support
element
resolve
bother
brainstorm
dilemma
creativity
dispute
board
trouble
teaser
positive
predicament
result



100 points

Rules:

1. Using a single line (straight or curved) for each, connect A to A, B to B and C to C.
2. No lines may cross.


A
B
C
B
C
A


1 MILLION points
You have 30 minutes to complete this team activity.

Thank you!

Any questions?

