DEVELOPING EFFECTIVE TEAMS

AGENDA

1. Introduction and Check-in
   • Purpose and Outcomes for Session
   • Check-in
   • Ground Rules

2. Effective Teams and Team Building
   • What makes a team
   • Stages of Team Development
   • Model of an Effective Team
   • What is Team Building?

3. Profiling Your Team
   • What this means
   • Results of Survey
   • Stop, Start, Continue – exercise
   • Comparing Team Profile to Model

4. Tools for Increasing Awareness in Times of Intensity
   • Ladder of Accountability - exercise
   • Experience Cube - exercise

5. Planning Next Steps
   • Using today’s learning for more effective outcomes
   • Commitments?
   • Measuring Success
1. Introduction and Check-in

- Purpose and Outcomes for Session (on flipchart)

- Check-in – each person checks in with
  - ‘where at’ now – say what need to say to be fully present
  - and ‘what want’ from the session today

- Ground Rules (so no one gets hurt)
  
  ✓ Focus on problems/difficulties for the team, not difficulties with individuals

  ✓ Keep in mind – is this something we have control over?

  ✓ Listen to understand – be flexible and open to others’ perceptions

  ✓ Focus on what you support before raising concerns/negatives

  ✓ Ask questions to clarify or probe to understand

  ✓ Always remember – this is for the good of the team!

  ✓ Confidentiality - what is discussed here, stays here
2. Effective Teams and Team Building

What Makes a Team?

- Common purpose or goals or objectives
- Awareness of membership and commitment
- Common operating norms
- A need for each other/interdependence
- Accountability to a higher level

“What we accomplish is dependent on working together, at least part of the time!”

“A team is two or more people working together inter-dependently, to achieve a shared objective.”
## Scale of Team Interdependence

<table>
<thead>
<tr>
<th>Group</th>
<th>1</th>
<th>5</th>
<th>10 Team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Baseball</td>
<td>Hockey</td>
<td>Jazz Quartet</td>
</tr>
</tbody>
</table>

### Questions

*Is this work group expected to work as a team?*

*Why is this team working together? What is your purpose?*

*Where should this team be re: scale of team interdependence?*
What are the Stages of Team Development?

4. Performing
- our ground rules, and processes are working
- we work together, we cooperate, we support each other
- we are meeting our high standards of performance

3. Norming
- we talk openly about our problems and issues
- we set new “ground rules”, processes and procedures to resolve them

2. Storming
- issues and irritations, problems surface, infighting
- we argue even when we agree
- power issues “who’s in control” and “how is control exercised”

1. Forming
- we are polite, we are cautious, we are trying to get organized
- we ask ourselves, “How do I belong to this group”
Teams can continuously improve their effectiveness by focusing on improving their functioning in five key areas: Goals, Roles Procedures, Relationships and Leadership:

Goals: What the team aspires to achieve
Roles: The part each member plays in achieving the team goals
Procedures: The methods that help the team conduct its work together
Relationships: How the team members ‘get along’ with each other
Leadership: How the leader supports the team in achieving results.

Effective teams are always aware of and responsive to both their internal and their external environment.
What is TEAM BUILDING?

- A process of planned/deliberate enhancements
- Involves the team assessing and taking action
- Focuses on building strengths and diminishing weakness

AIM: A more cohesive, mutually supportive team with:
- high standards of performance,
- superior problem solving ability, and
- mutual respect for individual differences in values, skills and beliefs.
3. Profiling Your Team

- **About profiling…**
  - need a starting point
  - may need some anonymity – e.g. interviews or surveys
  - but no confidentiality of content within the team
  - however, confidential outside of team

- **Methods…**
  - Team discussion and recording
    - neither anonymous or confidential
  - Survey instrument and/or Personal Interviews
    - anonymous, not confidential
Team Profile

- Themes from Survey and Interviews

- Team Discussion e.g. stop, start, continue

- Comparing Team Profile to Effective Team Model
  - What is the team doing well re: categories on model?
  - Where does the team need to focus to be more effective?
  - Waterline Model vs Team Model
4. Tools for Increasing Awareness

- Ladder of Accountability – exercise and handout

5. Planning Next Steps

- How can you use today’s learning for more effective outcomes? Actions? Priorities? Strategies?

- What commitments will you make?

- How will you measure success?
Appendix 1 – Strategies for Building a More Effective Team

Goals…
- clarify purpose or objectives
- link our purpose to organizational vision, mission, and values

Roles…
- clarify roles and responsibilities (e.g. what do I do?, what do you do?, what do I need from others to do my job?)

Procedures…
- change, modify, update procedures and systems, or develop ways to do so
- improve our meetings including: purpose, agendas, minute taking, timing or roles
- agree on a process for managing conflict
- agree on a model for problem solving
- clarify decision making methods and responsibilities (e.g. team vs small group vs individual vs executive decision)
- agree on some processes/tools for increasing our ability to innovate and experiment
- develop/clarify our processes for measuring our success

Relationships…
• enhance our skills in:
  → assertive communication
  → conflict resolution
  → problem solving

• agree on ground rules for working together in order to modify some of our behaviours as agreed

• take time out to improve relationships, value differences and discover ways to use personal style differences for the good of the team