



2015 MANAGEMENT CONFERENCE

Breakout Session #3 – Leading Teams

PROBLEM AREA ADDRESSED:	<ul style="list-style-type: none"> - Training, Development & Resources - Opportunity for Growth/Careerpathing - Effective Communication - Setting Goals & Objectives - Providing Resources to do Job Well
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EXECUTIVE SUMMARY:

When a team works well together, it can seemingly accomplish the impossible. An important leadership competency for any size organization is the ability to build and lead high performing teams. Teams are a core structural component of any business because every employee is dependent on his fellow employees. No employee can work alone; they require the help of colleagues to accomplish tasks efficiently. Proper management and development of teams within an organization can be a defining factor in business success.

This session examines the challenges and possibilities of creating and leading teams. Topics include: stages of team development; team dynamics and observation skills; leadership interventions; team chartering, performance evaluation and conflict management.

Attendees will examine the theories and practices necessary to be an effective leader and/or member of a high performing team. Attendees will learn to diagnose stages of team development, observe and interpret team dynamics, effectively lead teams through conflict, and facilitate high performance. Additionally, this session will help attendees empower team members, set effective goals and objectives, manage virtual teams and establish training programs to build the bench.

KEY LEARNINGS:

- Team Building
- Providing Feedback
- Setting Goals & Objectives
- Conflict Management

TOOLS:

<u>TOOL</u>	<u>DESCRIPTION</u>
SLII	The Situational Leadership II model of providing support and direction
Team Chartering	A document to clarify a team’s purpose, norms and guidelines for operation
TPA/PERFORM Tools	Team performance analysis tools
Conflict Mode Tool	A model that describes five methods of dealing with conflict
Team Check-Up	A simple tool to evaluate a team’s progress and performance

Supporting Materials

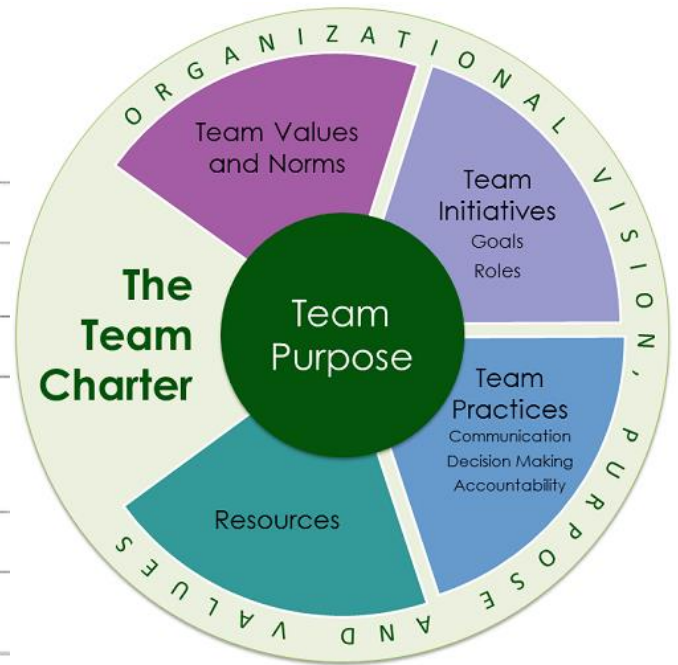
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Team Charter Model:

1. Adapt the purpose to fit your work team.

2. Identify three to five norms or ground rules that will be used as you work together in your team and in the

3. Agree on two or three goals you expect to achieve as a result of this session.



Supporting Materials

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PERFORM Model:

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<p>PURPOSE AND VALUES are the glue that holds the team together and form the foundation of a high performance team. Identifying a clear purpose is the first step in getting a team off to a good start. In high performance teams ...</p> <ul style="list-style-type: none"> • The team is dedicated to a common purpose and shared values. • Team members understand the team's work and its importance. • Strategies for achieving clear goals are agreed on. 	<p>EMPOWERMENT is a complex dynamic that defines the organizational support and practices that must be in place to enable the team to effectively do its work. These practices include providing business information, resources, and decision making boundaries. Typically ...</p> <ul style="list-style-type: none"> • Organizational and team values, norms, and practices support effective teamwork. • The team has access to relevant information and resources. • The team's decision making process, scope of authority, and accountability strategies are clear. 	<p>RELATIONSHIPS AND COMMUNICATION, both internal and external, are the lifeblood of the team. Team members must respect and appreciate each other's differences and be willing to work toward the common good rather than individual agendas. When relationships and communication are running smoothly ...</p> <ul style="list-style-type: none"> • Trust, mutual respect, and team unity are high. • Team members actively listen to one another for understanding. • The team uses effective methods for finding common ground and managing conflict. 	<p>FLEXIBILITY is the ability to adapt to constantly changing conditions and demands, with team members providing backup and support to one another as needed. Roles are shared as team members work together more effectively. In a highly flexible team ...</p> <ul style="list-style-type: none"> • Team members share in team development and leadership. • Individual strengths are identified and utilized. • The team anticipates and readily adapts to change. 	<p>OPTIMAL PRODUCTIVITY is the quantity and quality of work accomplished in relation to the team's purpose and goals. Productivity, one of the measures of a high performance team, is positively impacted by a common purpose and shared values, empowering practices, positive relationships, open communication, flexibility and recognition, and appreciation within the team. When productivity is optimal ...</p> <ul style="list-style-type: none"> • The team consistently produces significant results. • The team is committed to high standards and measures for goal accomplishment. • The team uses effective problem solving and decision making to achieve goals. 	<p>RECOGNITION AND APPRECIATION are ongoing dynamics that build and reinforce productivity and morale by focusing on progress and the accomplishment of major milestones throughout the life of the team. Recognition and appreciation are the responsibility of all team members, the team leader, and the larger organization. When recognition and appreciation flourish ...</p> <ul style="list-style-type: none"> • The team leader and members acknowledge individual and team accomplishments. • The organization values and recognizes team contributions. • Team members feel highly regarded within the team. 	<p>MORALE is the sense of pride and satisfaction that comes from belonging to the team and accomplishing its work. Morale is one of the measures of a high performance team and is impacted by the other PERFORM characteristics. High morale is essential for sustaining performance over the long term. When morale is high ...</p> <ul style="list-style-type: none"> • Team members are confident and enthusiastic about their work. • Everyone feels pride and satisfaction in being a part of the team. • Team members trust one another.

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Team Check-Up:

The worksheet is a large circle with a central dark grey circle containing the text "Team Checkup". Three lines radiate from the center to the outer edge, dividing the circle into three sections. Each section contains a numbered question and several horizontal lines for writing.

1 What did we do well?

2 What would we do differently?

3 What did we learn?

Supporting Materials

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Team Charter Check-Up:

The Team Charter Checkup

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YES

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The Team Charter Checkup provides a snapshot of the strengths and gaps in a team's agreement in five critical areas—Team Purpose, Team Values and Norms, Team Initiatives, Team Practices, and Resources.

Check the box next to each statement you believe to be true.

Since these are your self-perceptions, they should be validated with other members of the team.

Focus your attention on the areas that are not checked.

Organizational Vision, Purpose, and Values

- 1. All team members can describe and are committed to the purpose of the organization.
- 2. Team members understand and are committed to the organization's values.

Team Purpose

- 3. Team members clearly understand the purpose of the team.
- 4. Team members can describe a picture of success.
- 5. Team members can explain the relationship of the team purpose to the larger organization.

Team Values and Norms

- 6. Team members can express and are committed to the values of the team.
- 7. Behaviors that reflect team values have been identified.
- 8. Team norms have been agreed on.

Team Initiatives—Goals

- 9. The team has developed clear, specific goals.
- 10. Measurable outcomes have been agreed on.
- 11. Individual and team deliverables are clear.

Team Initiatives—Roles

- 12. Team member roles are clear.
- 13. Responsibilities and accountabilities have been defined and agreed on.
- 14. Meeting roles have been identified.

Team Practices—Communication

- 15. All necessary information for effective team functioning is available.
- 16. Communication systems among team members and other stakeholders have been developed.
- 17. Differences of opinion and other conflicts are openly addressed.
- 18. Team meetings are well planned and documented.

Team Practices—Decision Making

- 19. Decision making methods have been explored and agreed on.
- 20. Limits on the team's authority to make decisions are clear.
- 21. The approval process for decisions or recommendations is clear.
- 22. Expertise and information to make effective decisions is available.

Team Practices—Accountability

- 23. Team members are held accountable for following team values and norms.
- 24. Team members are held accountable for task and goal accomplishment.

Resources

- 25. Budget availability and constraints have been explored.
- 26. Time requirements for team members have been identified and agreed on.
- 27. Necessary training and skill development is available.
- 28. Additional resource needs have been identified.