

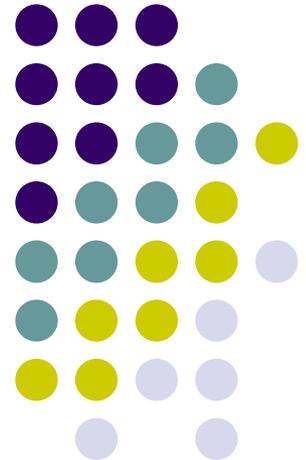
Building an Effective Team



EFR EMPLOYEE & FAMILY RESOURCES

Thomas Farley, MPA, RLC

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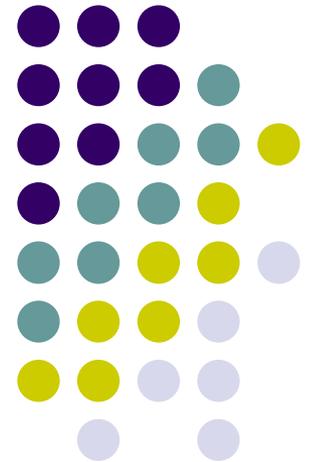
Objectives



- Explore the characteristics of effective teams
- Review the natural stages of team development
- Examine barriers to effective communication
- Learn communication skills and tools that can be applied to improve team relationships

What is an Effective Team ?

Think of the Best Team
Experience You've Had

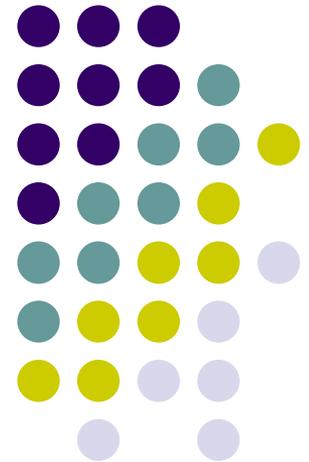


What is an Effective Team ?

What made it work well?

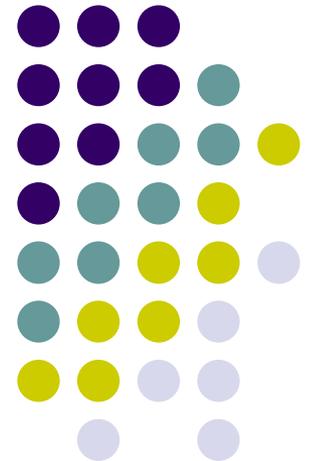
How did it feel?

How did members behave?



What is an Effective Team ?

How did the team deal with conflict and problems?





Characteristics of Successful Teams

A Take Away Tool



Analysis of Team Effectiveness



1. Degree of Mutual Trust

High suspicion _____ High trust

2. Degree of Mutual Support

Every person for themselves _____ Genuine concern for each other

3. Communications

Guarded, cautious _____ Open, authentic

4. Team Objectives

Not understood by team _____ Clearly understood

Team is negative
Toward objectives _____ Team is committed

5. Handling Conflicts Within Team

We deny, avoid,
suppress conflict _____ We accept conflicts and
work them through

6. Utilization of Member Resources

Our abilities, knowledge,
and experience aren't utilized _____ Our abilities, knowledge,
experience fully utilized

7. Control Methods

Control is imposed on us _____ We control ourselves

8. Organizational Environment

Restrictive;
pressure to conform _____ Free, supportive; respect for
individual differences

Team Effectiveness



1. Degree of Mutual Trust

High Suspicion-----High Trust

2. Degree of Mutual support

Every person
for themselves-----Genuine concern
for each other



Simon Sinek – Why Good Leaders Make You Feel Safe

If the link does not open, copy <https://www.youtube.com/watch?v=lmyZMtPVodo> into your browser.

Team Effectiveness



3. Communications

Guarded, Cautious-----Open Authentic

4. Team Objectives

Not understood-----Clearly Understood

Team Effectiveness



5. Conflict

We deny, avoid, suppress conflict-----We accept conflicts and work them through

6. Utilization of Member Resources

Abilities, knowledge aren't utilized-----Abilities, knowledge are fully utilized

Team Effectiveness

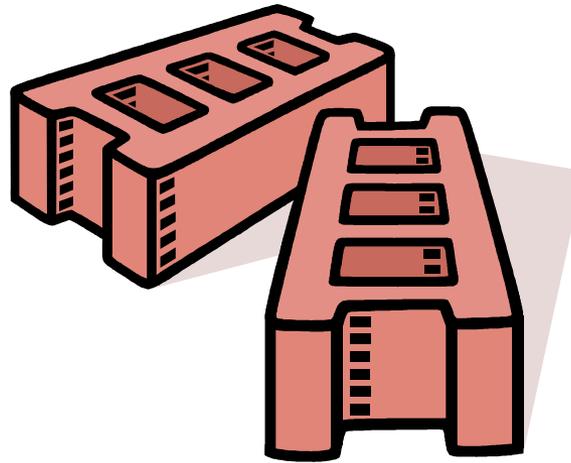
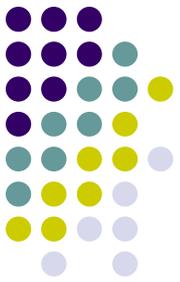


7. Control Methods

Control is imposed on us-----We control ourselves

8. Organizational Environment

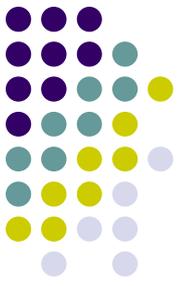
Restrictive; pressure
to conform-----Free supportive; respect
for individual differences



“Teams cannot be created, they must be built”

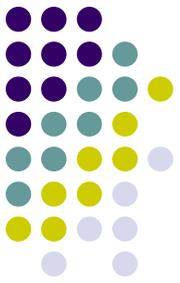
Vivette Payne
The Team-Building Workshop

Four Stages of Team Development



- **Forming**
- **Storming**
- **Norming**
- **Performing**

Forming – It's All Good!



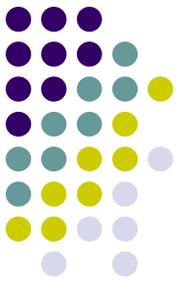
- Formalities are preserved, members are treated as strangers
- Getting to know one another
- Members want to know the Why.. their purpose
- Members want to know roles (theirs & others)
- Management communicates expectations
- Members ***need time*** to become comfortable with one another

Forming – Characteristics



- Trying to define tasks
- BS...people trying to express who they are in “lofty” terms
- Discussion on what we as team members need to know

Storming – Tornado Warning!



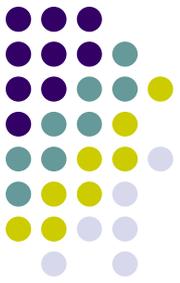
- **Politeness** begins to wear off...(it hits the fan)
- Dissension occurs over basic mission and operating procedures
- **Control** can become a primary issue
- Disagreements may be obvious or subtle
- General disagreement over **what & how** to do a job
- Disagreement on general purpose of the team



Storming

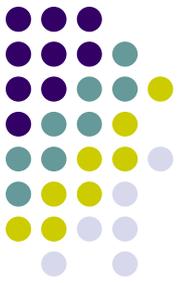
- This is a natural part of the team development
- Good time to review ground rules, purpose, vision, mission
- Effective Communication - Needed
- Managing Conflict - Needed

Storming – Characteristics



- Members begin to show their true **style**
- Growing impatience will surface over perceived lack of progress
- Members will start to cross boundaries and irritate each other
- When members begin to **trust** one another enough to air differences...it signals readiness to work things out

Trust...



- The belief that team members can rely on each other...(got my back?)
- will live up to their commitments.
- Trust allows the team to:
 - Take risks
 - Try new ideas
 - Take greater initiative
 - Work together more effectively



Norming – Checking the GPS

- A team recognizes, accepts, values the differences
- Start to ask, **How are we going to accomplish the job?**
- Start to look at How are we functioning?
- Focus more time and energy on the purpose, task, vision, mission

Norming – Characteristics



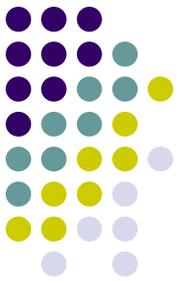
- Ground rules & procedures taken seriously
- Team will want to spend time on decision making and doing the job
- Members become focused on specific jobs that need to be done.

Norming

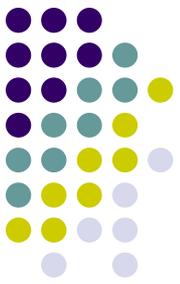


- Conflicts are addressed and resolved
- Accomplishing tasks becomes more important
- Subgroups may be formed to move along faster (special teams)

Performing – Git-R-Done



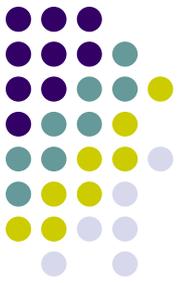
- The Action Stage
- Highly effective
- Problem solving
- Reach solutions quickly
- Prevent issues from becoming problems



Performing – Characteristics

- Production
 - Tasks are accomplished
 - Team looks for more to do
- Team is pro-active
 - Don't wait for direction on every item
- Demonstrate Loyalty to the Team
 - Respect individual dissension and disagreement
- Self Regulating

Recycle into Storming



- A new member joins the team
- New management
 - New organizational strategy

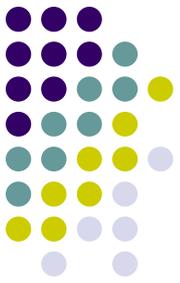


Bad days just happen...

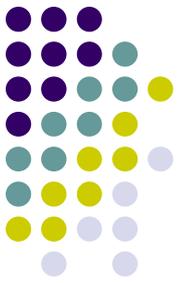


When the “Wheels Come Off” –
Don’t let anything tear the TEAM apart!

Barriers to Team Communication



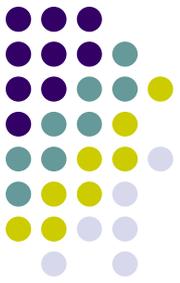
- Stress & Change
- Direct vs. Indirect
- Lack of Balanced Participation
- Different Styles, Personalities, Experiences
- Conflict Adverse
- Nobody's Listening!



*“Listen First to Understand,
then to be understood”*

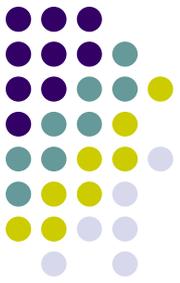
Stephen Covey

Practicing Effective Team Communication

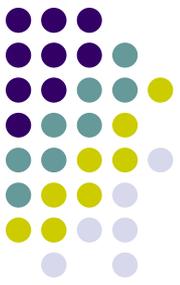


- Taking the time, easier to avoid
- One at a time, taking turns
- Slowing conversations down
- Focusing on accuracy, quality
- Practicing reflective Listening
- Being aware of personal baggage
- Taking time outs

Communication Guidelines

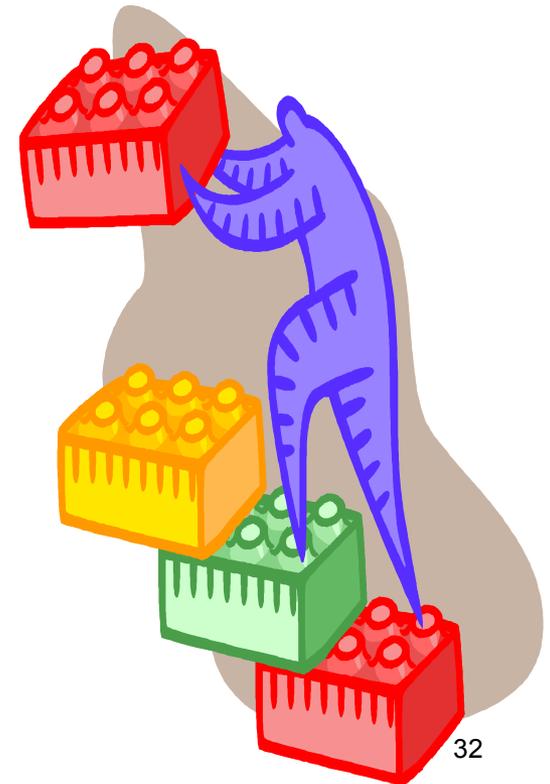


- Balance in participation
- Be concise
- Own and take responsibility for your feelings
- Speak for you (Use I statements)
- Avoid blaming and fault finding
- Ask clarifying questions
- Positive, constructive attitude

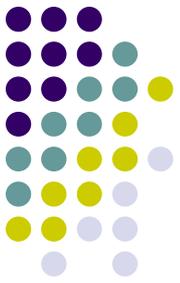


Summary: Building a team starts one person at a time

- **Form, Storm, Norm, to Perform**
- **Time to Become a Team**
- **Building Trust**
- **Communicate Effectively**



Additional Resources



- *When Teams Work Best*, by Frank M.J. LaFasto & Carl E. Larson
- *How to Lead Work Teams: Facilitation Skills*, by Fran Rees
- *Coaching and Mentoring for Dummies*, by Marty Brounstein
- *Team Troubleshooter*, by Robert W. Barner
- *The Team Building Tool Kit*, by Deborah Harrington-Mackin
- *Crucial Conversations*, by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler