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Effective Team Development

May, 2011

Strategic Leadership and Change

Organizational Consulting

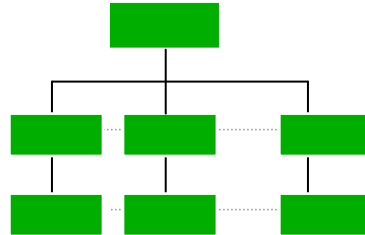
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Contents

- Teams – some definitions
- Teams as key to our success
- Team structure
- Stages of team development

There are many ways to Cooperate

Formal Structure



Cross Unit Processes and Measures



Processes

Informal Networks

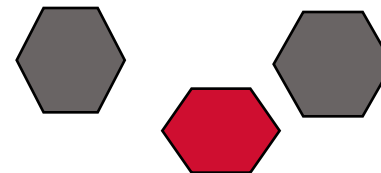


Shared Services

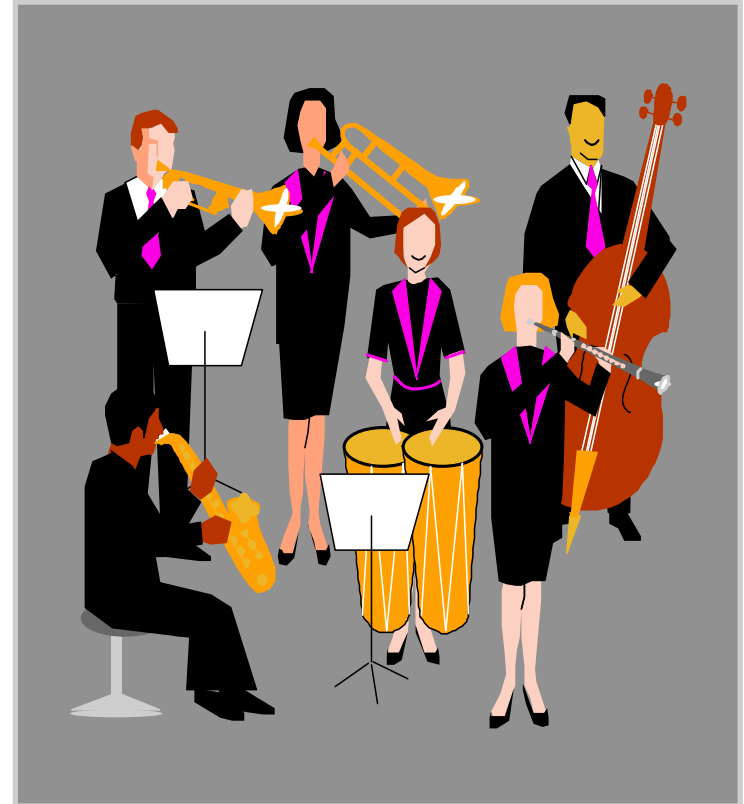
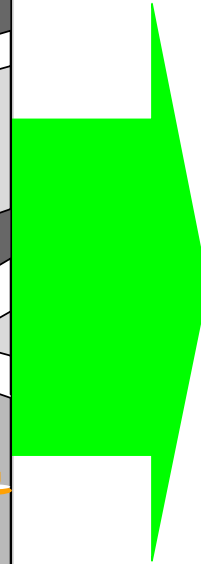
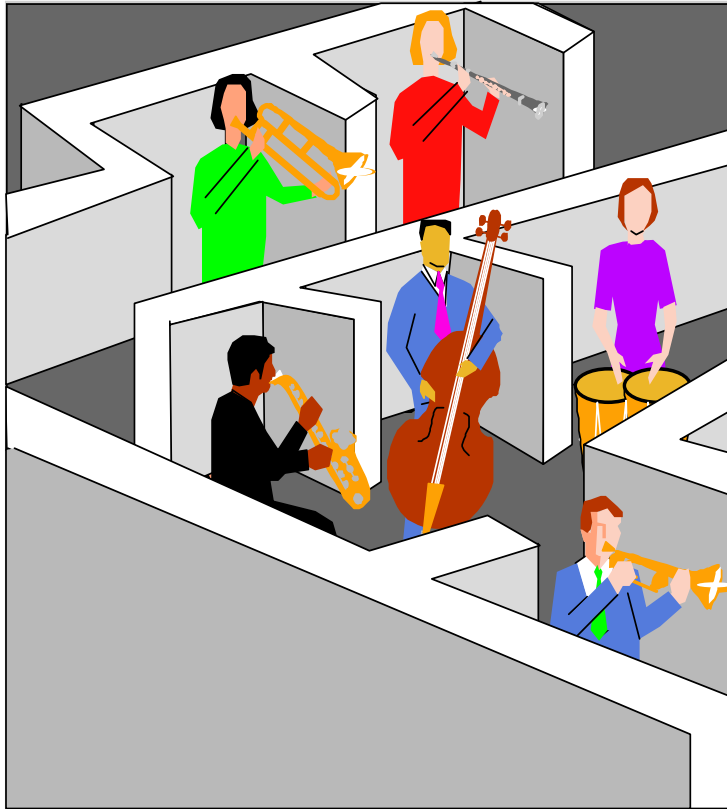
Regular Management Forums

Single Leader Task Forces

TEAMS

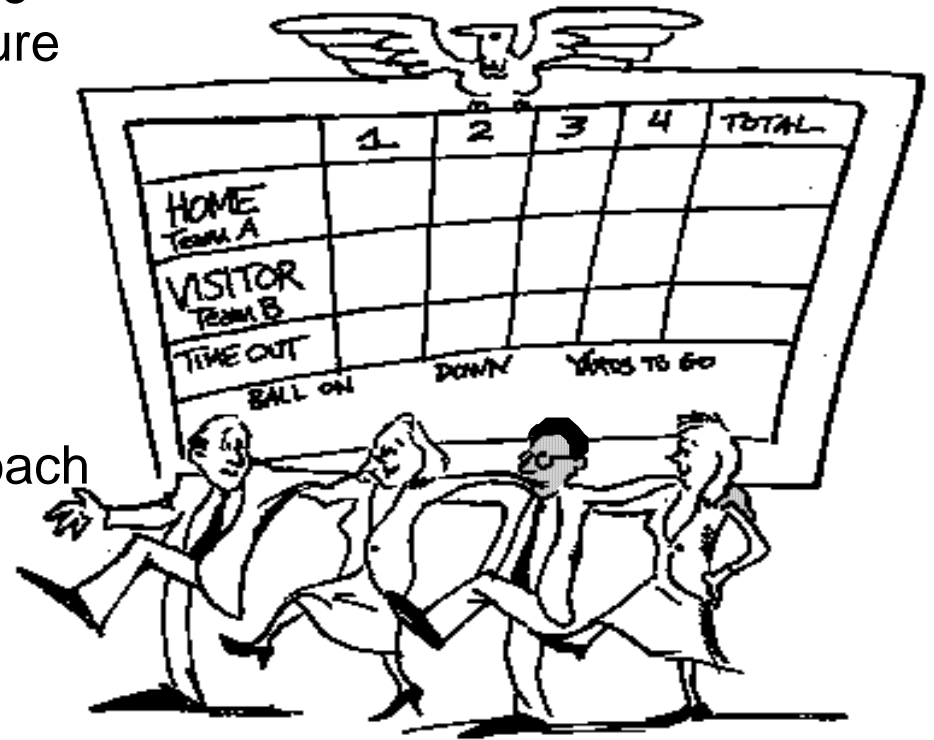


No One Can Whistle a Symphony



A Team Is A Group Of People Who...

- Are small in number (The rule of 7 +/- 2) Teams of 8 or more often require more formal leadership and structure
- With complimentary skills
- Shared common goals
- An agreed common working approach
- A collective work product
- For which they are mutually accountable



Teams are often misunderstood

Teamwork is not the same thing (it's a value, not a unit)

- Trying to “become a team” seldom works, without shared goals and a shared working approach
- The team leader is not the most important element
- “High performance teams” are very rare
- Teams are hard work; there is NO EASY WAY!!

Why Use Teams?

- When extraordinary performance is required and you have the time to build a team
- Maximize contributions of all our people
- Diversify thinking to expand creativity and innovation
- To optimize a functional organization with cross-functional teams
- Build upon existing teamwork strengths

Our competitors are not standing still...



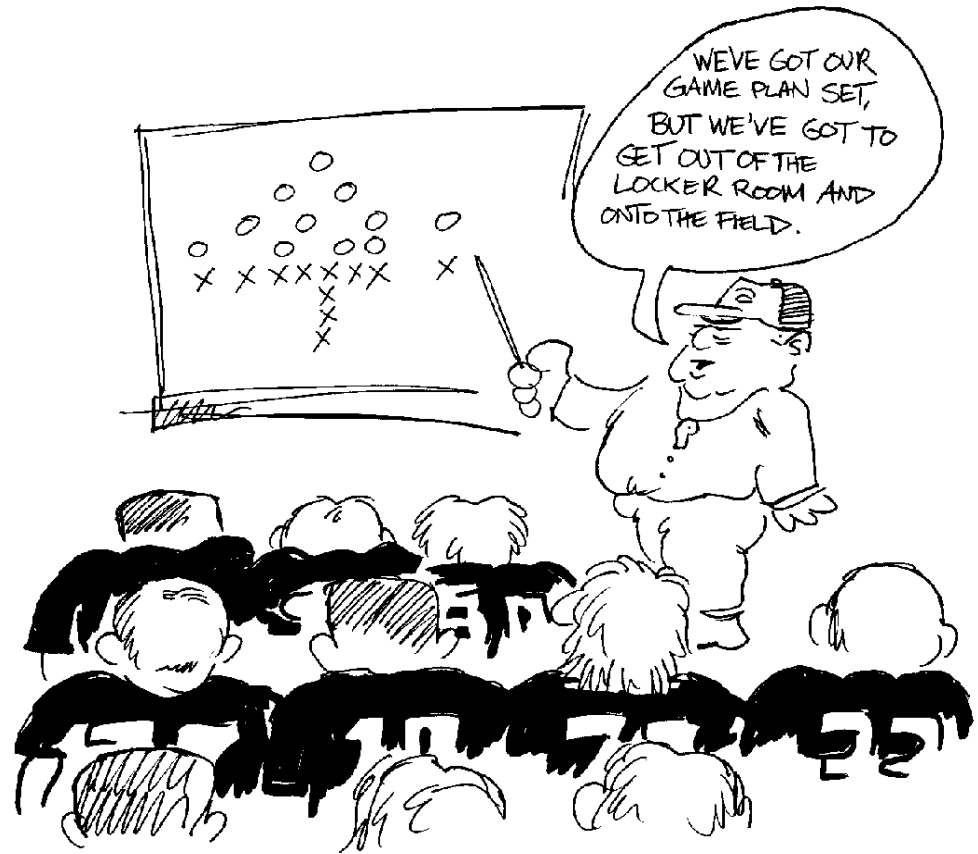
Types of Teams

- Improvement Teams
 - Specific issues
 - Cross-functional or cross-organizational
 - Limited life
 - Significant impact
- Business Teams
 - Business area
 - Cross-functional or cross-organizational
 - Ongoing life
 - Significant impact

***Unleashing Our Potential* will leverage both Improvement Teams and Business Teams**

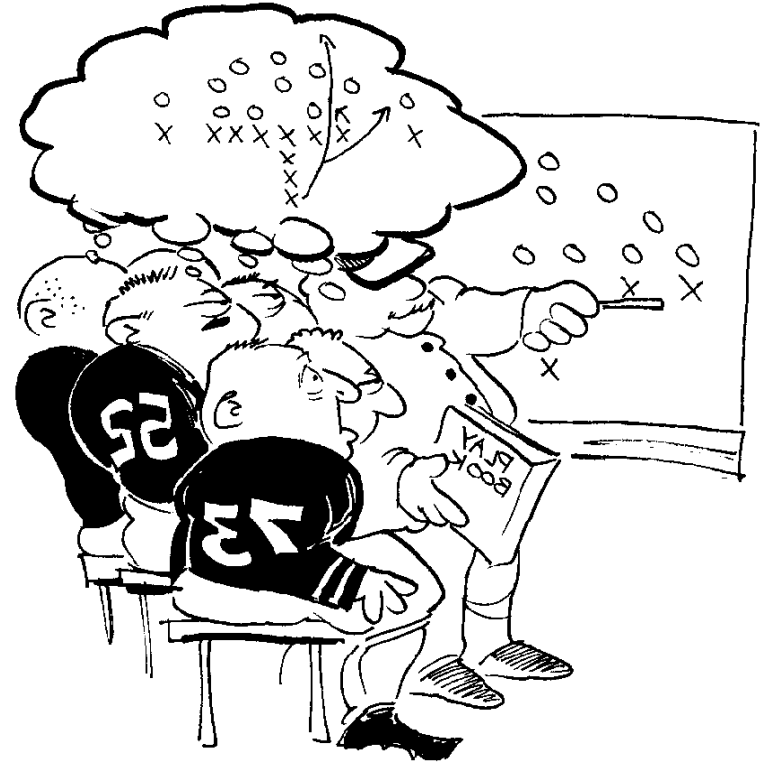
Team Structure - What is It?

- Purpose
- Authority
- Team Champion
- Team Leader
- Team Members
- Team Charter



Team Structure - Why is It Important?

- Establishes clear goals and objectives
- Defines roles and responsibilities
- Provides the necessary empowerment
- Commits organizational resources
- Ensures implementation of recommendations
- Allows measurement of results



Maximizes effectiveness of teams.

Team Participants

- Team Champion(s) (one or more individuals; only one is Accountable Team Champion (individual))
- Team Leader (individual, fixed or rotating role)
- Team Members (individuals, appointees or volunteers)
- Team Facilitator (team member or "outsider", fixed or rotating role)



Team Champion...

Roles and Responsibilities are to:

- **Act as a sounding board and provide guidance for team leader and members.**
- **Share management perspective with the teams by joining team sessions.**
- **Provide coaching to team leader and members.**
- **Assist team in developing and meeting charter objectives.**
- **Demonstrate management commitment.**
- **Has ultimate accountability for team activities and results**

Is Not:

- A technical gatekeeper
- A micro-manager
- A barrier to implementation and empowerment



Team Leader...

Roles and Responsibilities are to:

- **Fulfill all roles and responsibilities of a regular team member.**
- **Assist in defining team members' goals, roles, responsibilities, and activities.**
- **Encourage and participate in team building activities.**
- **Ensure team fulfills its charter in a timely fashion.**
- **Role model the process.**
- **Encourage team to stay focused on the relevant issues.**
- **Shield the team from outside pressure to deliver pre-determined solutions.**
- **Assist in team facilitation and project coordination.**
- **Create a team environment and a "win/win" approach.**



Team Members...

Roles and Responsibilities are to:

- Review team charter and propose changes.
- Establish effective business and/or implementation plans.
- Be a resource for other team members.
- Assist team leader in organizing/presenting material.
- Identify barriers to success and how to overcome them.
- Actively participate in all team activities.
- Actively work on team goals with other team members and independently.
- Be able to meet commitments to the team.
- Seek input from appropriate technical resources as required.
- Say what you really think, not what you think people want to hear.



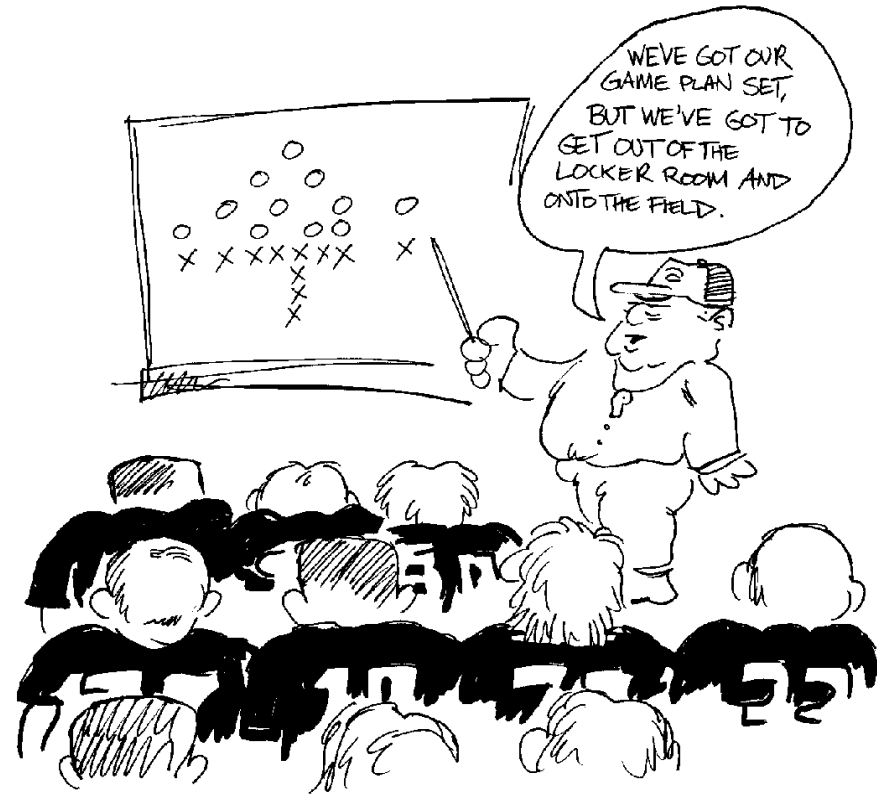
Characteristics Of An Ideal Team Member...

- Is honest, knowledgeable, and respected by others.
- Puts the team above self.
- Encourages clear and open give-and-take communication and constructive disagreement in a "win-win" fashion.
- Fosters creative ideas, approaches, and innovations.
- Seeks out the facts and constructively challenges the status quo.
- Manages multiple priorities and achieves objectives.
- Accepts risk, takes action, and learns from successes and mistakes.
- Understands the big picture.
- Breaks ideas and concepts down into component parts.
- Helps others develop to their full potential.
- Shows total commitment in delivering quality results.
- Has skills and experience appropriate to the problem to be worked.

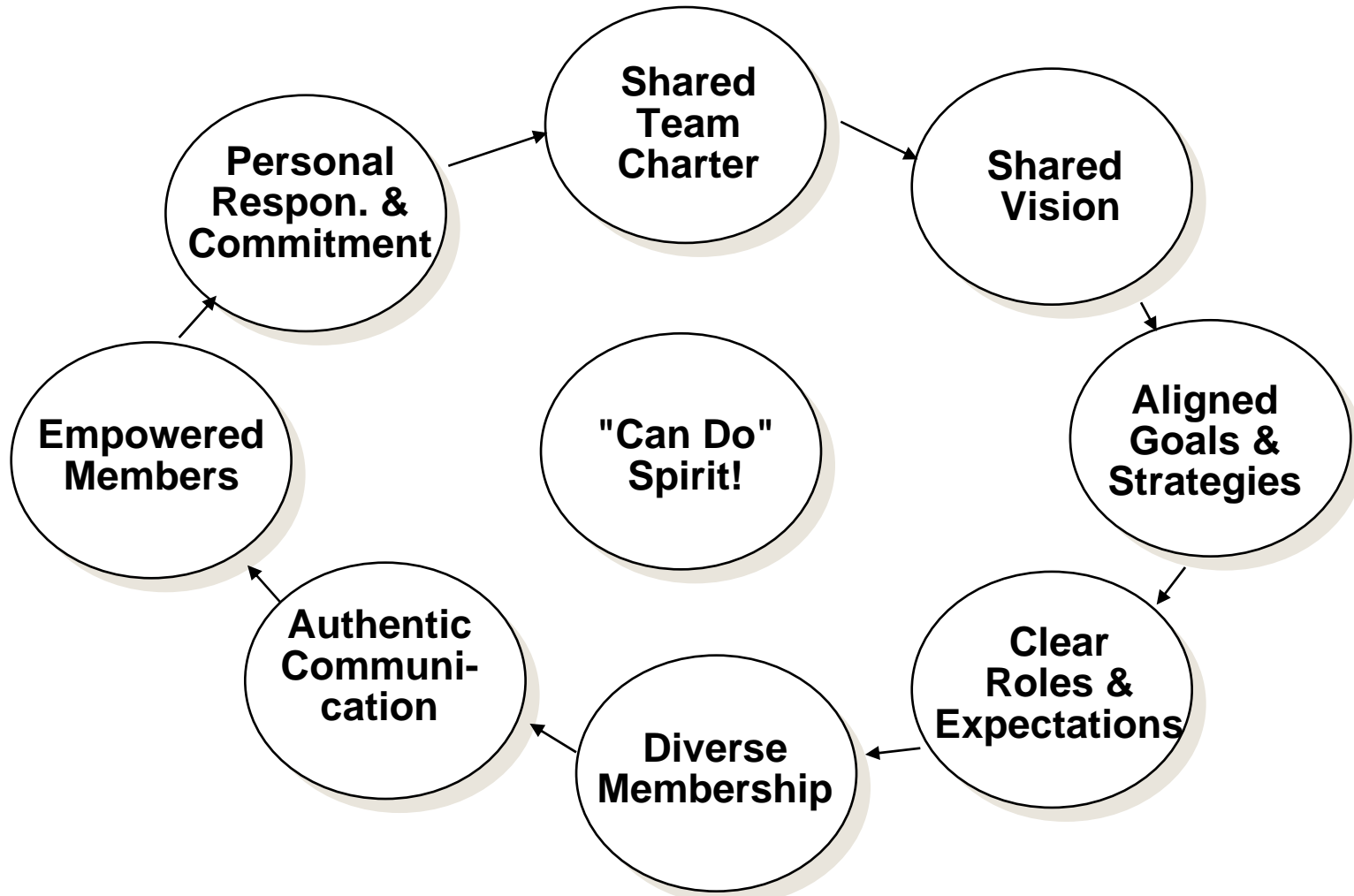
Team Facilitator...

Roles and Responsibilities are to:

- Assist team leader in coordinating/organizing meeting.
- Provide focus during the meetings.
- Keep notes/provide documentation.
- Encourage all team members to participate.
- Provide coaching and feedback to team leader and members.
- Assume an objective, observer-role when facilitating meetings.
- Lead the team in the problem solving process.



Criteria For An Effective Team Are...



Ground Rules Must Be Established

- Team charter to keep a team focused.
- Roles and responsibilities on how team members will work and interact with each other.
- Provide the context to ensure successful team achievement - team sets expectations and defines success.
- Assure team goals are established in accordance with definition of project or business success.
- Importance is significant, especially when not observed



Suggested Ground Rules Include ...

- Stay in process
- Maintain a results orientation
- Participation by every team member
- Learning is the responsibility of the individual
- Open and honest communication
- Each team member is responsible for every other team member and for the team
- Team work and team behavior is modeled in everything we do
- Benefits before Concerns
- Champion the people around us
- Celebrate positive performance
- Be a servant - leader
- Listen aggressively



“There is no limit to what can be accomplished if it does not matter who gets the credit”

Elements of the Team Charter (Team Basics)

- The Objective and goals (Common or Shared Purpose)
 - Clear and challenging, measurable performance outcome which
 - Requires collaboration and produces
 - Collective work products
- The membership and roles
 - Full time - core- members (Small Number, Complementary Skills)
 - Part time -input and interface members
- Key interfaces (Agreed Working Approach)
- Process, Key Activities, and Timeline (Agreed Working Approach)
- Performance Measures (Mutual Accountability)

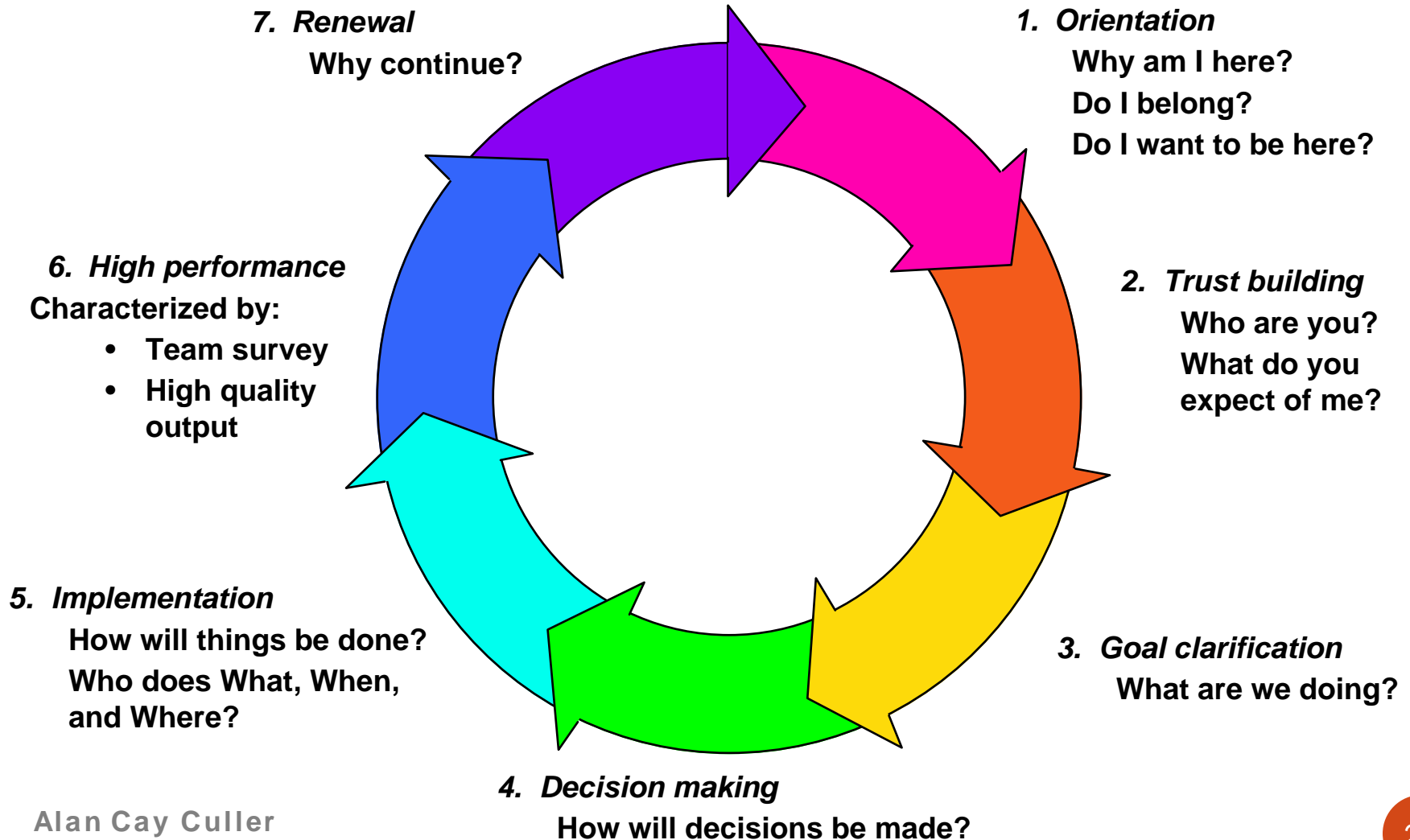
An Effective Team Will Have These Components...

- Team is managed by a team leader -- simple organization
- Teams are self-supervised as much as possible
- Aligned goals and clear purpose
- Clear roles and responsibilities
- Team authority and accountability
- Mutual respect among members -- "Seek first to understand"

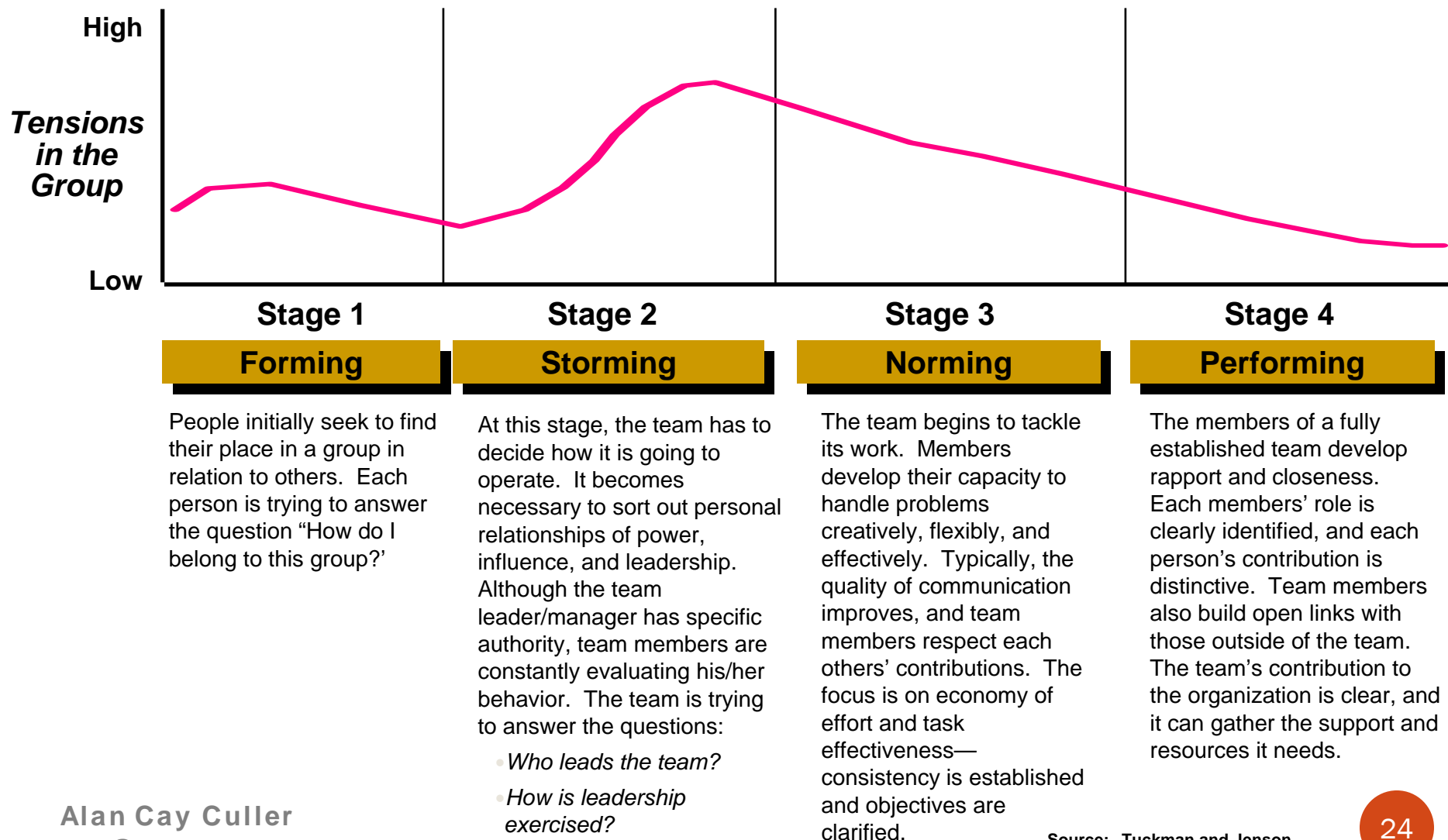
What Does Working Through Teams Really Mean?

- The team is accountable for its success.
- The formation of a team does not signify a lot of meetings.
- The team size should be manageable.
- The team needs to begin by building a charter.
- The team must plan and design tasks and processes to be accomplished to meet the deliverables defined in the charter.
- The team must define roles and responsibilities for each member.
- The team must determine how decisions will be made.
- The team must align and share goals and objectives.

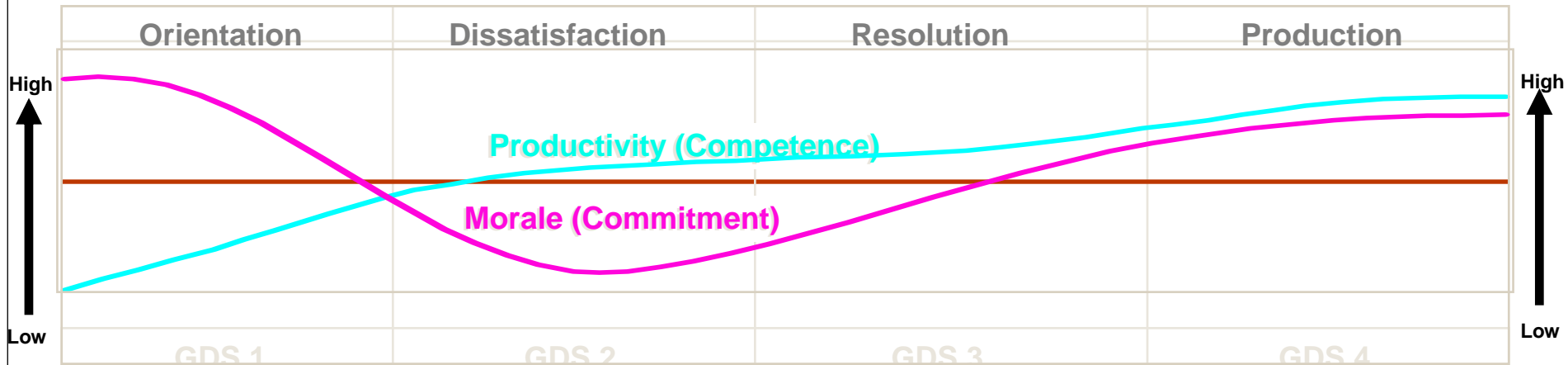
Team Development Involves Certain Questions



The Stages of Team Development ... A Life Cycle



Team Stages



Forming

- Feeling moderately eager with high expectations
- Feeling some anxiety: Where do I fit? What is expected of me?
- Testing the situation and central figures
- Depending on authority and hierarchy
- Needing to find a place and establish oneself

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Storming

- Experiencing a discrepancy between hopes and reality
- Feeling dissatisfied with dependence on authority
- Feeling frustrated: anger around goals, tasks and action plans
- Feeling incompetent and confused
- Reacting negatively toward leaders and other members
- Competing for power/attention
- Experiencing polarities: dependence/counter-dependence

Norming

- Decreasing dissatisfaction
- Resolving discrepancies between expectations and reality
- Resolving polarities and animosities
- Developing harmony, trust, support and respect
- Developing self-esteem and confidence
- Being more open and giving more feedback
- Sharing responsibility and control
- Using team language

Performing

- Feeling excited about participating in team activities
- Working collaboratively and interdependently with whole- and sub-groups
- Feeling team strength
- Showing high confidence in accomplishing tasks
- Sharing leadership
- Feeling positive about task successes
- Performing at high levels

A Few Lessons From Geese ... A Case In Which Teamwork Really Works!

- **As each bird flaps its wings, it creates an uplift for the bird following. By flying in a V formation, the whole flock adds:
 - » 71% greater flying range than if it flew alone**
- **When the lead goose gets tired, it rotates back into the formation and another goose flies at the point position.**
- **The geese in formation honk from behind to encourage those up front to keep up their speed.**



Alan Cay Culler Background and Connections



Alan Cay Culler

- 30+ years delivering business results as a strategic change consultant
- Specializing in Strategic Leadership, Organization Consulting, Process Change Infrastructure, Leadership Group Work Change Teams and Change Agent Development
- Clients in: Airlines, Chemicals, Construction, Manufacturing, Media, Oil & Gas, Pharmaceuticals

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Connected Resources

- Connections to over 25 independent consultants and executive coaches and several small consulting firms
- Specialists in Strategy, Operations, Organization and Change
- Resources in
 - United States and Canada
 - United Kingdom and EU countries
 - Asia, Hong Kong, Singapore, Japan