TEAMS

What is a team?

Definition

A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. – Jon Katzenbach & Douglas Smith

Working together

Common goal

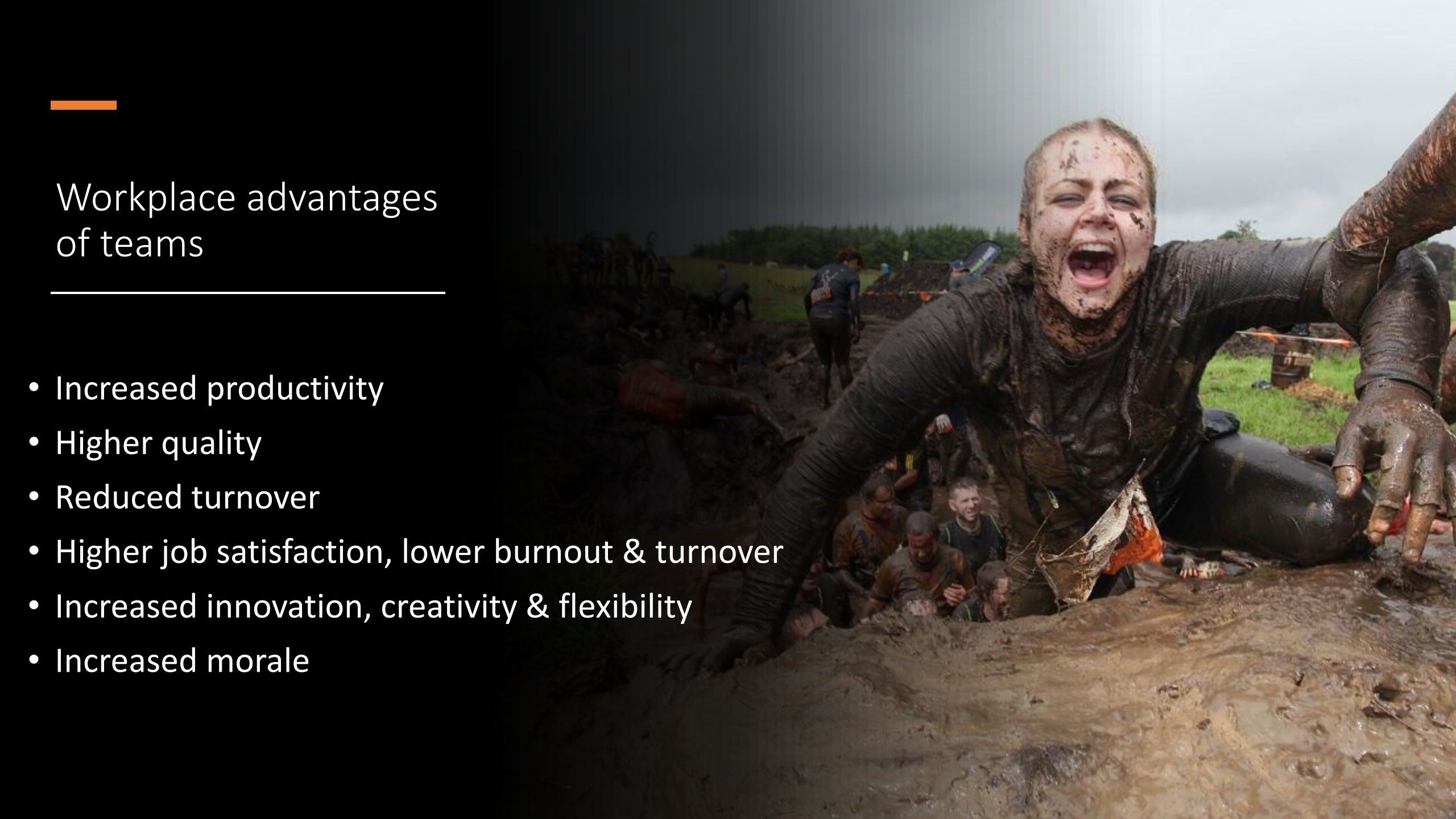Sum greater than individual parts

accountability

Characteristics of high performing teams

- Shared purpose or meaning
- Goals, long- and short-term
- Communications
- A plan…strategy and tactics
- Leadership
- Complementary skills, interdependence
- Mutual accountability
- Trust
- Healthy conflict
- Results focus
- Commitment

Workplace advantages of teams

- Increased productivity
- Higher quality
- Reduced turnover
- Higher job satisfaction, lower burnout & turnover
- Increased innovation, creativity & flexibility
- Increased morale

Inhibitors to team success

- Rewarding and recognising individuals not teams
- Team instability
- Not facilitating individual autonomy
- No fostering interdependence
- Not providing orientation

Promotors of team success

- Composition, heterogeneity
- Size
- Familiarity
- Motivation
- Team potency
- Goals
- Rewards
- Feedback
- Team structure
  - Team member autonomy
  - Team norms
  - Decision making processes

Are you a good team member?

Stages of team development

Tuckman Model

Bruce Tuckman

Educational psychologist, Ohio State

Group dynamics

Group development model

Developmental sequence in small groups

Learning and motivations strategy

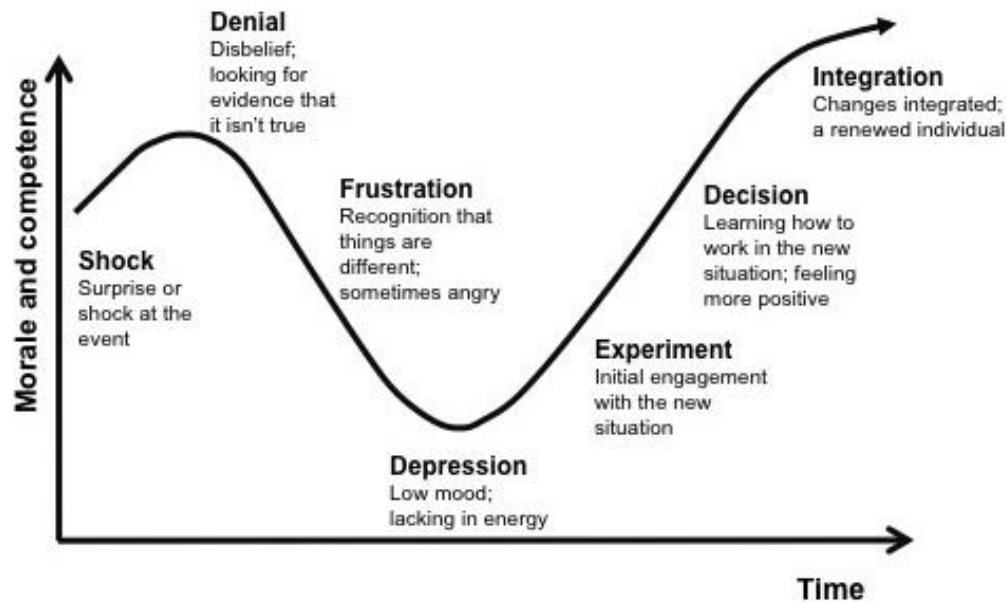Also procrastination

Elisabeth Kubler Ross

Psychiatrist

Time Magazine – one of the 100 most important thinkers c20

5 stages of grief

General change model

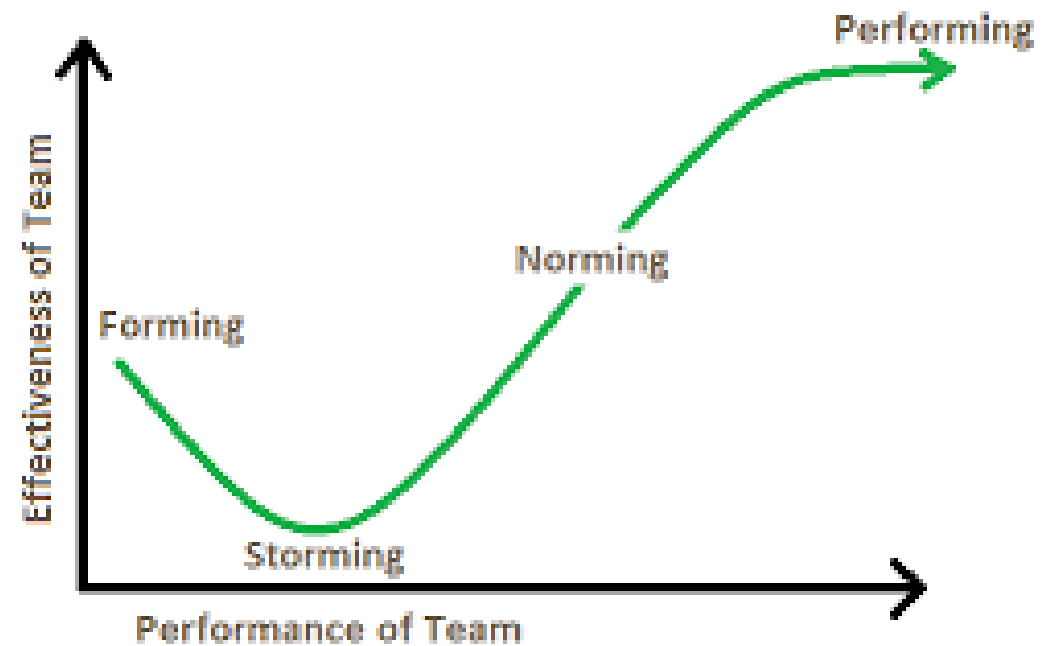# Team performance curve / Change curve

Lifecycle of a team

- Forming
- Storming
- Norming
- Performing

- Every effective team goes through these life cycle stages

Tuckman's Team & Group Development Model

Forming

- Team members are introduced and begin getting to know each other
- Goals and tasks are established
- Generally polite behaviour among members
- Norms are not yet understood

Storming

- Members are sizing each other up and may feel more comfortable and voice their views
- Members may compete for team roles and to identify their unique team role
- May argue about goals or how they should be accomplished
- May choose sides against other members

Norming

- Once issues are resolved, agreement occurs around team norms and expectations

- Trust and common interests are developing

- Roles and objectives are clarified and understood

- Potential pressure to conform

- Team characteristics at this stage: Cooperativeness, Conformity to standards and expectations, Heightened , interpersonal attraction, Ignoring disagreements

Performing

- Members make contributions and are motivated by results
- Leadership is shared according to members' knowledge and skills
- Norms and culture are well understood
- Tasks get accomplished effectively and efficiently
- Mutual trust and focus on continuous improvement.

Adjourning (mourning?)

- In the **adjourning stage**, most of the team's goals have been accomplished. The emphasis is on wrapping up final tasks and documenting the effort and results. As the work load is diminished, individual members may be reassigned to other teams, and the team disbands.

- Important elements here

- closure

- Recognition for the work accomplished

- Two points remembered – low point and end point (make end point matter)

Tuckman – final comments

- Conflict during the Storming stage is NOT a sign of a defective team – it's a necessary and productive precondition for success and innovative thinking. Conflict can be productive if handled well, but destructive if managed poorly.

- It's OK to return to a previous stage if circumstances warrant.

- Potential issues
    - Stage metaphor – what if stages are missed?
    - Causation – what allows movement between stages?
    - Pedagogical concerns
    - Self-fulfilling prophecy?
    - Generalizability

- Tuckman's model and its derivatives are powerful, insightful and useful tools for understanding your team dynamics, but his stages are not necessarily prerequisites for success, and this is not the only successful model of successful teamwork.

Diversity in teams

Research shows one of the strongest predictors of team success is a diverse range of team members.

Positive implications of diverse teams include

1. Increased creativity and innovation (Boston Consulting)
2. Better and faster problem solving and decision making (HBR)
3. Increased profit (gender diversity +20%, ethnic diversity +33%, McKinsey)
4. Higher employee engagement (Deloitte)
5. Better reputation (PWC)

5 dysfunctions of a team

Lencioni, 2002

"The fact remains that teams, because they are made up of imperfect human beings, are inherently dysfunctional."

Discuss!

"But that is not to say that teamwork is doomed. Far from it. In fact, building a strong team is both possible and remarkably simple. But it is painfully difficult."

What gives you your competitive/performance advantage?

It's not finance, strategy or technology

It's teamwork

Related question: What is teamwork?

- There is no way to put working together as a team on a gantt chart or as a budget item

- It's a choice

5 characteristics of high performing teams

5 Results focus

4 accountability

3 Commitment

2 Healthy conflict

1 Trust

Invulnerability

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4 accountability

2 Healthy conflict

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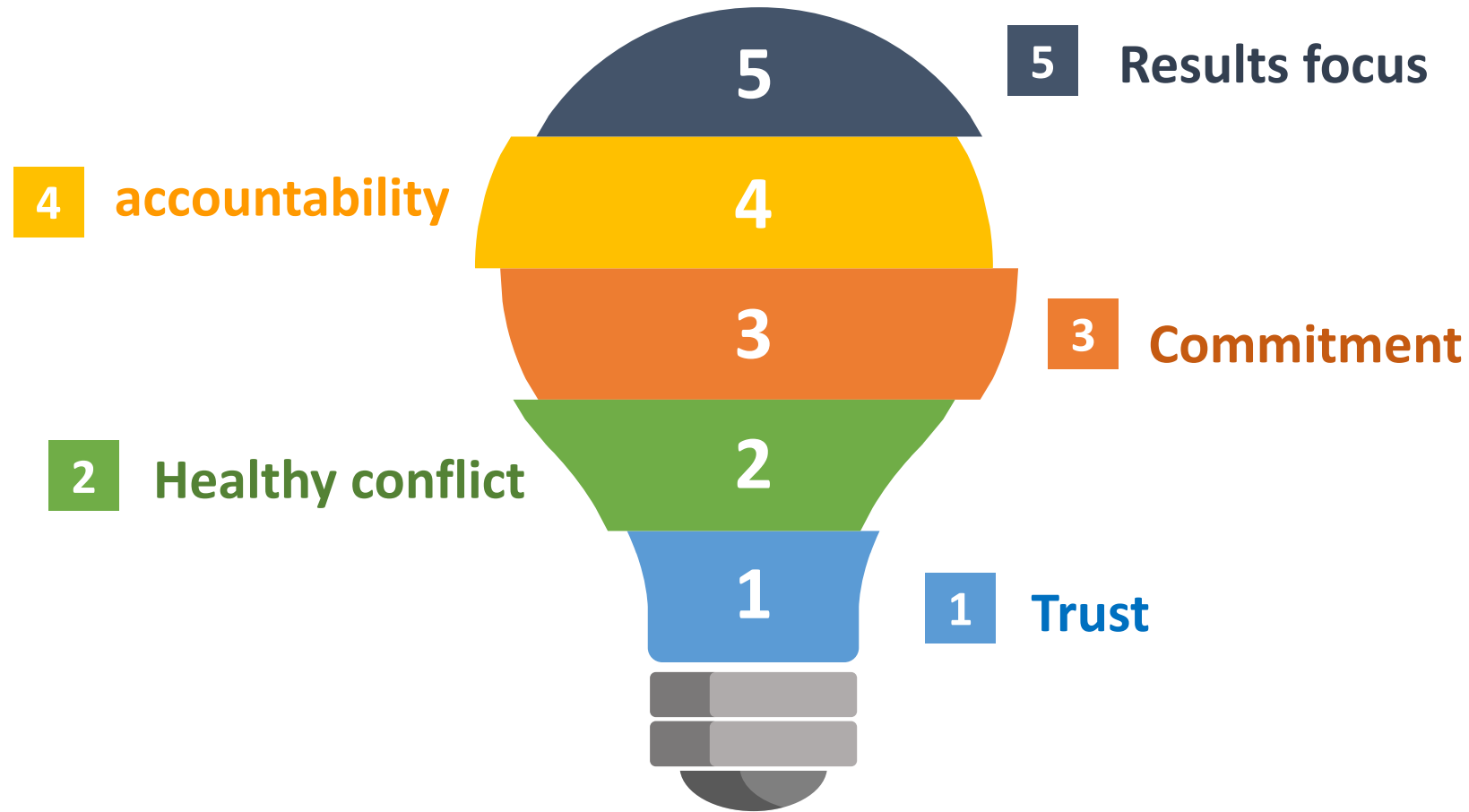
Absence of trust

What is trust?

In the context of team building, **trust** is the confidence among team members that their peers' intentions are good, and that there is no reason to be careful around the group

Familiarity, vulnerability

Invulnerability was seen as a sign of strength

weakness the opposite

therefor people not honest

Cant have trust without honest

Trusting teams

- Admit weaknesses & mistakes

- Ask for help

- Accept questions and input about their areas of responsibility

- Give one another the benefit of the doubt before arriving at a negative conclusion

- Take risks in offering feedback and assistance

- Appreciate and tap into one another's skills and experiences

- Focus time and energy on important issues, not politics

- Offer and accept apologies without hesitation

- Look forward to meetings and other opportunities to work as a group

Members of teams with an absence of trust…

- Conceal their weaknesses & mistakes from one another

- Hesitate to ask for help or provide constructive feedback

- Hesitate to offer help outside their own area of responsibility

- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them

- Fail to recognize and tap into one another's skills and experiences

- Waste time and energy managing their behaviors for effect

- Hold grudges

- Dread meetings and find reasons to avoid spending time together

Impact of absence of trust?

Low morale

Reduction in productivity

Reduction in performance

Increased absenteeism

Fear of conflict

Artificial harmony

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Fear of conflict

- If trust is not present, people will not engage one another
    - Artificial harmony
    - Important decisions will not be made
    - People become angry (tension build up)
- Conflict can be good
    - If it is ideologically based
    - If it avoids personality-focused, mean-spirited attacks
    - Teams generally avoid this to spare one another's feelings

Dysfunction 2: Fear of Conflict

Teams that fear conflict...

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

Dysfunction 2: Fear of Conflict

Teams that engage in conflict...

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

Conflict can be Counterproductive

- Lower productivity

- Increased stress

- Increased frustration due to time loss

- May lead to,
  - "You are either with us or against us"

- Reduced trust

- Win/Lose or Lose/Lose mentality; decision made emotionally

Conflict can be Productive

- Increased creativity

- Encourages stronger emotional skills

- Encourage to become better negotiators

- Learn more about each other's needs (yours and theirs)

- Learn about other's values, culture and ideology

- Encourages to question the status quo

Dad at the Glen L Martin Co

Aims

- Engage open discussion around key issues
- Support productive conflict

Tools

- First, build trust
- Reinforce/encourage healthy debate
- Develop team norms/ground rules for conflict
- Probe for conflict, differences of opinion (mining =Extract buried disagreements and shed light on them
- Don't shy away from sensitivy issues – call them out and work on them
- Understand individual conflict styles

Creating "good" conflict

Characteristics of high performing

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4 accountability	4
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2 Healthy conflict	2
1	1 Trust

Lack of commitment

- People become ambiguous

- People will not buy-in if they do not have an opportunity to weigh-in

- Failure to achieve buy -in from the "first team" filters down

- The two greatest causes are:
    - Desire for consensus
    - The need for certainty

Desire for consensus

- Complete agreement is often not possible, but **buy-in** is always possible

- Reasonable people do not need to "get their way" in order to support a decision, but they do need to have their opinion or option considered

- You must consider all opinions

- If your group is at an impasse, the leader makes the call

The need for certainty

- A decision is better than no decision
- Waffling is worse than making a bold decision that later proves to be wrong
- You can always change course
- Delaying decisions leads to paralysis and loss of confidence

- A team leader must be comfortable making a decision that turns out to be wrong. A team leader must push the group for closure around issues and adherence to schedule.

Disagree and commit

Scott MyNealy "Agree and commit, disagree and commit, or get out of the way"
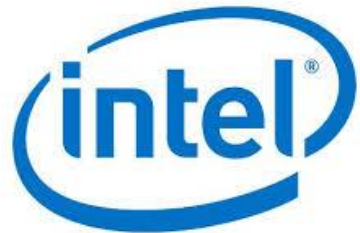
Andrew Gove "Disagree and Commit"

Jeff Bezos "Have Backbone; Disagree and Commit"

Contemporary example

Dysfunction 3: Failure to Commit

A Team that fails to commit...

- Creates ambiguity among the team about direction and priorities
- Watches windows of opportunity close due to excessive analysis and unnecessary delay
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

Dysfunction 3: Failure to Commit

A Team that commits...

- Creates clarity around direction and priorities

- Aligns the entire team around common objectives

- Develops an ability to learn from mistakes

- Takes advantage of opportunities before competitors do

- Moves forward without hesitation

- Changes direction without hesitation or guilt

HELLO I AM... ACCOUNTABLE

4 accountability

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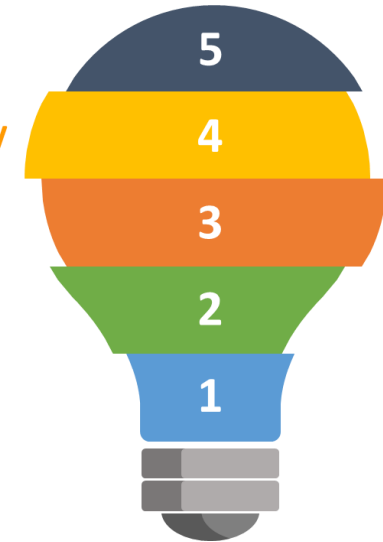
Avoidance of accountability

- People do this to avoid uncomfortable situations

- This is really difficult in peer-to-peer situations

- No buy-in, no accountability

- You need team members willing to call their peers on performance or behaviors that might hurt the team

- The closer the team members, the greater the danger

Dysfunction 4: Avoidance of Accountability

A Team that avoids accountability…

Creates resentment among team members who have different standards of performance

Encourages mediocrity

Misses deadlines and key deliverables

Places an undue burden on the team leader as the sole source of discipline

Dysfunction 4: Avoidance of Accountability

A Team that holds one another accountable...

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action
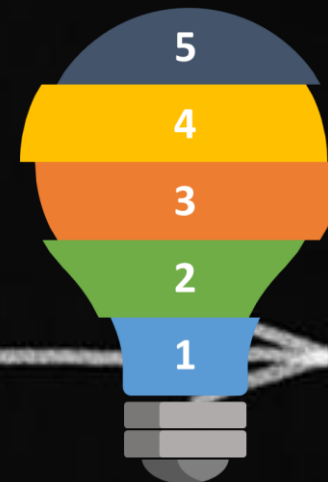
5   Results focus

Inattention to results

- **Ego and status get in the way**
  - **Doing "our job" is not enough**
  - **Being part of the team is not enough**
- **Goals are not common**
- **Negative language**
  - **Use we and us instead of you and I**
- **Politics**
  - **Foster an environment where people can say what they think**
- **Lack of focus**
  - **A laser-like focus on the objectives and outcomes is required or people revert to individual status or a "just happy to be here" attitude**

Dysfunction 5: Inattention to Results

A Team that is not focused on results...

- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

How to solve inattention to results

- Public declaration of results
  - Sometimes saying we will do our best is preparing for failure
  - What do we intend to do?

- Results-based rewards
  - No credit for trying hard

- A leader must set the tone for a focus on results. If the team senses that the leader values anything other than results, they will do the same.

Team Roles

Discussion: What do you think are the different roles in great teams?

Belbin Team Roles

A tendency to **behave**, **contribute** and **interrelate** with others in a particular way when working in a team

- The skill or individual excellence of the team members was not a predictor of a team's results.

- The way that the individual members behaved contributed to or detracted from the team's effectiveness.

- There are 9 predictable behaviour patterns or "team roles"

Manageable roles they can assume

Least preferred roles

Role categories

Natural or preferred roles

Self-Perception Inventory

The Belbin Self-Perception Inventory (SPI) is a behaviour-based questionnaire. Your responses, via the SPI, are analysed by the Belbin Team Role system **Interplace**. This produces feedback in both scripted and graphical form.

Please spend about 15 - 20 minutes completing the Belbin SPI. Please note that there are no right or wrong answers; try to respond on the basis of who you are, not who you would like to be. Work at your own pace, taking care not to over-analyse your responses.

The Belbin SPI consists of eight sections and each section contains 10 statements. Within each section, you have to allocate points to the statements based on how you feel they apply to you; the sum total of points for the section must be 10.

For example, if you think that one statement applies strongly and two others apply just a little, you might distribute the points as 6 for "strongly applies" and 2 each for the other two statements. Or if two statements apply equally strongly you might allocate 5 points to each. Alternatively you could give all 10 points to one statement, or allocate one point to each of the 10 statements. However, try to avoid over-liberal use of these extremes! Please allocate whole numbers only - no fractions or decimals.

I	I believe I can make positive contributions to a team because:
1.0	I am quick to see and take advantage of new opportunities.
1.1	I am seen as a natural team player.
1.2	I am happy to take on varied work as and when the team requires.
1.3	I can think laterally to solve problems.
1.4	I am good at identifying and using the potential in fellow team members.
1.5	I am keen to improve things by focusing on the details.
1.6	I am enthusiastic about applying my training and expertise.
1.7	I am ready to speak out in the interests of making the right things happen.

Thinking roles	Action orientated roles	People orientated roles
• Plant • Monitor Evaluator • Specialist	• Shaper • Implementer • Completer/Finisher	• Co-ordinator • Team worker • Resource investigator

Team Role Strengths

PLANT - Generates ideas and potential solutions to problems

RESOURCE INVESTIGATOR - Explores opportunities and develops contacts

CO-ORDINATOR - Clarifies goals and delegates effectively

SHAPER - Has the drive and courage to overcome obstacles

MONITOR EVALUATOR - See all options and judges impartially

TEAMWORKER - Listens and averts friction

IMPLEMENTER - Turns ideas into practical actions and organises work that needs to be done

COMPLETER FINISHER - Polishes and perfects

SPECIALIST - Provides knowledge and skills in rare supply

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Team Role Non-Allowable Weaknesses

PLANT - Strong 'ownership' of idea when co-operation with others would yield better results

RESOURCE INVESTIGATOR - Letting clients down by neglecting to follow-up arrangements

CO-ORDINATOR - Taking credit for the effort of a team

SHAPER - Inability to recover situation with good humour or apology

MONITOR EVALUATOR - Cynicism without logic

TEAMWORKER - Avoiding situations that may entail pressure or conflict

IMPLEMENTER - Obstructing change

COMPLETER FINISHER - Obsessive behaviour

SPECIALIST - Ignoring factors outside area of interest

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Case Study – tagging bears

Bear tagging – Case study, questions

1. List and explain the Belbin team roles you see in this video?

2. List and explain the team dysfunctions (or elements of high performing teams you see in this video?

3. What stage of development is this team at? Evidence your answer.