

Building & Maintaining a.....



A review of why, who & how.



Or as some would have it



Groups vs Teams?

What Is a Group?

- ✿ A group will comprise three or more people who see themselves as a unit, but work independently of each other to reach the organizations' goals.
- ✿ As they do not rely on each other, they spend little time agreeing common purpose, values, goals or behaviours.
- ✿ Disagreements can be a problem.
- ✿ Tend to have one senior leader/manager who allocates more of their day-to-day activities to achieve their goals.
- ✿ Probably takes more managing than teams.

Group refers to a number of people who are connected by some shared activity, interest, or quality

May not share a common goal

Specific roles and duties are not assigned to individuals

Members are independent

Members may not know each other



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Why have a Group?

- ✦ Two heads are better than one;
- ✦ Group members have a shared knowledge of the group's objectives but specific tasks/responsibilities.
- ✦ They are measured on individual achievements, not the Group's.
- ✦ Separating work into groups allows individuals to maximize their expertise on a long-term basis.
- ✦ Works well for individuals who may work in different localities, with little time in a central office.
- ✦ Therefore works well for people working from home or spending most of their time travelling for the Company.

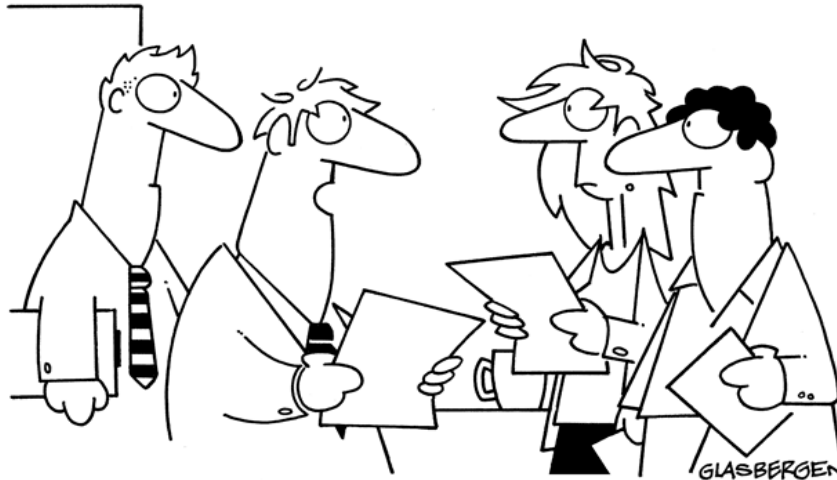


What is a Team?

“ A team is a group of individuals who work together to produce products or deliver services for which they are mutually accountable.

Team members share goals, are interdependent in their accomplishment, and affect the results through their interactions with one another.

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Because the team is held collectively accountable, the work of integrating with one another is included among the responsibilities of each member.”

Mohrman, Cohen & Mohrman
Designing Team-Based Organisations.

“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”



Key Concepts

Teams:

- ✿ Shared objectives & values
 - ✿ The team is more important than individuals
- ✿ Team members interact to achieve objectives
 - ✿ Work with & rely on each other
- ✿ Team members have agreed and defined roles
 - ✿ Complement each other & respect boundaries
- ✿ Teams have defined behaviours
 - ✿ everyone knows how to behave with respect for each other

Team members:

- ✿ multi-skill, carrying out a number of team roles
- ✿ understand the parts they are expected to play
- ✿ work flexibly
- ✿ respect other people's points of view
- ✿ tolerate and support colleagues
- ✿ work co-operatively with other team members.
- ✿ take part in team meetings and contribute ideas



Why Have One ?

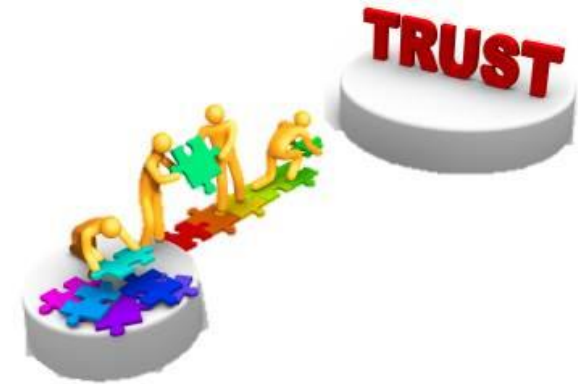
Teams outperform individuals acting alone or in large organisational groupings, especially when performance requires multiple skills, judgements and experiences.

- ✦ Getting difficult things done well



Teamwork has values and behaviours such as listening and responding cooperatively to points of view expressed by others, giving others the benefit of the doubt, providing support for those who need it, and recognising the interests and achievements of others’.

- ✦ Stronger working relationships



Managing Teams vs Groups

Group Members cannot self-manage.

- ✱ Groups spend little time together so rarely agree common values etc.
- ✱ Conflicts are more difficult to prevent and resolve.

Groups need a Senior Manager, rather than a Leader

- ✱ Members work independently so are “self-leading”, but do require managing as a resource to maintain skills and focus on key objectives.

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Teams can become self-managing

- ✱ By taking time to agree common values and behaviours (with sanctions) teams know how to manage their relationships, prioritise work, allocate tasks, measure results and so on.
- ✱ Easier for conflicts to be “nipped in the bud”.

Teams can rotate the Leadership role

- ✱ Different members can take on the leader role for a specific task where they have expertise.



“To be an effective team leader, you need patience, strength, insight, tenacity and courage. If that doesn't work, bribe them with doughnuts.”

What Stage has Your Team Reached ?

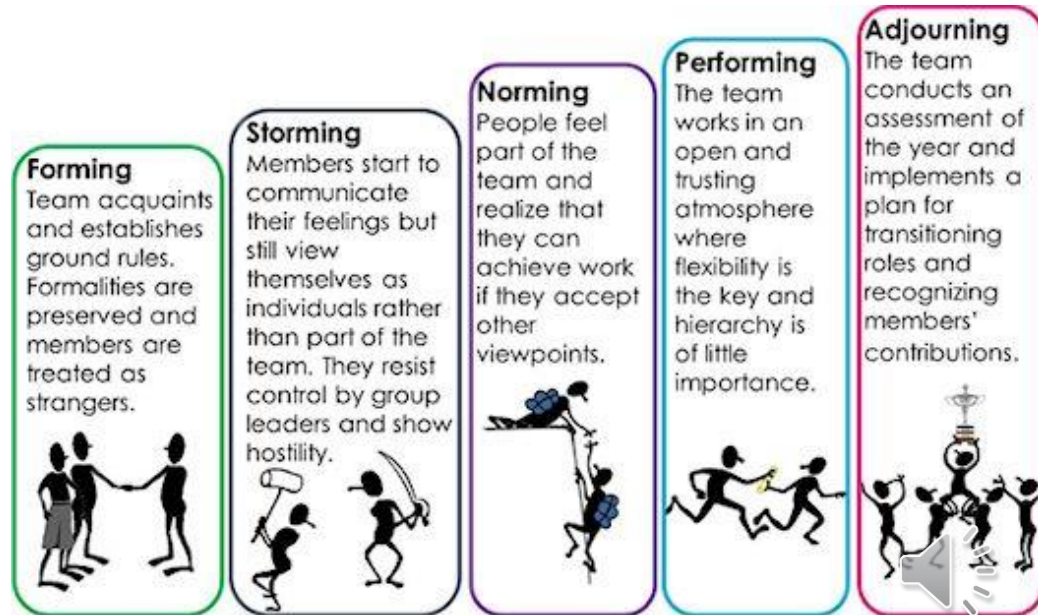
Tuckman's Stages

- ✦ Famous analysis of how teams develop and the behaviours of each stage.
- ✦ Leaders require different focus to move from one stage to another.
- ✦ Good basis for Leaders to review what stage they have reached and
- ✦ What the Team should do to move to the next stage.

The Risks of Storming

“Most teams never get past the storming stage, so they don't trust each other enough to work for common goals and are collections of individual relationships, each vying with the others for power, prestige and position.

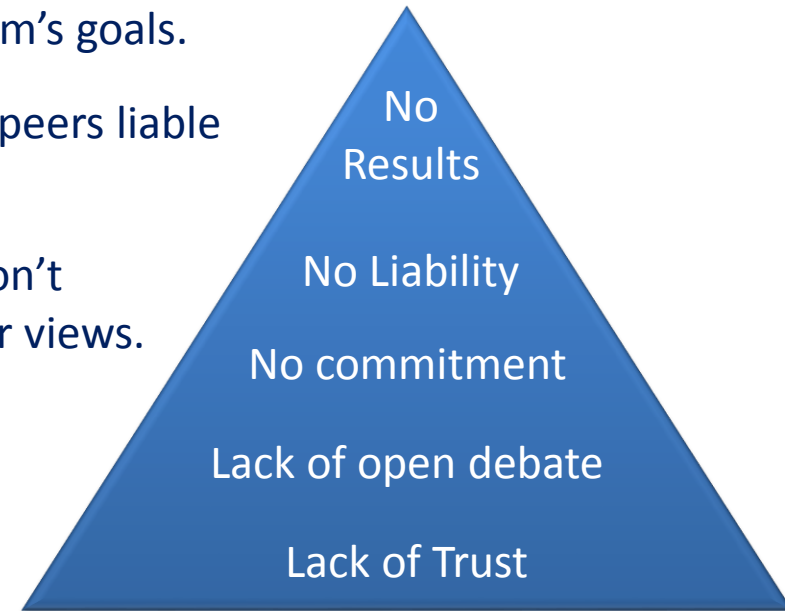
Teams are like a marriage – you have to spend time and effort in making it as positive for everyone as possible.”
Patrick Lencioni



What can go wrong with Teams?

Research points to five interrelated reasons.

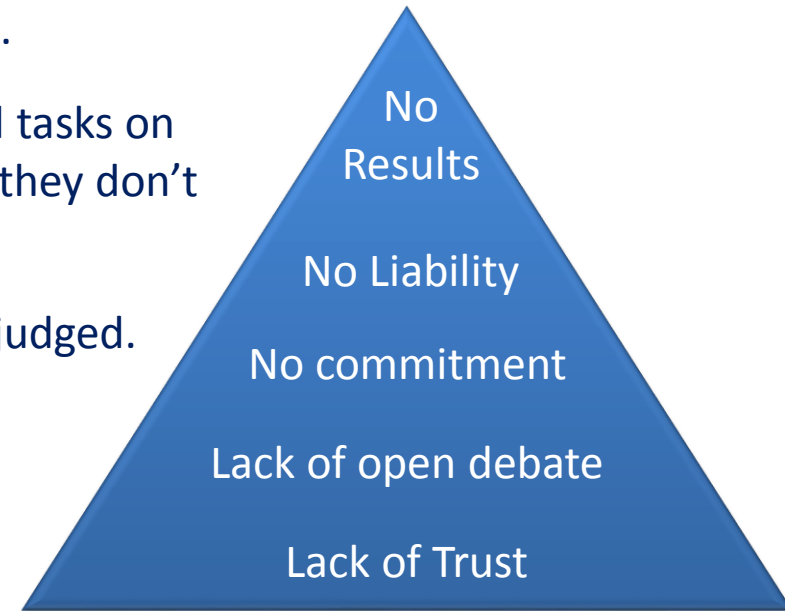
- ✦ Failure to hold anyone accountable reduces focus on measuring results, so team members put their individual needs (such as ego, career development, or recognition) above the team's goals.
- ✦ No commitment means no impetus to hold peers liable for actions that seem against team goals.
- ✦ If their opinions aren't discussed, people won't commit to decisions that don't support their views.
- ✦ No trust breeds fear of conflict, so teams won't debate ideas passionately, they resort to veiled discussions.
- ✦ Absence of trust stems from a lack of certainty about how colleagues will behave towards each other and if there is no openness about mistakes and weaknesses.



Can you mend a broken Team?

Yes, with time and effort.

- ✿ Everyone is praised when a team achieves it's goals and they all share in failures as learning opportunities. The team becomes the one to join because it gets the most interesting jobs and does well at them.
- ✿ All team members must deliver their agreed tasks on time so others can too and be challenged if they don't
- ✿ Use "Split Level" brainstorming to ensure everyone's ideas are heard, discussed then judged.
- ✿ Work on communication skills – Active Listening, Adult to Adult language, Open Ended Questions.
- ✿ Start with a discussion on common values, positive behaviours and sanctions for negative ones, to develop respect, mutual understanding and the start of trust.



And finally

- ☀ Was this useful for you?
- ☀ What questions haven't we answered?
- ☀ What else might we be able to do to help?
- ☀ Please let us know



Thank you for your time.


Jeremy Scuse

