Building Effective Teams and Teamwork

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Learning Objectives

Diagnose and facilitate team development
Build high-performance teams
Facilitate team leadership
Foster effective team membership

Teams

Groups of people who are interdependent, interact with each other, and see themselves as a unique entity.

A Team Metaphor
A Team Metaphor

Effectives teams are like geese
They both have interdependent members
They are more efficient working together
They create their own magnetism

A Team Metaphor (con’t)

They do not always have the same leader
Members care for and nurture one another
They cheer for each other
They have a high level of trust

The Team Explosion

79% of Fortune 1000 companies use self-managed teams
91% use employee work groups
More than 2/3 of college students participate in teams
Team and Performance

Teams can improve performance by:
- Cutting staffing costs
- Reducing errors
- Improving decision making
- Improving employee relations

A Team Example

Logistical Support for the United States Armed Services in the 1990 Persian Gulf War.

Pagonis’ Team

- 122 million meals
- 1.3 billion gallons of fuel
- Tanks, planes, ammunition, etc
- 500 new traffic signs in different languages
- 500 tons of mail each day
- 70,000 contracts
Stages of Team Development

1. Forming
2. Norming
3. Storming
4. Performing
5. Adjourning

Groupthink

When the preservation of the team takes precedence over good decisions and problem solving.

Janis’ Examples of Groupthink

Cuban Missile Crisis
Bay of Pigs
Symptoms of Groupthink

- Illusion of invulnerability
- Shared stereotypes
- Rationalization
- Illusion of morality
- Self-censorship
- Direct pressure
- Mind-guarding
- Illusion of unanimity

Resolving Groupthink

- Critical evaluators
- Open discussion
- Subgroups
- Devil’s advocate
- Second-chance meetings

Xerox Dissemination Process

Insert figure 9.2
Attributes of High Performing Teams

Performance outcomes
Specific, shared purpose and vision
Mutual, internal accountability
Blurring of formal distinctions
Coordinated, shared work roles

Inefficiency leading to efficiency
Extraordinarily high quality
Creative continuous improvement
High credibility and trust
Clarity of core competence

Leading Teams

Two critical factors:
Developing credibility and influence
Establishing a motivating vision and goals
Developing Credibility
- Demonstrating integrity
- Being clear and consistent
- Creating positive energy
- Building a base of agreement

Developing Credibility
- Using one-sided and two-sided arguments appropriately
- Encouraging team members to help them personally improve
- Sharing information

Team Leadership and Goals
- SMART Goals
  - Specific
  - Measurable
  - Aligned
  - Realistic
  - Time-bound
Effects of Goals on Performance

**Everest Goals**
- Represents ultimate achievement
- Clear and compelling
- A unifying focal point
- Builds team spirit

**Examples of Everest Goals**
- **Henry Ford** – Affordable cars for employees
- **Masaru Ibuka** – Sony to overcome image of Japanese quality
- **Steven Jobs** – One computer for every person on the planet
- **Sam Walton** – Wal-Mart to become a trillion-dollar company
Team Membership

Team members not only need clear goals, they need roles to help facilitate task accomplishment and group cohesion.

Task Facilitating Roles

- Direction giving
- Information seeking
- Information giving
- Elaborating
- Urging
- Monitoring
- Process analyzing
- Reality testing
- Enforcing
- Summarizing

Relationship Building Roles

- Supporting
- Harmonizing
- Tension Relieving
- Confronting
- Energizing
- Developing
- Consensus building
- Empathizing
Blocking Roles

- Dominating
- Overanalyzing
- Stalling
- Remaining passive
- Over-generalizing
- Fault-finding

- Premature decision making
- Presenting opinions as facts
- Rejecting
- Pulling rank
- Resisting
- Deflecting

Feedback

Many managers are afraid of correcting bad behaviors because they don’t want to offend employees.

Rules for Effective Feedback

- Focus on behaviors
- Focus on observations
- Focus on descriptions
- Focus on a specific situation
Rules for Effective Feedback
Focus on here and now
Focus on sharing ideas and information
Give feedback that is valuable
Give feedback at an appropriate time and place

Management Skills for High Performing Teams

Behavioral Guidelines
Diagnose the stage that your group is in to facilitate team development
Provide structure in the forming stage, support in the norming stage, independence in the storming stage, and foster innovation in the performing stage
Behavioral Guidelines

- Develop credibility as a prerequisite to leading a team
- Establish SMART and Everest goals
- Encourage performance of task and relationship leader roles
- Confront blocking behaviors
- Provide effective feedback