High Performing Teams: Participating, Leading, Coaching

Webinar Objectives

- Understand what a team is and what it is not

- Understand why team dynamics are important

- Understand the characteristics of high performing teams, team members and team leaders

- Understand the purpose, value, and nature of coaching in team situations

High Performing Teams: What are they?

Teams

- **Why learn about teaming / coaching, etc.?**
  - **You are proficient in your technical duties**
  - **New teams = new situations / new ways of doing business**
  - **Team's success will require much more than technical ability**
  - **This training provides skills for that success**

Work Group vs Team

Teams are a form of work group...

Not all work groups are teams

✓Work groups have a strong *individual* focus

✓Teams have a strong *collective* focus

Groups vs Teams

Work Groups

- ✓ Are concerned with individual accountability
- ✓ Come together to share information and perspectives
- ✓ Focus on individual goals
- ✓ Produce individual work products

Teams

- ✓ Are concerned with individual AND mutual accountability
- ✓ Frequently come together for discussion, decision making, problem solving, and planning
- ✓ Focus on team goals
- ✓ Produce collective work products

Groups vs Teams (continued)

Work Groups

- ✓ Define individual roles, responsibilities, and tasks
- ✓ Concerned with each individual's outcome and challenges
- ✓ Are shaped by the manager, who guides purpose, goals, and approach

Teams

- ✓ Define individual responsibilities, roles, and tasks to help team do its work; often share and rotate them
- ✓ Concerned with outcomes of everyone and with challenges facing team
- ✓ Are shaped by team leader and team members, who help to guide purpose, goals, and approach

Group Development Stage Theory

- R. B. Lacoursiere – 1980
- Teams go through various stages as they work together
- Participants are usually unaware of stages
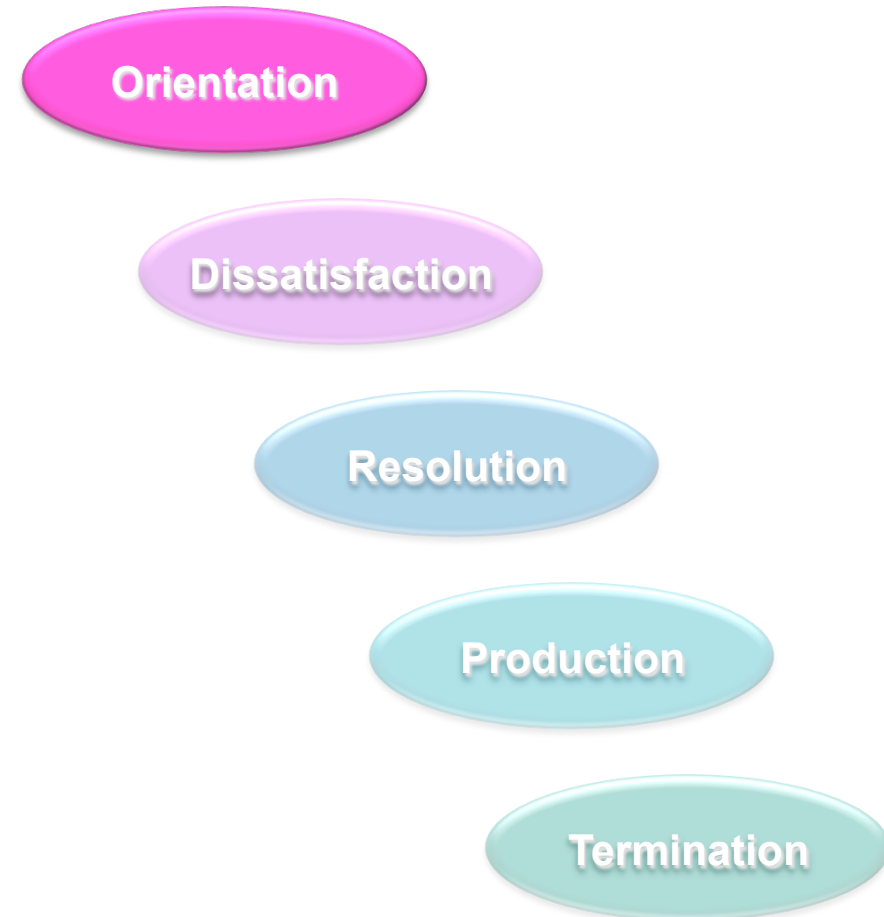- Different leadership styles are needed at each stage

Orientation → **Dissatisfaction** → **Resolution** → **Production** → **Termination**
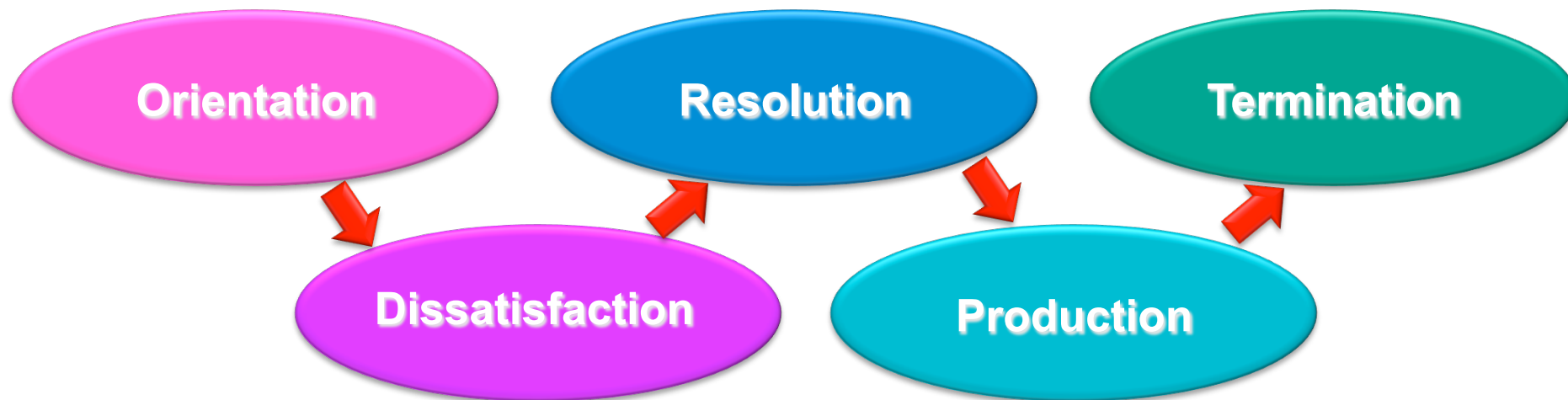
Orientation

Behavior and Characteristics

- ☑ Purpose and goals are unclear
- ☑ Uncertain, tentative but eager
- ☑ Communication is low
- ☑ A few members dominate

Leadership (may be) required to:

- ☑ Build a common purpose
- ☑ Clarify roles and responsibilities
- ☑ Provide direction
- ☑ Provide opportunities to socialize

Orientation

Dissatisfaction

Resolution

Production

Termination

Dissatisfaction

Behavior and Characteristics

☑ Resistance

☑ Conflict and competition

☑ Search for communication methods

☑ Struggle over approach and direction

Leadership (may be) required to:

☑ Define areas of agreement

☑ Encourage participation

☑ Flush out hidden agendas

☑ Develop team 'norms' (processes) for meetings and work

Orientation

Dissatisfaction

Resolution

Production

Termination

Resolution

Behavior and Characteristics

- ☑ Most conflicts resolved
- ☑ Confident, sense of momentum
- ☑ Members relate interdependently
- ☑ Lower anxiety, members support others

Leadership (may be) required to:

- ☑ Celebrate successes
- ☑ Review goals and progress
- ☑ Act as facilitator and enabler
- ☑ Focus on improving processes

Orientation

Dissatisfaction

Resolution

Production

Termination

Production

Behavior and Characteristics

- ☑ **Trust is a norm**
- ☑ **High morale, high output**
- ☑ **Self-facilitating**
- ☑ **Work proactively for the good of the team**

Leadership (may be) required to:

- ☑ **Share leadership**
- ☑ **Seek performance improvements**
- ☑ **Test for consensus**
- ☑ **Assess results with continuous feedback**

Orientation

Dissatisfaction

Resolution

Production

Termination

Termination

Behavior and Characteristics

- ☑ Completion of roles
- ☑ Reduction of interdependency
- ☑ Sadness, mourning
- ☑ Sense of accomplishment

Leadership (may be) required to:

- ☑ Watch for productivity drop
- ☑ Focus on closing tasks and documentation
- ☑ Record lessons learned for future projects
- ☑ Provide opportunity for acknowledgment

Orientation

Dissatisfaction

Resolution

Production

Termination

Characteristics of the Team

- Have a clear mission and purpose

- Have well-defined goals

- Leverage diversity of skills and perspectives

- Establish roles, responsibilities, and group norms

- Obtain balanced participation

- **Maintain open and collaborative communication**

- **Foster trusting and cooperative relationships**

- **Utilize effective decision-making process**

- **Use functional conflict resolution process**

- **Exercise shared (participative) leadership**

Mission and Purpose

- **Team's internal compass**

- **Defines why team is formed**

- **Describes what problem is to be addressed**

- **Perhaps a charter given by management**

Defined Goals

- **Begin with a vision of end state**
  - Provides priority
  - Sets direction for actions and decisions
- **Make goals measurable**
- **Define benchmarks and schedule**
  - Do this *early* in the life of the team

Leverage Diversity

- **Technical capability**

- **Subject matter expertise**

- **Work styles**
  - Logical and data-oriented
  - Organized and detail-oriented
  - Supportive and emotionally-oriented
  - Strategic and idea-oriented

Roles, Responsibilities, Norms

- **Roles and responsibilities**
  - **May be known**
  - **May needed to negotiated**
- **Team norms may be less defined**
  - ✓ Meetings
  - ✓ Communication
  - ✓ Accountability
  - ✓ Decision making
  - ✓ Conflict resolution
  - ✓ Consensus

Balanced Participation

- Team members contribute when appropriate

- Subject matter expertise is employed

- Member opinions are valued and sought

- Tasks and activities are completed on time

- Step up to provide leadership role, as needed…

- Then, step back down

Communication

- **Open and honest – no hidden agendas**

- **Depersonalize discussions**

- **Emphasize collaboration**

- **Seek consensus**

- **Develop team (internal) communication plan**

Trust

- **Foster trusting and cooperative relationships**
- **Delegate responsibility to the lowest possible level**
- **Members should personally know each other**
- **No cliques**
- **No blaming**
- **Keep commitments**

Decision Making

- **Team depends on an effective decision-making process**

- **Multiple processes exist**

- **Pick one that matches the nature of the work**

Recognize the problem → Define the problem → Gather Information → Develop Alternative Solutions → Select the Best Alternative → Implement the Best Alternative → Evaluate the Outcome

Conflict Resolution

- **Teams use a functional conflict resolution process**

1. Agree that there is a problem

2. Define & agree to a description

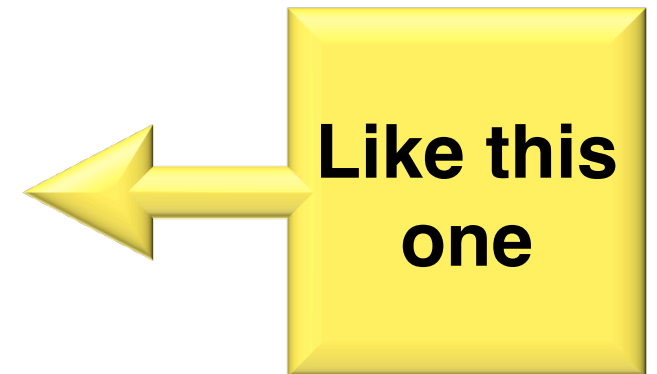3. Define "must haves" for each party

4. Define "constraints" for each party

5. Generate possible solutions

6. Evaluate the possible solutions

7. Refine the acceptable solutions

8. Agree on a mutually acceptable solution

Like this one

Shared Leadership

- **Decentralized interaction**

- **Greater task completion**

- **Reciprocal support**

- **Mutual accountability**

- **Ownership**

Any Questions?

Participating on
High Performing Teams

Characteristics of Members

- Be an involved participant

- Listen actively

- Communicate, communicate, communicate

- Share information, knowledge, and experience

- Be reliable

Characteristics of Members (continued)

- Be flexible

- Work as a problem solver

- Resolve conflicts using team norms

- Treat others with respect

- Build relationships / trust and be trusted / put the team first

Active Participation

- Share thoughts and ideas

- Contribute to decision making

- Help implement solutions

- Assist in conflict resolution

- Meet deadlines for your assignments

Active Listening

- **Pay attention**

- **Show that you are listening**

- **Provide feedback**

- **Defer judgement**

- **Respond appropriately**

- **Watch for non-verbal cues**

Communication

- Use team procedure (one of the norms)
- Use the right form of communication:
  - Face to face
  - E-mail
  - Text
  - Phone call
  - Letter
  - Social media

- Each platform has its own set of etiquette rules and skill sets

Sharing Information

- **Essential for efficiency and effective collaboration**

- **Raises the knowledge level of the team**

- **Builds trust – breaks down "silos"**

- **Gets right information to right people**

- **Share info up, down, and sideways**

Reliability

- **Keep your commitments, don't overcommit**

- **Manage expectations, be honest**

- **Pull your own weight**

- **Be punctual**

- **Be consistent**

- **Whatever you do, do it well**

Flexibility

- **Deal with changing conditions**

- **Consider different points of view**

- **Collaborate**

- **Compromise when needed**

Problem Solver

- Help identify/define problem

- Actively participate in problem-solving strategies

- "If you identify a problem...bring a potential solution too"

- Assist in implementation of solution

- Provide feedback on implementation

Use Team Norms

- **Many norms will be defined by SOPs**

- **Participate in development of additional team norms**

- **"Live" the norms on a daily basis**

Respect

- **Think about…**
  - Personality types
  - Cultural differences
  - Generational differences

- **No gossip, lies, or bullying**

- **Respecting others builds trust**

Relationships

- Build positive relationships with your teammates
- Participate in open communication and active listening
- Be accountable
- Recognize accomplishments
- Show some of the real "You"
- Develop and use your own "Emotional Intelligence"

Any Questions?

Leading High Performing Teams

Team Leadership

- **High-performing teams need a leader who is both a facilitator and enabler**

- **A leader needs to recognize and react to regression in the team**

Facilitator / Enabler

- Set clear directions...get out of the way

- Eliminate distractions, guesswork, politics and needless tasks

- Remove roadblocks

- Keep everyone on same page

  ...and pointed in same direction

Being a Team Leader

You're only as good as your Team

High Performing Teams start with good leadership

Leadership Skills

- **Develop Structure**
- **Clearly Communicate**
- **Lead by Example**
- **Encourage Trust**
- **Provide Motivation**
- **Be Reliable**

Develop Structure

- **Project Management Plan**

- **Work Breakdown Structure**

- **Organizational Breakdown Structure**

- *RESPONSIBILTY ASSIGNMENT MATRIX*

- **Baseline Schedule**

- **Baseline Budget**

- **Project-Specific Procedures**

Clearly Communicate

- Communications Plan as part of the PMP

- Frequent, Recurring

- Be Clear and Consistent

- Common information repository: SharePoint, FTP site

- Be a *Good Listener*

Lead by Example

- **Roll your sleeves up**
- **Take responsibility**
- **Be truthful**
- **Acknowledge failure**
- **Create solutions**
- **Delegate**
- **Listen**
- **Watch what you say**

Encourage Trust

- Be yourself
- Be honest
- Share some of your personal life
- Celebrate successes, even the small ones
- Be direct, but diplomatic
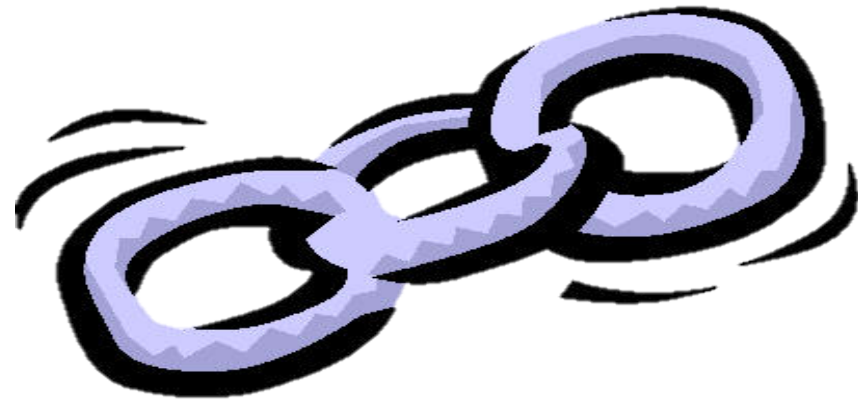- Listen more, talk less
- Remember what team members tell you

Provide Motivation

- **Set clear goals**
- **Communicate the vision**
- **Empower people**
- **Provide support, when needed**
- **Show appreciation**
- **Have FUN**
- **Say "Thank You"**

Be Reliable

- **Keep your promises**
- **Be consistent**
- **Be punctual**
- **Treat team member equally**
- **Provide assistance when needed**

Regression

- **Watch out! Team performance may go backwards when there is a:**

  – Change in membership

  – Change in leadership

  – Change in goals or direction

- **May need to step in more (change coaching style)**

  – Goal clarification and role clarification

  – Conflict management

Any Questions?

Coaching High Performing Teams

All teams need some coaching

- You're only as good as your team
- High-performing teams start with *Good Leadership*
- Coaching is an indispensable leadership skill

Who needs to be coached?

- **Assess the situation...**

  Are there problems with:

  - ✓ **Work Product**
  - ✓ **Dependability**
  - ✓ **Cooperation**
  - ✓ **Adaptability**

  - ✓ **Communication**
  - ✓ **Decision Making**
  - ✓ **Problem Solving**
  - ✓ **Planning**

Leadership (coaching) styles

- Kurt Lewin laid the groundwork in 1939
- Credited with defining and differentiating the 3 classical leadership styles
- His were based on "leadership climates" as an outcome of leadership style
- Others have added styles, discussed group dynamics, and defined situational leadership

Lewin's Leadership Styles

Authoritarian

Laissez-faire

Democratic

Authoritarian Leadership

- Gives clear instructions about what, when, and how it should be done

- Makes independent decisions without team input

- Decision making is less creative

- Suitable in emergency situations…

- Or, when the leader is the most knowledgeable

Laissez-faire Leadership

- Provides no guidance to team members
- Decision making power lies with the team
- Works well when team members are highly qualified and performing
- Team members may be confused about their roles
- The team has to be highly motivated for this to work
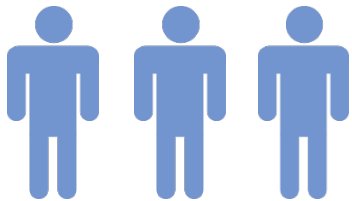
Democratic Leadership

- Considered to be the most effective
- Guides team members and takes input from the team
- Encourages team member to participate and be accountable
- Team members are more motivated
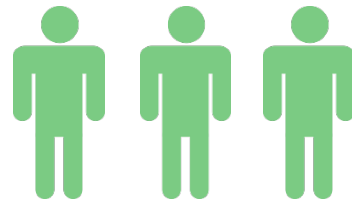- Solutions are often more creative

Comparison

AUTHORITARIAN
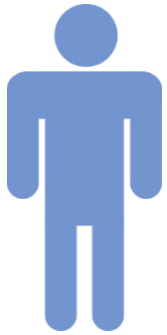
Do 'X'

Coach makes all of
the decisions

LAISSEZ-FAIRE

Do 'X' or 'Y' as you see fit

Limited input from the
coach

DEMOCRATIC

Which is best, 'X' or 'Y'?

Shared decision
making with the coach

62

Coaching skills you'll need

- **Building rapport**
- **Active listening**
- **Questioning**
- **Providing feedback**
- **Be tactful and diplomatic**
- **See different perspectives**
- **Hold them accountable**

Building Rapport

- Natural defense against conflict

- Create an alliance

- Build trust

- Use active listening skills

- Build on others ideas

- If you disagree, give the reason first, then say you disagree

Active Listening

- **Nonverbal signs**
  - ✓ **Smile**
  - ✓ **Make eye contact**
  - ✓ **Attentive posture**
  - ✓ **Mirroring**
  - ✓ **No distractions**

- **Verbal signs**
  - ✓ **Remembering**
  - ✓ **Questioning**
  - ✓ **Reflection**
  - ✓ **Clarification**
  - ✓ **Summarization**

Questioning

- **To obtain information**
- **To clarify a point**
- **To test knowledge**
- **To determine difficulties**
- **To encourage further thought**
- **Ask….don᾿t tell**

Providing Feedback

- Be as specific as possible
- Make it timely
- Describe the impact of the issue
- Address behavior...not personality
- View feedback as a gift

Be Tactful and Diplomatic

- **Listen first, speak second**
- **Show empathy**
- **Establish rapport**
- **Be polite and respectful**
- **Be assertive**

See Different Perspectives

- Knowledge, experience, and background drive people's perspective

- Recognize the truth and value of another's viewpoint

- Don't be contrary or judgmental

- Be rational

- Focus on moving forward positively

Hold Them Accountable

- It's SIMPLE

S = Set expectations

I = Invite commitment

M = Measure progress

P = Provide feedback

L = Link to consequences

E = Evaluate effectiveness

Key Points

- **Teams progress through various stages before becoming highly performing**

- **High performing teams must have several key characteristics**

- **Team members need to actively participate to improve team performance**

- **Teams need internal and external leadership to achieve their goals**

- **Internal and external coaching can improve individual member and collective team performance**

Any Questions?