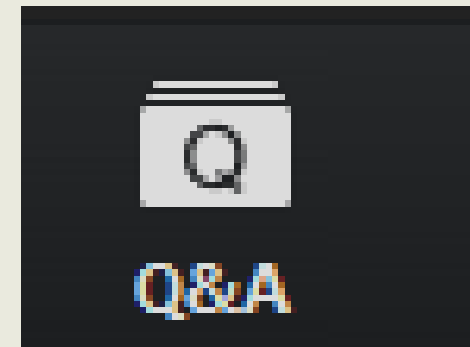# ATTENDEE INFORMATION

Open and hide your control panel with orange **arrow**

Join **audio**
- Mic & Speakers to use VoIP
- Telephone and dial in using the info provided

Note: Today's webinar is being **recorded**.

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Dan Stober, PMP, ITIL

Dan Stober is the Global Portfolio Director for IT Management and Best Practices at Global Knowledge with responsibility for the Project Management, Business Analysis, ITIL, Enterprise Architecture, Agile and Scrum, and ServiceNow portfolios. Dan also manages the Leadership and Business Skills portfolio along with various business partner relationships.

Dan has been with Global Knowledge as a Business Skills instructor and Portfolio Director since his retirement from the US Army in March, 2014. Dan's last assignment in the Army was as the Deputy Director of Logistics for the 2nd Brigade, 82nd Airborne Division. Throughout his time in the Army, Dan was awarded several prestigious leadership awards, including being named Distinguished Leadership Graduate of his Officer Candidate School class.

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Introduction

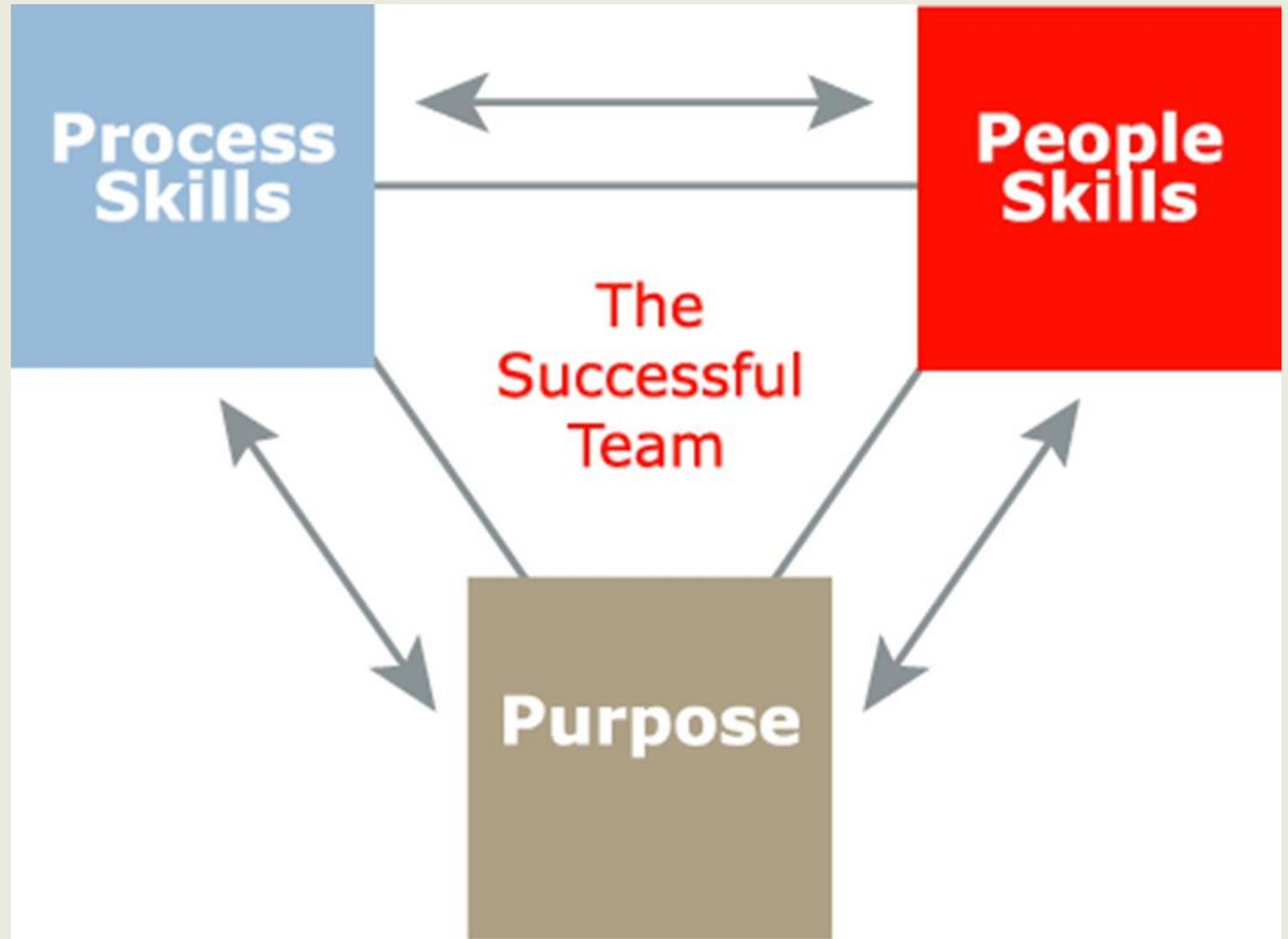Global Knowledge
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Types of Teams

- Natural
  - An organizational team
  - A management team
  - A project team

- Cross-functional
  - Ad hoc team (e.g., to address an immediate problem)
  - Special purpose team (e.g., to handle an office move)

The Successful Team

Process Skills

People Skills

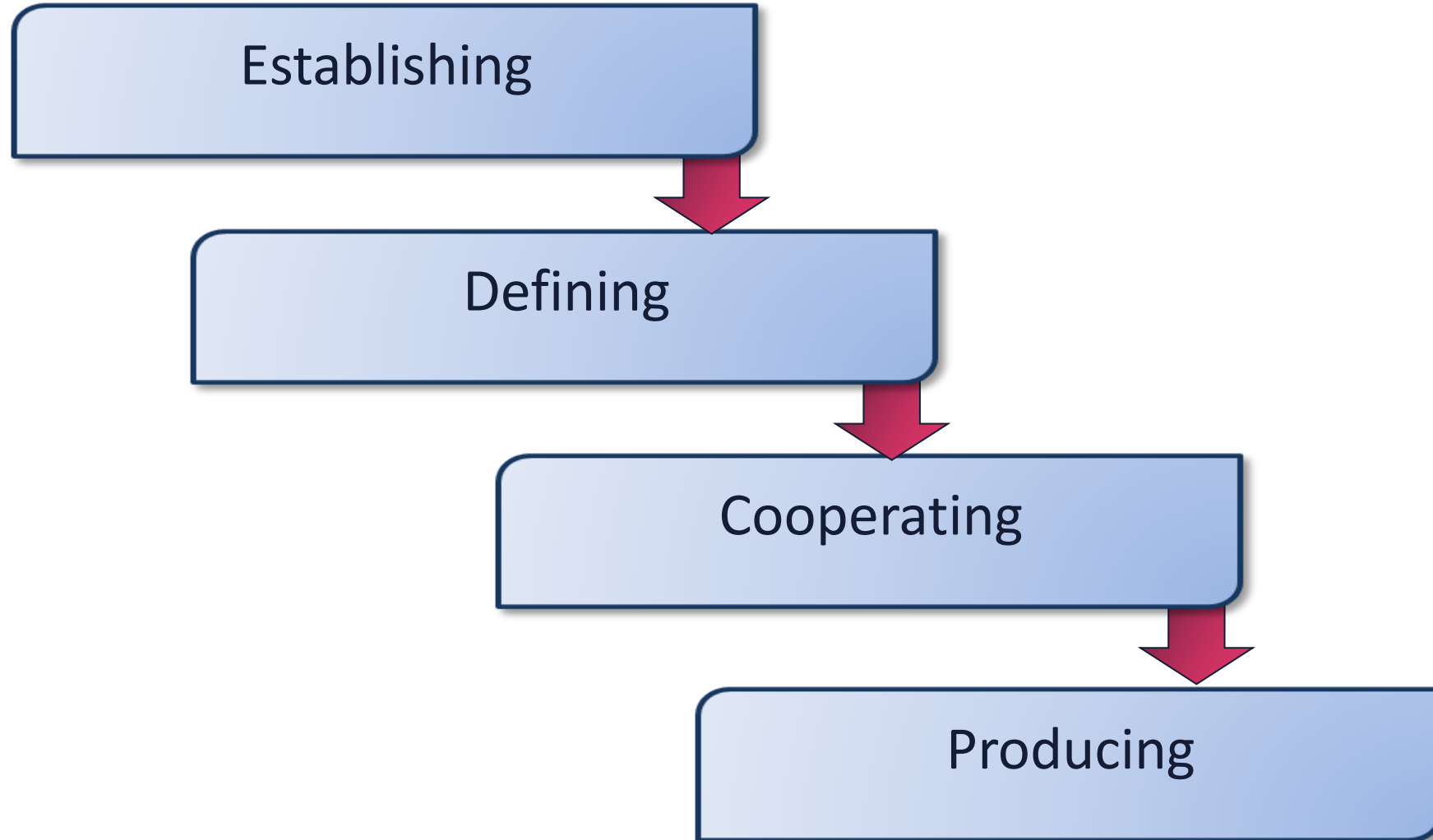The Successful Team

Purpose

What Is a High-Performance Team?

○ A high-performance team is one that produces the results it set out to achieve. It solves problems. It takes advantage of, or creates, opportunities. It helps the organization to improve the way it operates.

○ A high-performance team is characterized by members who:

▫ Know their own roles and how others contribute to the team.

▫ Understand that for the team to achieve success, they must communicate clearly and respect what each member has to say.

▫ Deal with issues and problems openly, with the intent of resolving them, and remove any barriers to success.

▫ Focus on the right things: process and results.
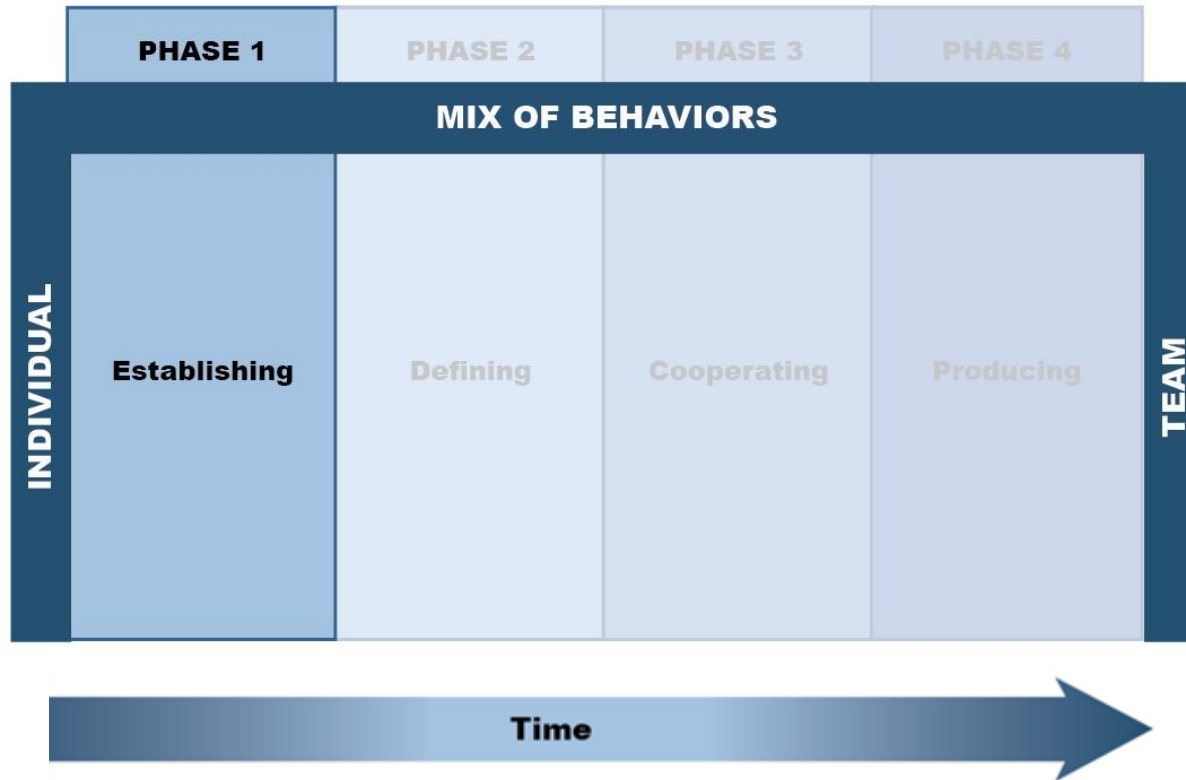
High-Performance Team Model

Phases of Development

Establishing

Defining

Cooperating

Producing

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High-Performance Team Model
Phase 1: Establishing

	PHASE 1	PHASE 2	PHASE 3	PHASE 4	
	MIX OF BEHAVIORS				
INDIVIDUAL	Establishing	Defining	Cooperating	Producing	**TEAM**

Time
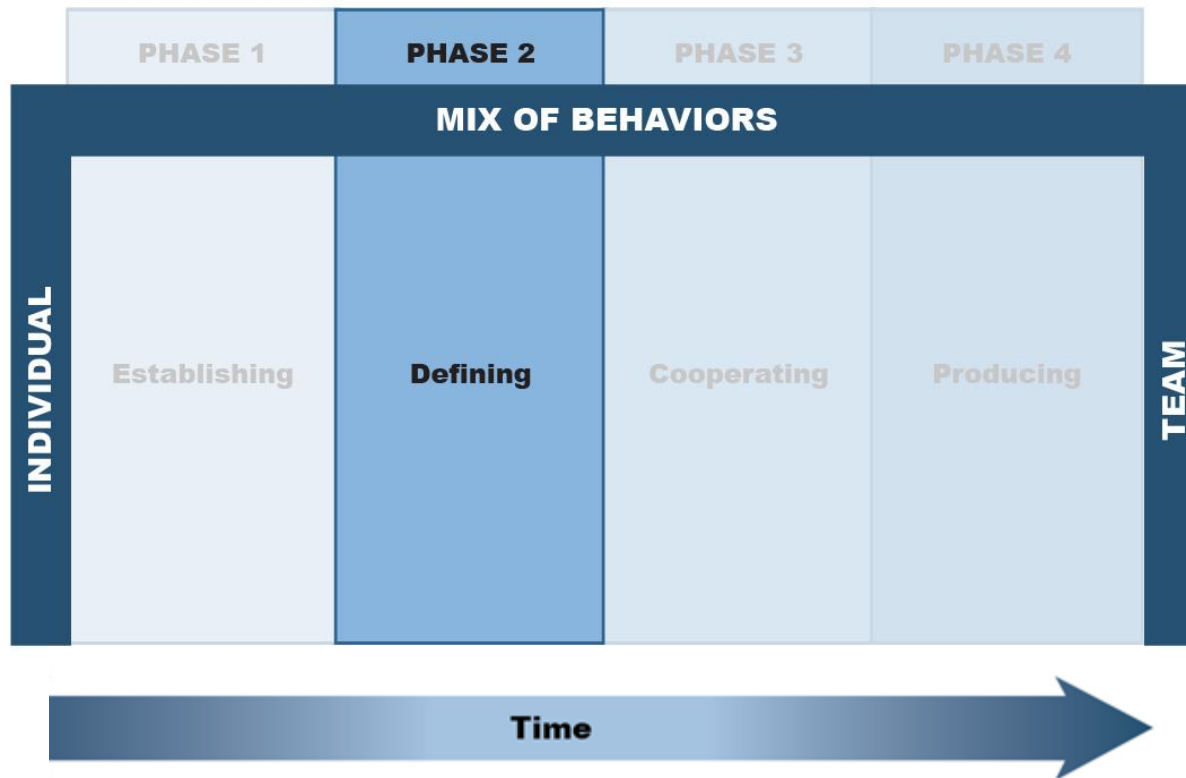
Characteristics:
- Individual behaviors dominate
- Communication is formal in tone
- Focus is on individual perspectives
- Individuals look for team's purpose

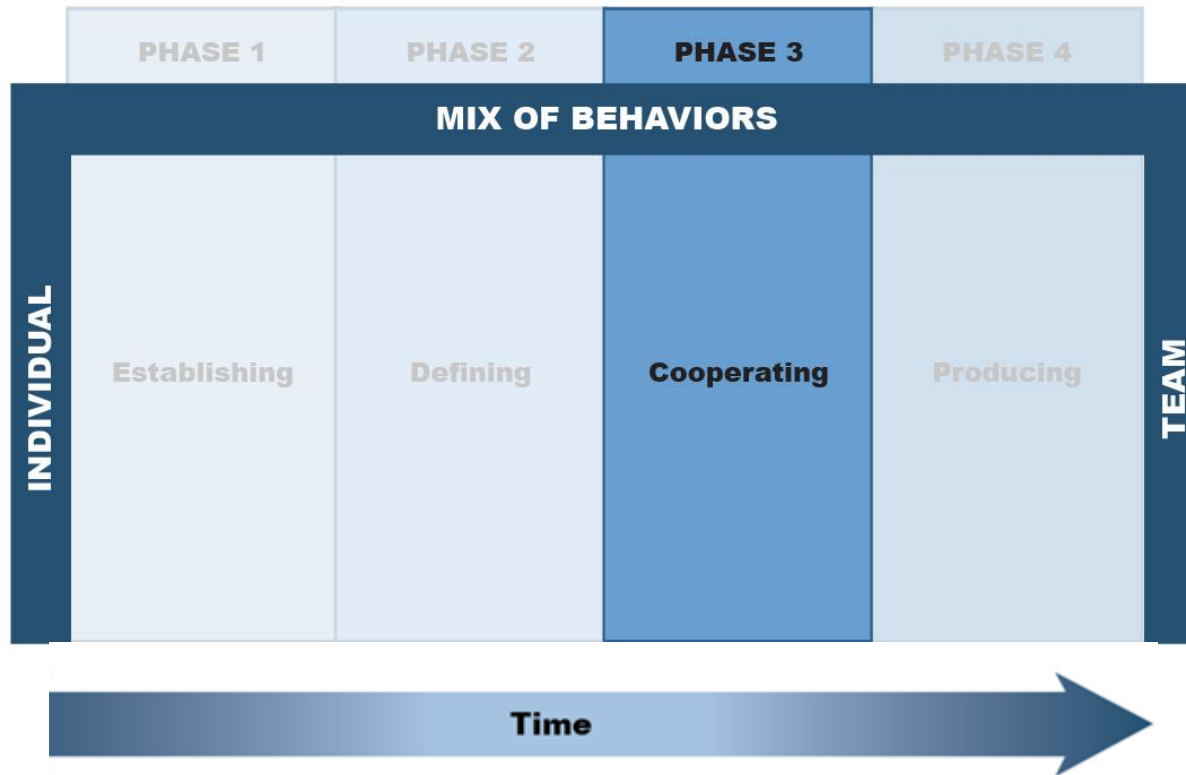# High-Performance Team Model
Phase 2: Defining

Characteristics:
- Shift toward team behaviors
- Communication is formal in tone
- Personal needs evident in interactions
- Team members clarify individual roles

Phase 3: Cooperating

Characteristics:
- Team behaviors are evident
- Communication is more open and informal
- Team needs are evident in interactions
- Decisions are made by the team

High-Performance Team Model
Phase 4: Producing
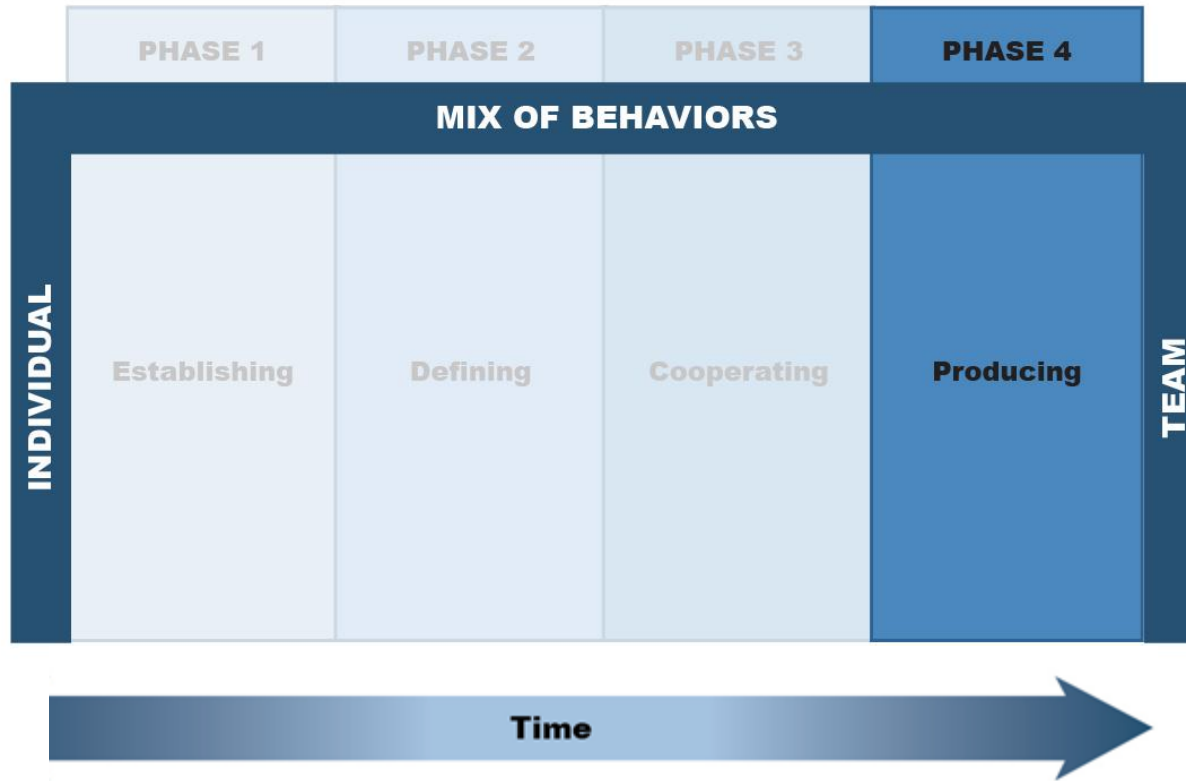
Characteristics:
- Team behaviors dominate
- Communication is open and informal
- Solutions and results are evident
- Team is functioning productively

High-Performance Team Model

Breakthrough Point

Teams must pass through the cooperating phase to the producing phase in order to achieve high performance.
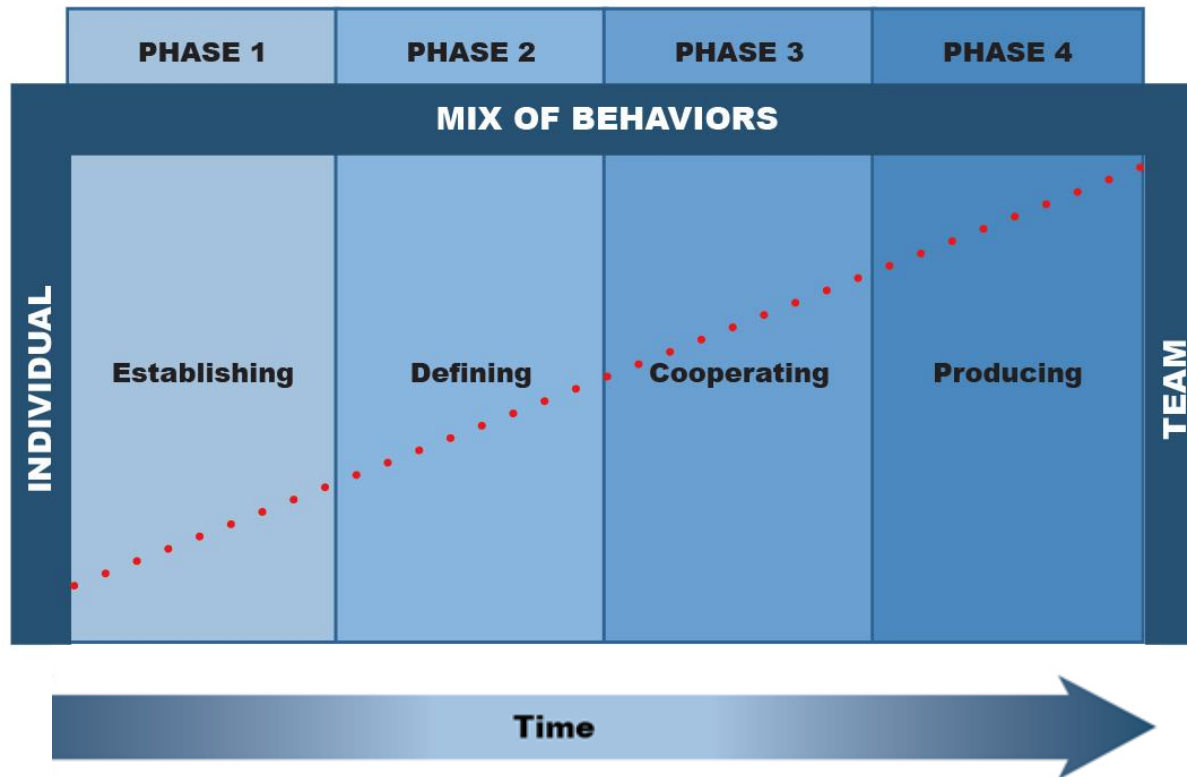
Breakthrough point changes:
- "We" and "us" language
- Team members visibly support one another
- Progress becomes obvious

Team Purpose

The Successful Team - Purpose
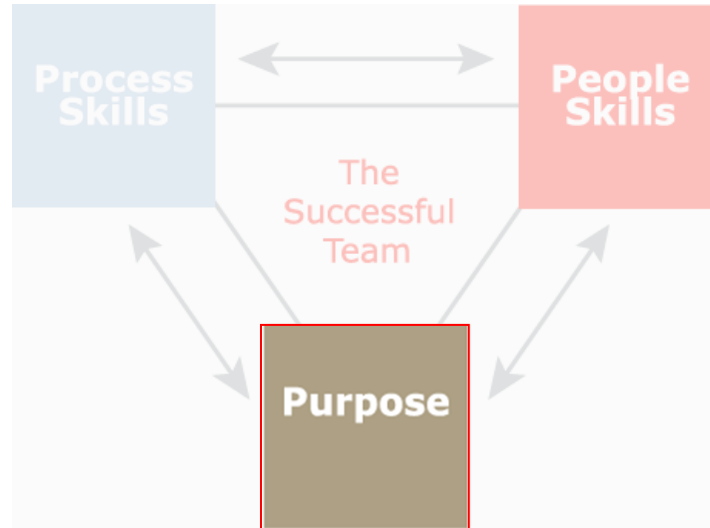
For a team to be successful, it must have a clearly articulated reason for being.

All teams need to have the clarity of purpose that is shared and supported by each member of the team.

Defining Team Purpose

Outcome	Measurement	Timeframe
• *What will the team produce?*	• *How will we know we have produced it?*	• *When will we produce it?*

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Outcome

An outcome describes what the team wants to produce.

Examples:

- Create a zero-injury culture
- Increase management's use of financial reports in making business decisions

Measurement

A measurement makes the outcome quantifiable.

Experience shows that:

- What gets measured gets done
- What we can't measure we have difficulty improving

Examples:

- Create a zero-injury culture by training **100%** of employees in safety practices
- Increase management's use of financial reports in making business decisions to **100%**

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Timeframe

Timeframe adds a specific date or deadline to the purpose.

Examples:

- Create a zero-injury culture by training 100% of employees in safety practices, **by January 1**.
- Increase management's use of financial reports in making business decisions to 100%, **by December 31**.

Team Purpose Statement

We will _____

(Outcome)

by _____

(Measurement)

by _____

(Timeframe)

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People Skills

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The Successful Team – People Skills
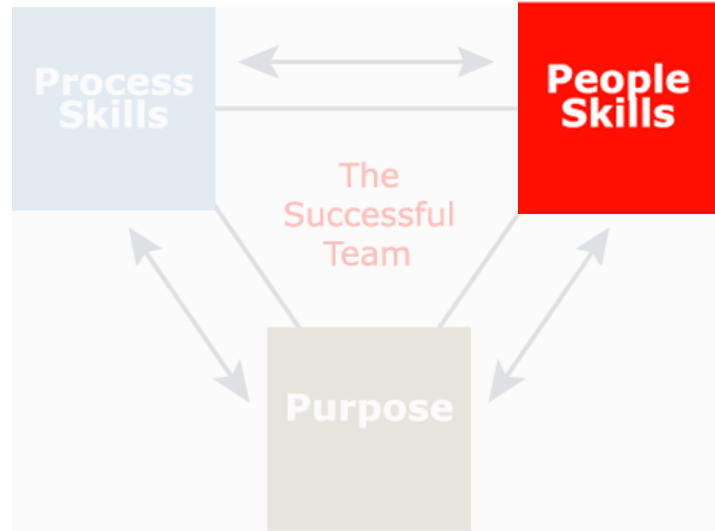
The successful team consists of members who have good interpersonal communication skills.

They know how to:
- Listen
- Ask questions
- Show support for members who need help
- Celebrate individual and team successes

The Importance of Good Communication

- When people are working together as a team, good communication is essential to success.

- Effective communication can improve:

    - Understanding of roles and responsibilities

    - Understanding of expectations

    - Problem analysis

    - The generation of ideas

    - The testing of ideas

    - Decision making

Active Listening

Active listening involves a restatement of either the message or the feelings of the speaker to the satisfaction of the speaker:

Without giving advice

Without analyzing

Without problem-solving right away
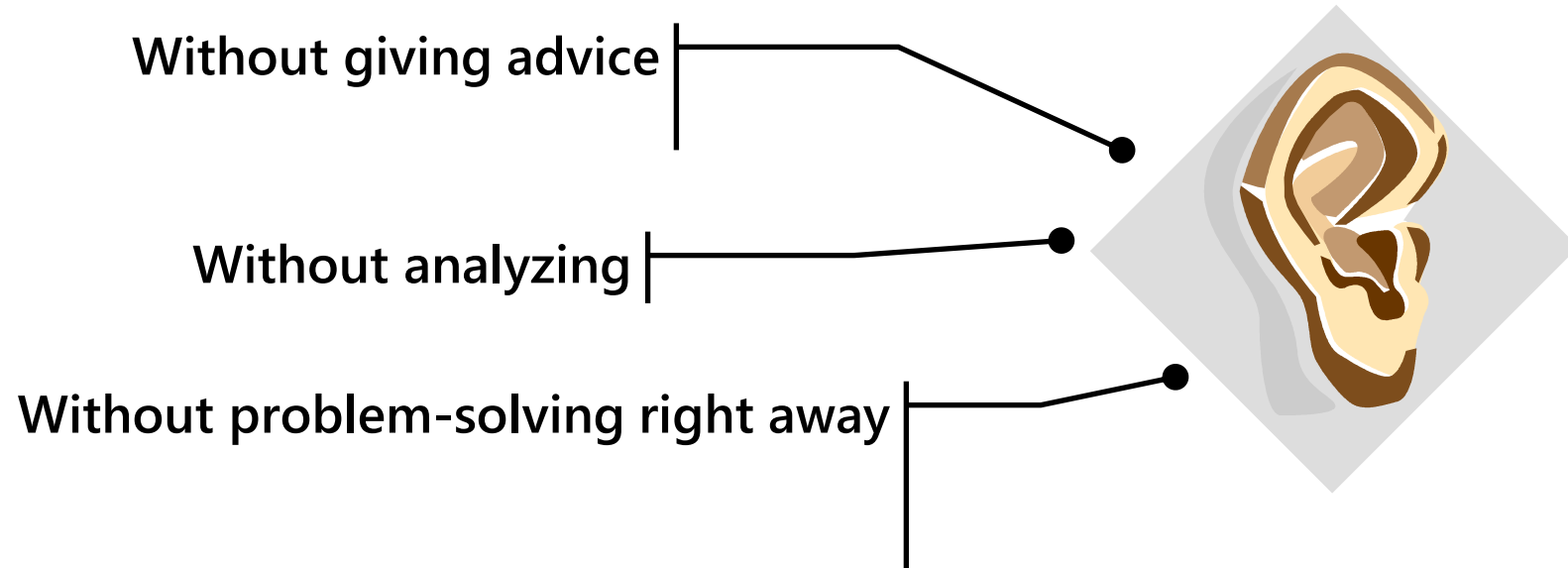
Components of Active Listening

1. **Suspend judgment**

2. **Clarify**

3. **Paraphrase**

4. **Summarize**

5. **Reflect feelings**

6. **Use attending skills**

Be an Active Listener

Listening well is one of the most powerful skills you can bring to communicating effectively:

- Give the speaker your full attention.
- Focus on the speaker's message, not on formulating your response.
- Maintain eye contact.
- Ask open-ended questions.
- Suspend judgment on what the speaker is saying.
- Show you understand by restating what the speaker said.
- Get clarification ("So what you're saying is…").

Asking Questions to Improve Understanding

Use	Example
Probe	"Tell me more about that…"
Focus	"How did you arrive at that figure?"
Give	"Will it be okay if I deliver it on Friday?"
Clarify	"Let me see if I understand you correctly"
Add	"Really! And you said…"
Close	"Is that acceptable?"
Shift	"Okay, the need is clear. Can we talk about the start date?"

Types of Questions

Closed questions:

- Designed to elicit a very short response, usually "Yes" or "No."
  - "Can we use the regional office to handle this?"
- Closed questions usually start with the words:
  - Can, Will, Is, Should, Could

Open questions:

- Designed to open a flow of information.
  - "How do you feel about using the regional offices to handle this sort of thing?"
- Open questions usually start with the words:
  - Who, What, When, Where, Why, How

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Process Skills

The Successful Team – Process Skills
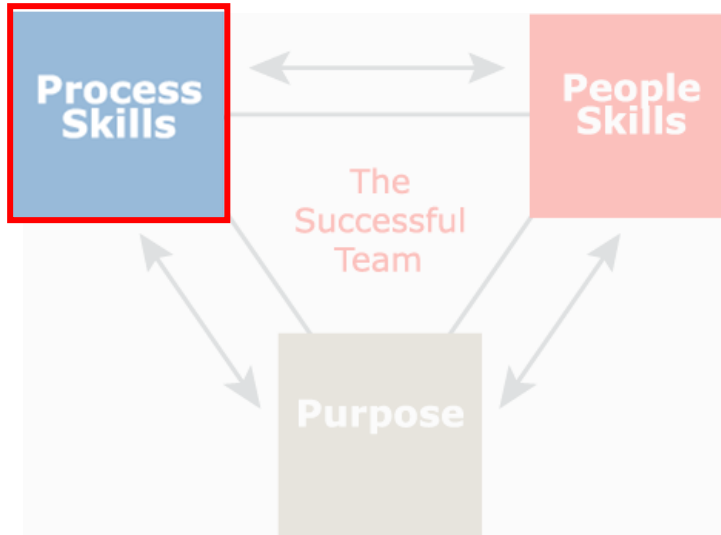
The successful team uses a set of clearly defined tools and processes to select priorities, make decisions, build action plans, and review progress and results.

Each successful team selects those tools and processes it feels are most appropriate in helping it achieve necessary results.

Effective Teams Establish and Follow Processes

- Successful teams typically establish and follow processes for:
  - Problem analysis
  - Decision making
  - Operating norms
  - Resolving conflicts
- Establishing and following agreed-upon processes helps high-performing teams maximize their results.

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Problem Analysis

Slow down

Think critically

Restate the problem

Focus on major factors

Collaborate

Be creative

Structure the analysis

Ask "what if"

Problem Analysis (cont.)

- The team should decide on the process, tools, and techniques that members will use.

- For example, problem analysis techniques include:

  - Five whys

  - Cause and effect analysis

  - Interrelationship diagrams

  - Affinity diagrams

The Decision-Making Process

Define the problem → Identify alternatives → Compare alternatives → Decide

The Decision-Making Process (cont.)

Recognition that a choice must be made

Prediction of the probable outcome for each alternative

| Define the problem | → | Identify alternatives | → | Compare alternatives | → | Decide |

Formulation of options

Decision between competing alternatives

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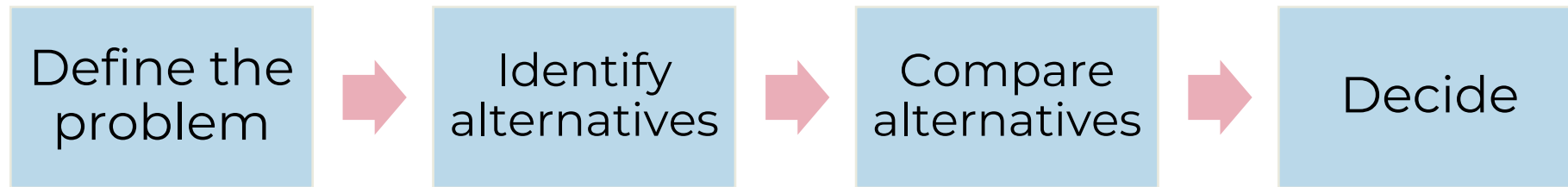
Rules of Conduct

Team Rules of Conduct

- It's important for teams to agree to a set of guidelines or rules to determine how members will interact with each other

- These are sometimes referred to as "ground rules."

- These rules should be established when team is established.

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Creating Rules of Conduct

- Rules of conduct can be triggered by a series of questions:
  - What must everyone commit to in order for the team to be successful?
  - How will we treat each other? Within the team? Outside of the team?
  - How will we deal with disagreements or problems?
- Examples of rules of conduct:
  - Meet all deadlines
  - Honor our commitments
  - Respect ideas and people
  - Assume good intent

Dealing with Team Problems

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Problem-Solving Process

1. What are the symptoms?

2. What are the causes?

3. How will the team deal with the problem?

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Common Team Problems

Unfocused discussions

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

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Possible Solutions – Unfocused Discussions

Unfocused discussions

- Re-direct the discussion
- Be careful not to alienate others
- Create a signal or phrase for taking turns to speak

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

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Possible Solutions – Dominating Team Members

Unfocused discussions

Dominating team members

- Structure discussions so everyone has an opportunity to comment
- Ask the team if there are any changes they would like to make in the balance of the discussion

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

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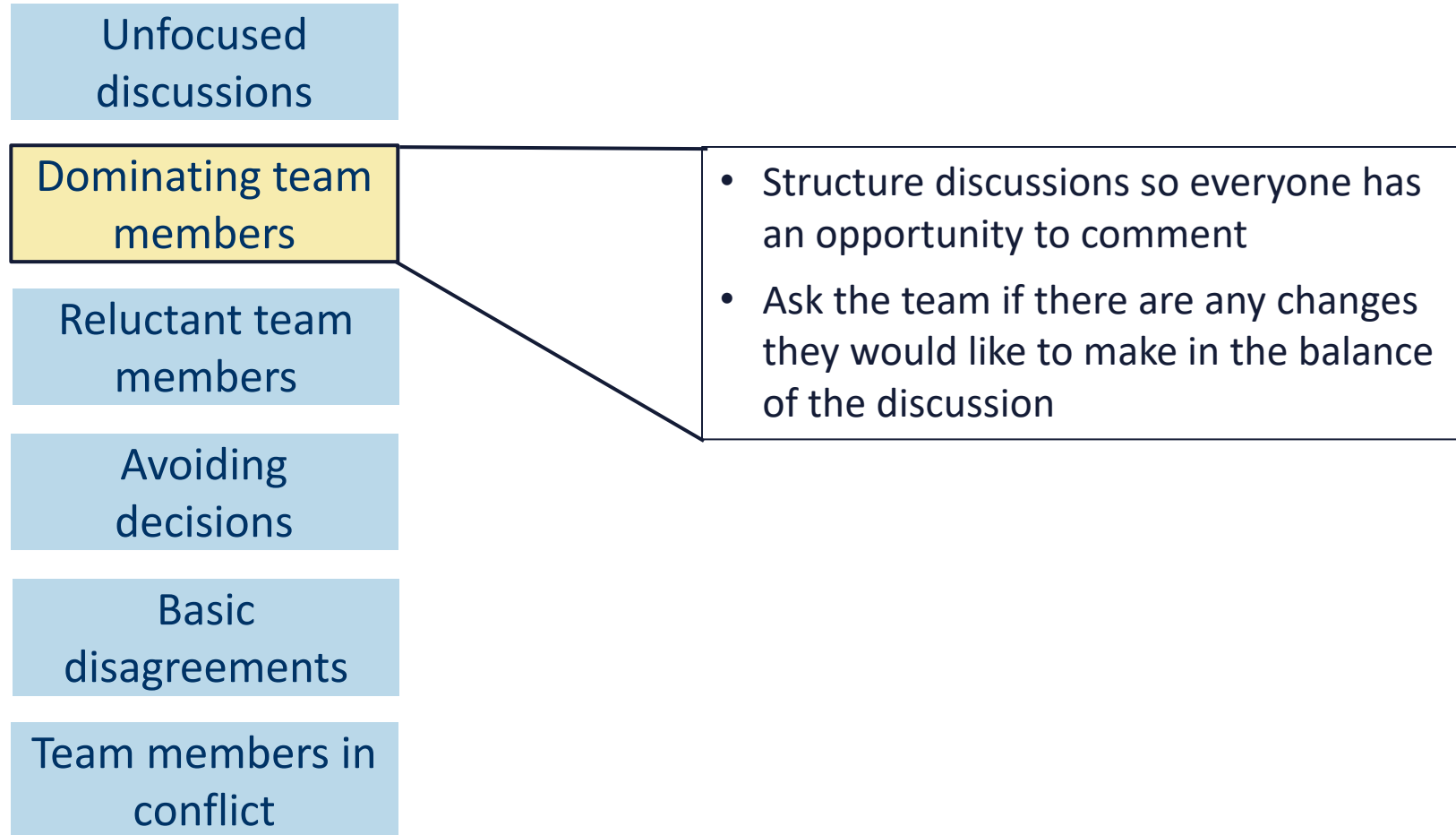
Possible Solutions – Reluctant Team Members

Unfocused discussions

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

- Solicit ideas or opinions from each individual
- Ask team members to write their ideas on sticky notes
- Use verbal, para-verbal, and non-verbal encouragers

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Possible Solutions – Avoiding Decisions

Unfocused discussions

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

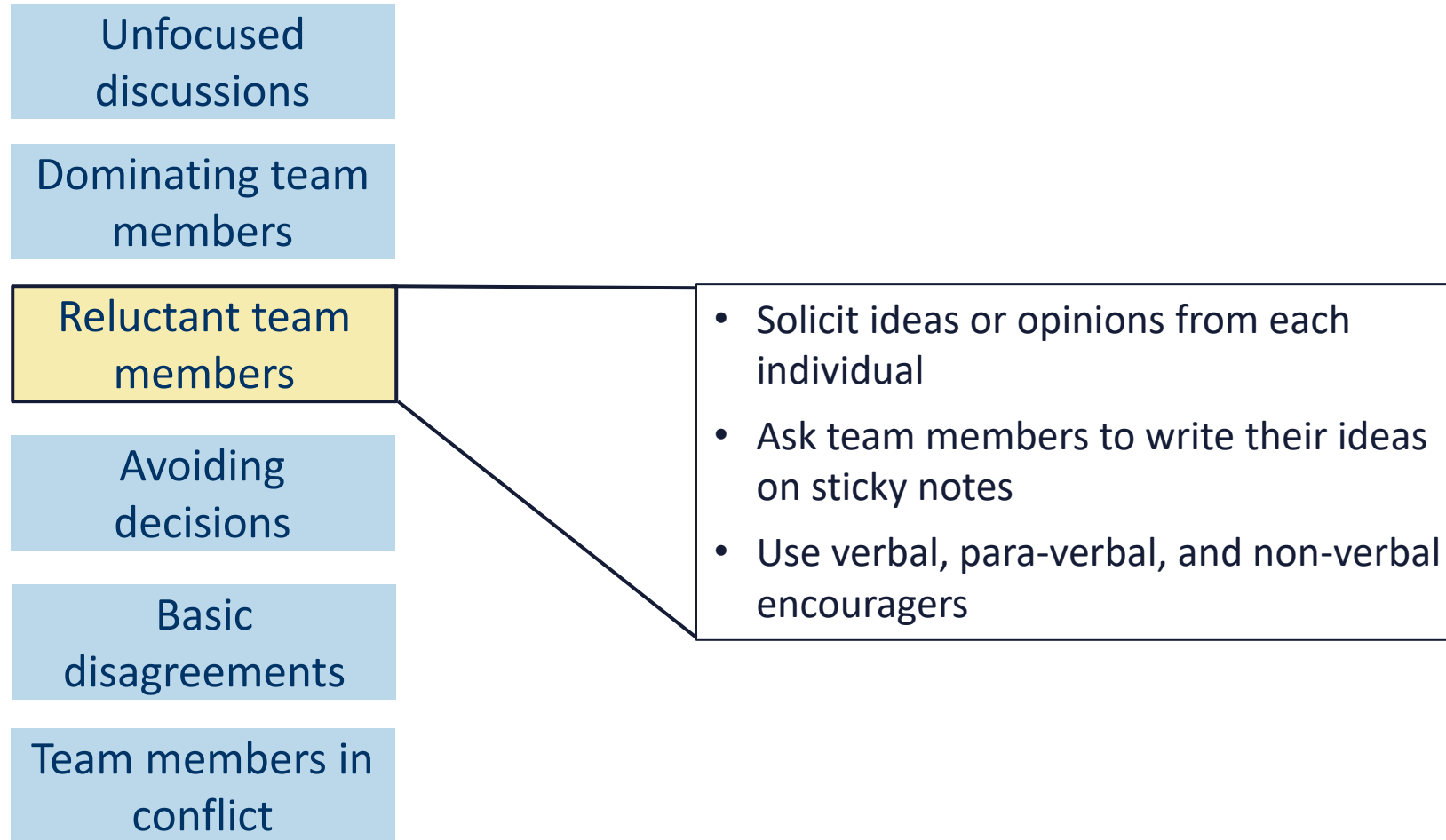- Establish criteria for what you can defer
- Ask what other information is needed to make a decision
- Use questioning skills to get to the root of the discomfort
- Have people write down their concerns, and discuss them
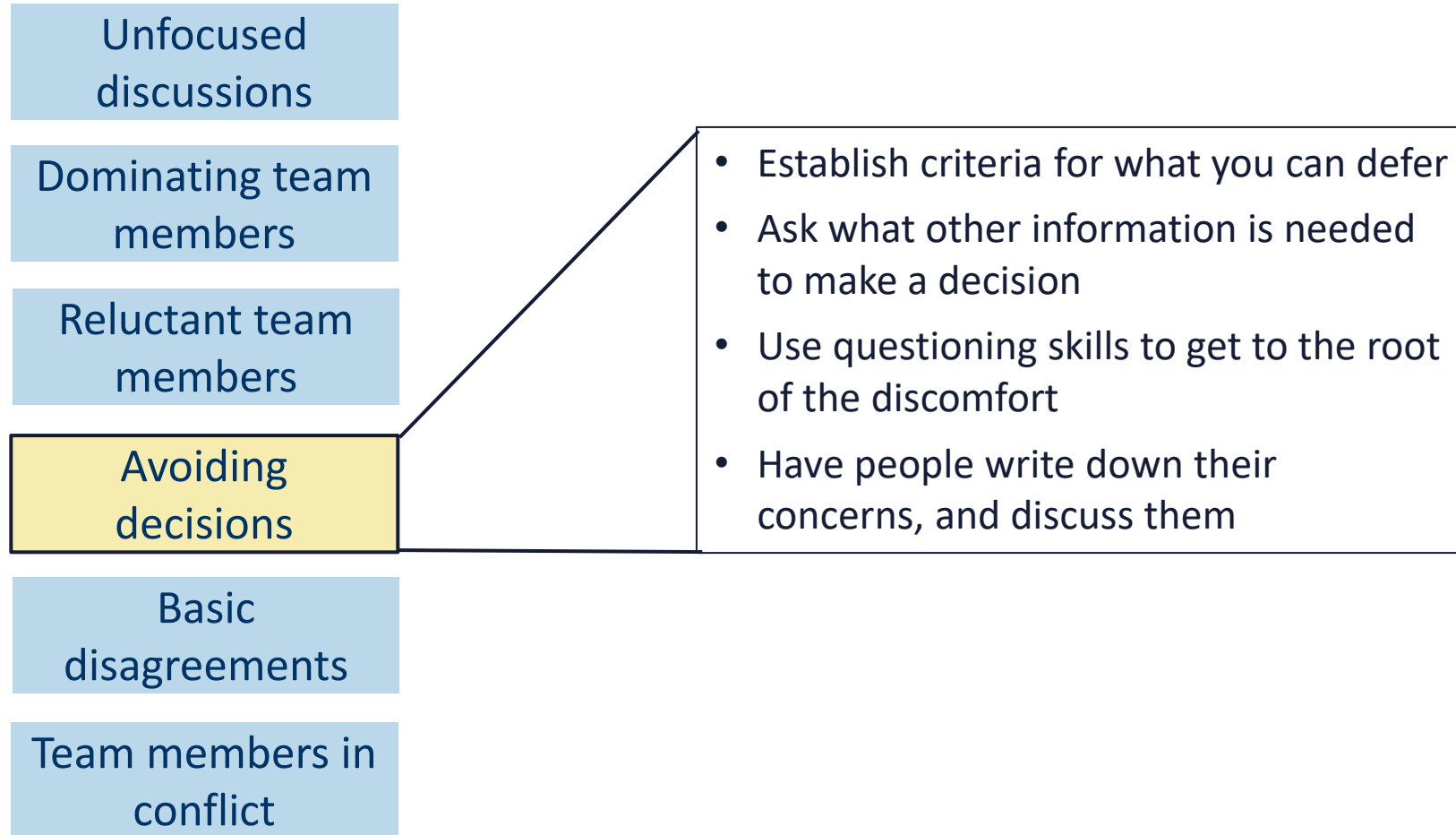
Possible Solutions – Basic Disagreements

Unfocused discussions

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

- Structure the debate:
    - 3–5 key points
    - What they like, and don't like, about the other position
    - Share with team
- Use questioning skills to further understanding
- Brainstorm creative compromises

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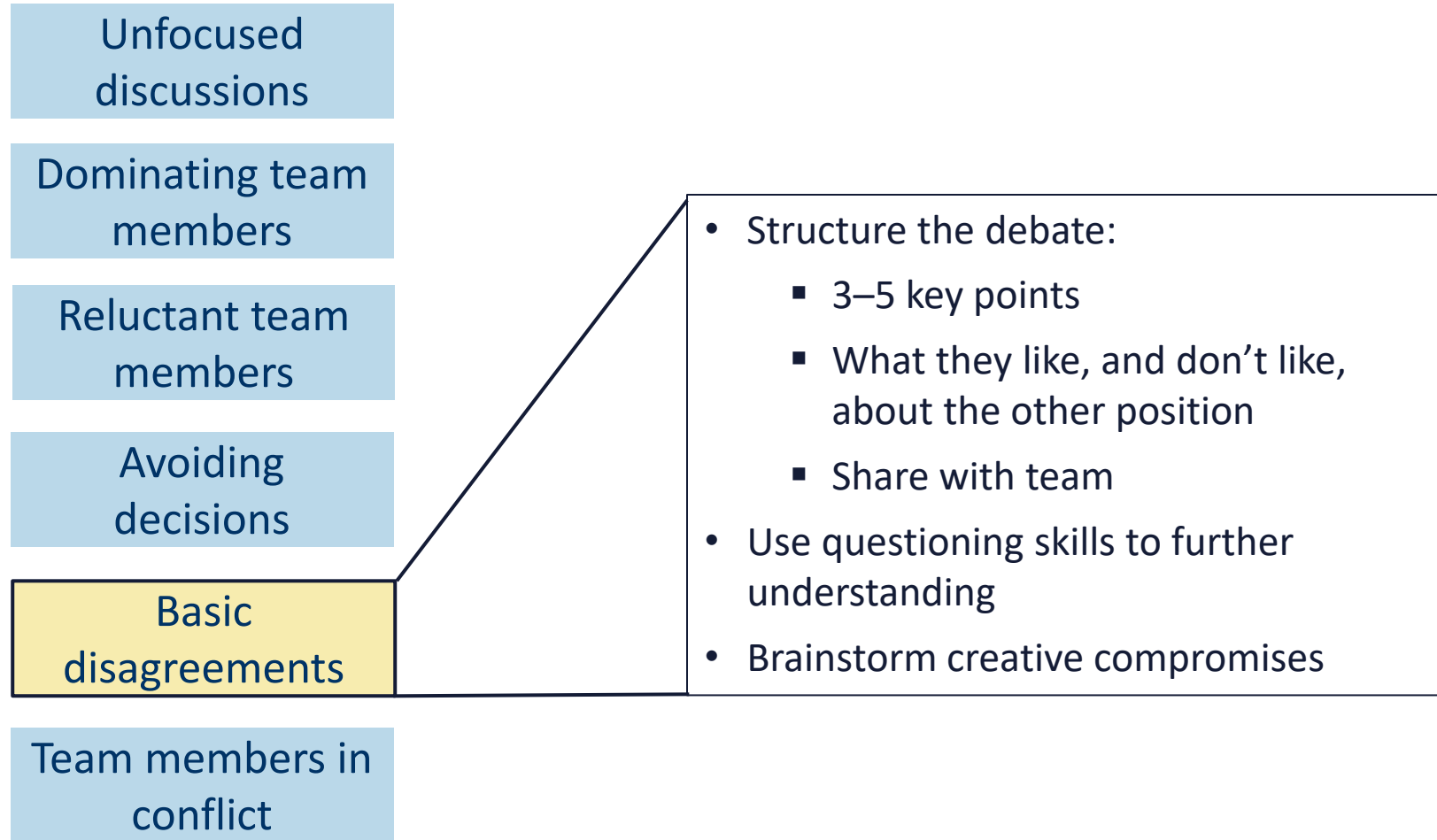
Possible Solutions – Team Members in Conflict

Unfocused discussions

Dominating team members

Reluctant team members

Avoiding decisions

Basic disagreements

Team members in conflict

- Team leader or third party facilitates resolution
- If no resolution possible, propose that one or both members leave the team

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Team Roles and Responsibilities
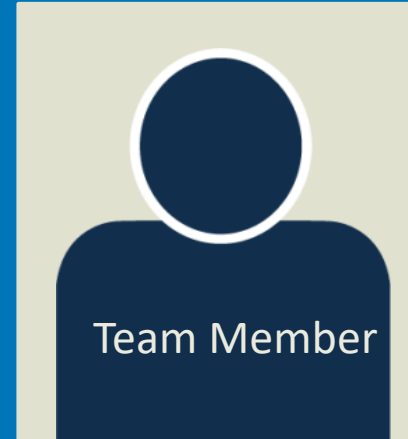
Team Roles

Team Sponsor

Plays a critical role in approving the team purpose and supporting the achievement of goals

Team Leader

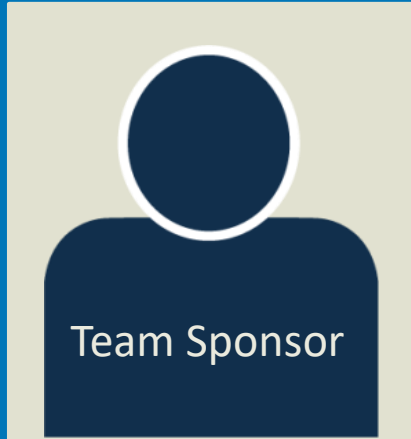Provides guidance, instruction, direction, and leadership to team members

Team Member

Functions in a group of two or more individuals who interact with one another to perform a work-related task
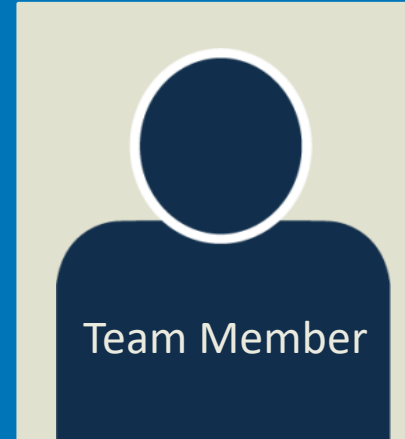
Team Responsibilities

Team Sponsor

- Obtains budget to accomplish team purpose

- Approves resources

Team Leader

- Reports to a project manager

- Monitors the quantitative and qualitative solution results

- Responsible for team building and ensuring team work

Team Member

- Plays roles in the development, review, and approval of project deliverables

- Has a shared sense of ownership of the team goals

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Motivating the Team

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Motivation and High-Performance Teams

Motivation is a driving force that arouses, maintains, and channels behavior toward a goal.

Motivation maximizes team results in the following ways:

- Highlights positive aspects of employment
- Keeps team interested and working hard
- Makes work enjoyable
- Encourages professionalism
- Promotes extra effort
- Maximizes productivity

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Rewards

- If you are responsible for salary, pay your best people as much as possible
- Nonmonetary rewards include:
    - Credit (recognition of individual effort)
    - Awards (trophies, pins, or plaques)
    - Status (a bigger office, better furniture, or a more desirable parking spot)
    - Titles (Expert, VP, and so forth)

Principles of Rewards

1. Whatever behavior is rewarded is the behavior that will come to be repeated.

2. Rewards are only effective when they are desired by the people receiving them.

3. To be effective, a reward must follow soon after the behavior it is intended to promote.

4. Rewards that follow unwanted behavior produce unwanted results. Usually these rewards are unintended.

5. New behavior is best reinforced with frequent, small rewards given each time the behavior occurs.

6. Less frequent, less predictable rewards are better for sustaining good performance.

Summary

- There are three critical elements involved in making a successful team: purpose, people skills, and process skills.

- A high-performance team is one in which all members know how they contribute to the team's overall success.

- The high-performance team model has four phases: establishing, defining, cooperating, and producing.

- Define team purpose by establishing the outcome, measurement, and timeframe.

- Active listening and asking the right questions are among the people skills that can improve team performance.

- Establishing and following processes for problem analysis, decision making, and conflict resolution often improve a team's results.

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Summary (cont.)

- At any stage of development, a team can encounter a variety of problems that interfere with its ability to successfully achieve its purpose.

- Examples of common problems associated with teams include unfocused discussion, dominating team members, reluctant team members, avoiding decisions, basic disagreements, and team conflicts.

- There are three primary team roles: team sponsor, team leader, and team member. Each has varying responsibilities.

- Motivation is a driving force that arouses, maintains, and channels behavior toward a goal.

QUESTIONS

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