



Training - Facilitation - Coaching - Consulting

# AMCTO Conference: *Leading Strong Teams*

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# Welcome



# What is a Team?

A small number of people with complimentary skills who are committed to a common purpose, performance goals, and an approach for which they hold themselves mutually accountable.

- Source: Jon R. Katzenbach and Douglas K. Smith  
(The Wisdom of Teams; Teams at the Top)

# Characteristics of Effective Teams:

Teams have amazing potential to do great things. Think of teams that you have been involved in that were highly effective. It might have been a business team but it could have easily been a sports team, a community team or a team related to a hobby or interest. So what characteristics do effective teams have? •Source: Duncan Brodie

## Care for each other

- Teams that are most effective care about each other. They have a genuine interest in each other and their success and fulfillment. Think about times when things were going really well in a group. More than likely one of the most powerful things that was pulling the team together was genuine interest in each other.

## Open and truthful

- Openness and truthfulness is the second key characteristic of effective teams. When teams are open and truthful, they step forward, say things that need to be said, all in the interest of helping the team to get results.

# High levels of trust

- Teams that are looking over their shoulder all of the time, who worry about what is being said in smaller groups, who don't believe they can rely on others and are looking to score points will not create high levels of trust. If there are low levels of trust, it is extremely difficult to excel as a team. Why? You don't have a team, just a group of individuals who are thrown together to achieve something.

## Consensus decisions

- If you are someone who looks at decisions through a lens of getting what you want and this is replicated across a team, how effective do you think that team would be? Consensus decision making is not about avoiding making decisions or watering down decisions. It is about looking for the best win-win outcome for the team.



# Commitment

- The teams that are effective are committed to getting the results they desire. They know where they are heading, are highly motivated and persistent even when setbacks arise. Commitment in many ways is about doing what it takes to get the result you want. Think of a team that achieved results and ask yourself what qualities they drew on to get the great results they got.

## Address conflict

- Sometimes people wrongly believe that in effective teams there is no conflict. The difference between those teams that excel and those that struggle is that conflict is addressed. Rather than seeing it as something negative, teams recognize it as healthy and to be worked through in order to get the desired results.

# Real listening

- Listening is key to effective communication and effective teams know that it is important to really listen and understand. Real listening is about focusing attention on the communicator rather than your own personal agenda. Teams who only master this will go a long way to being more effective.

# Express feelings

- We are often told to keep emotions and feelings out of the work place. Yet in truth, if teams want to be effective they need to create a safe and courageous space for feelings to be expressed. Think about an investment decision. Accounting, marketing, operations, production, distribution and human resources will feel differently about the decision. It is important that these feelings can be expressed without fear or ridicule.

When teams pull together,  
great things are achieved.



# Four Stages of a Team (Tuckman's Model)

Forming

Storming

Norming

Performing

- A successful team knows which stage they are in, and manages transitions between the different stages smoothly.

# Forming

- Introduction of team members, either at the beginning of the team or when new members are introduced.
- Each member likely has their own expectations and interests that influence how they operate.
- They will need to be made aware of how the group and leadership operate, in terms of style and character. This is a stage of transition from a group of individuals to a team.

# Storming

- In this stage members begin to push their opinions. This may cause conflict and to keep on path the team must understand the conflict, listen to each other and determine agreeable compromises to move forward.



# Norming

- Agreed methods of operation, common working method, and everyone is usually willing to share in this.
- During this phase, team members are able to reconcile their own opinions with the greater needs of the team.
- Cooperation and collaboration replace the conflict and mistrust of the previous phase.

# Performing

- Team has 'settled their differences' and is cooperating
- Emphasis is now on reaching the team goals, rather than working on team process.
- Relationships are settled, and team members are likely to build loyalty towards each other.
- The team is able to manage more complex tasks, and cope with greater change.

- The performing stage can either lead to: a return to the forming stage as group membership changes, a new "forming" stage as the group gets complacent or "adjourning" as the group successfully reaches its goal and completes its work.

Diagnosis - characteristics of each stage

	Forming	Storming	Norming	Performing
Focus	Own objectives	Others/problems	Processes	Performance
Trust	Assess leader	Trust only leader	Trust the processes	Trust the people
Relationships	None/distant	Conflict	Mechanistic	Synergistic
Criticism	Covert	Overt	Productive	Comfortable
Decision making	Fragmented	Thrashing	Processed	Natural
Predictability	Politics	Volatile	Systematic	Anticipation
Role understanding	Ignorance	Ambiguity	Clarity	Intuitive
Products	Individual	Undesirable	Static	System
Knowledge	Poker playing	Pockets	According to rules	According to need
Performance	Individual effort	Working out	Following rules	Achieving flow

What stage is your team in?

Type of interventions that a leader should make				
	Forming	Storming	Norming	Performing
Overview	Set objectives	Resolve conflicts	Facilitate processes	Coach
Direction	High	High	Low	Low
Support	Low	High	High	Low
Leader focus	Individual tasks	People interactions	Task interactions	Team self-development
Persuasion style	Tell/push	Sell/consult	Listen/advise	Observe/support
Team Interaction	Leader provide links	Facilitate relationships	Facilitate team processes	Dynamic grouping
Summary	Individuals	Relationships	Processes	Self-development

What interventions should you make?

# Formula for Success



# Corporate mission & team objectives

- must have a corporate mission/vision
- clear group goals and individual responsibility
- objectives must be outlined by whoever is judging the team's performance
- mission and goals/objectives must be communicated to all team members

# Employee 'buy in' & feedback

- team members must buy into the mission and goals
- the team must feel that they can achieve the deliverables
- must have the opportunity to provide feedback
- feedback allows members to feel like they are a part of the process and therefore more likely to buy in



# Social interaction & trust

- getting along helps them function and develop an informal work ethic of sharing and fellowship
- productivity increases with social interaction
- trust creates a bond that leads to rapport and solidarity therefore decreasing tension and more likely to compromise and be willing to work towards shared goals ahead of personal ambition
- decreases conflict

# Communication

- communication is essential to the team functioning
- effectively understanding each other leads towards common goals
- must listen and encourage one another and contribute to group tasks
- need to be able to discuss disagreements in an open and effective way so they can move on from them
- must clearly communicate with team members and other stakeholders



# Review/Questions?



