Department of Employee Services

A WELL-OILED MACHINE?

A Team Effectiveness Check-up

Additional Resources: http://managementhelp.org/groups/team-building.htm
What’s your definition of a team?

“To build a winning team, you must first of all develop a winning attitude.”

Lou Holtz
(Former Notre Dame Head Football Coach 1986-1996)
Definition of a Team

A group of highly motivated people with **complementary skills** committed to a common purpose, with performance goals for which they hold themselves **mutually accountable** and hold a demonstrated respect for each other.

Complementary Skills

Teams bring together complementary skills and experiences that, by definition, exceed those of any individual.

Mutual Accountability

Team accountability is about the sincere promises we make to ourselves and others, promises that underscore two critical aspects of teams: **commitment** and **trust**.
Elements of a Successful Team

- A Clear and Elevating goal
- A results-driven Structure
- Competent Team Members
- Unified Commitment
- A Collaborative Climate
- Standards of Excellence
- External Support & Recognition
- Principled Leadership
The Stages of Team Development

Forming
Storming
Norming
Performing

TEAM PRODUCTIVITY

High
Forming
Norming
Storming
Performing
Low
FORMING (Getting Started)

Questions:

- What is expected of me?
- What are we supposed to do?
- What are the rules?
- Can I trust you?
- Are you committed?

Feelings:

- Anticipation
- Excitement
- Suspicion
- Fear
- Anxiety
- Uncertainty
- Guarded Optimism

Behaviors:

- Try to figure out how to get the job done.
- Cautious, guarded.
- A lot of talk, very little action.
- Attempt to determine group norms.
STORMING (Going in Circles)

Questions:

- Who is in control?
- How much authority do we/I have?
- What’s my role, anyway?

Feelings:

- Resistance
- Confusion over new roles and responsibilities
- Increased tension
- Stress

Behaviors:

- Arguing among team members
- Defensiveness and competition
- Tendency to establish unrealistic goals
- Complaints about excessive work and responsibility
- Disunity and jealousy
NORMING (Getting on Course)

Questions:

- What tasks need to be accomplished?
- How can we solve this problem?

Feelings:

- Relief that everything is going to work out
- Acceptance of the team
- A new ability to express criticism constructively
- Confidence and respect for each other

Behaviors:

- Increased involvement
- Comfortable with individual roles
- Team spirit
- Common goals
- Cooperation
PERFORMING
(Full Speed Ahead -
A Well-Oiled Machine)

Statements:

 o I value your input and work.
 o I trust you.
 o If one of us fails, we all fail.
 o If one of us succeeds, we all succeed.
 o I know what my role is.

Feelings:

 o Insight into personal and group processes.
 o Satisfaction with the team’s progress.
 o Welcome change.

Behaviors:

 o High level of satisfaction.
 o Confidence in performing job.
 o Positive attitude about change.
 o Eager to try new, creative approaches to work.
Characteristics of a Productive Team

- The team understands the goals and is committed to achieving them; everyone is willing to shift responsibilities.
- Team goals are as important as individual goals; members are able to recognize when a personal agenda is interfering with the team’s direction.
- The team climate is comfortable and informal; people feel empowered; individual competitiveness is inappropriate.
- Communication is spontaneous and shared among all members; diversity of opinions and ideas are encouraged.
- Respect, open-mindedness, and collaboration are high; members seek win/win solutions and build on each others’ ideas.
- Conflicts and differences of opinion are considered opportunities to explore new ideas; the emphasis is on finding common ground.
- The team works on improving itself by examining its procedures, processes, and practices, and experimenting with change.
- Decisions are made by consensus and have the acceptance and support of members.
- Trust replaces fear, and people feel comfortable taking risks; direct eye contact and spontaneous expressions are present.
What about Trust?  
How can you inspire trust?

Openness:
  o Be truthful.
  o Listen and believe.
  o Admit mistakes.

Credibility:
  o Dependable.
  o Respect.
  o Treat each other with fairness.

Make & Keep Agreements
  o No “fuzzy” agreements.
  o Make agreements you can keep.
  o Notify immediately if you can’t keep an agreement.
  o Mend broken agreements immediately.

Source: The Cumberland Group and Atlanta Consulting
What Do You Bring To the Team?

Helpful Team Behaviors for a “well-oiled machine” team!

- *Willingness* to participate, contribute ideas and set goals.
- *Willingness* to rely on and learn to trust other team members.
- *Willingness* to communicate effectively.
- *Willingness* to share and value different ideas.
- *Willingness* to consider other viewpoints.
- *Willingness* to delay judgment.
- *Willingness* to seek alternatives that all can agree on.
- *Willingness* to support and implement the team’s decisions. (Consensus)