

HR Best Practice:

Building the Team



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Let us consider a definition of the word

TEAM

“A collection of individuals who have a common objective and in which the skills and qualities of each team member compliment those of others.”



□ **Team factors** are those which revolve around the way the team members interact with each other.

These have a direct impact on the team and its cohesiveness e.g. communication, team processes.



□ **Individual factors** are those which need careful management.

These focus on interpersonal relationships and individual members' attitudes towards others e.g. motivation and job satisfaction.





What are some benefits to working in teams?



Benefits of Effective Teamwork

Teams are most appropriate when work objectives and tasks require the pooling of ideas, abilities, knowledge and skills.

A wider range of work can be undertaken simultaneously.

More focused effort and skills resulting in greater productivity and effectiveness.

The diversity in skills and knowledge leads to better decision making and problem solving.

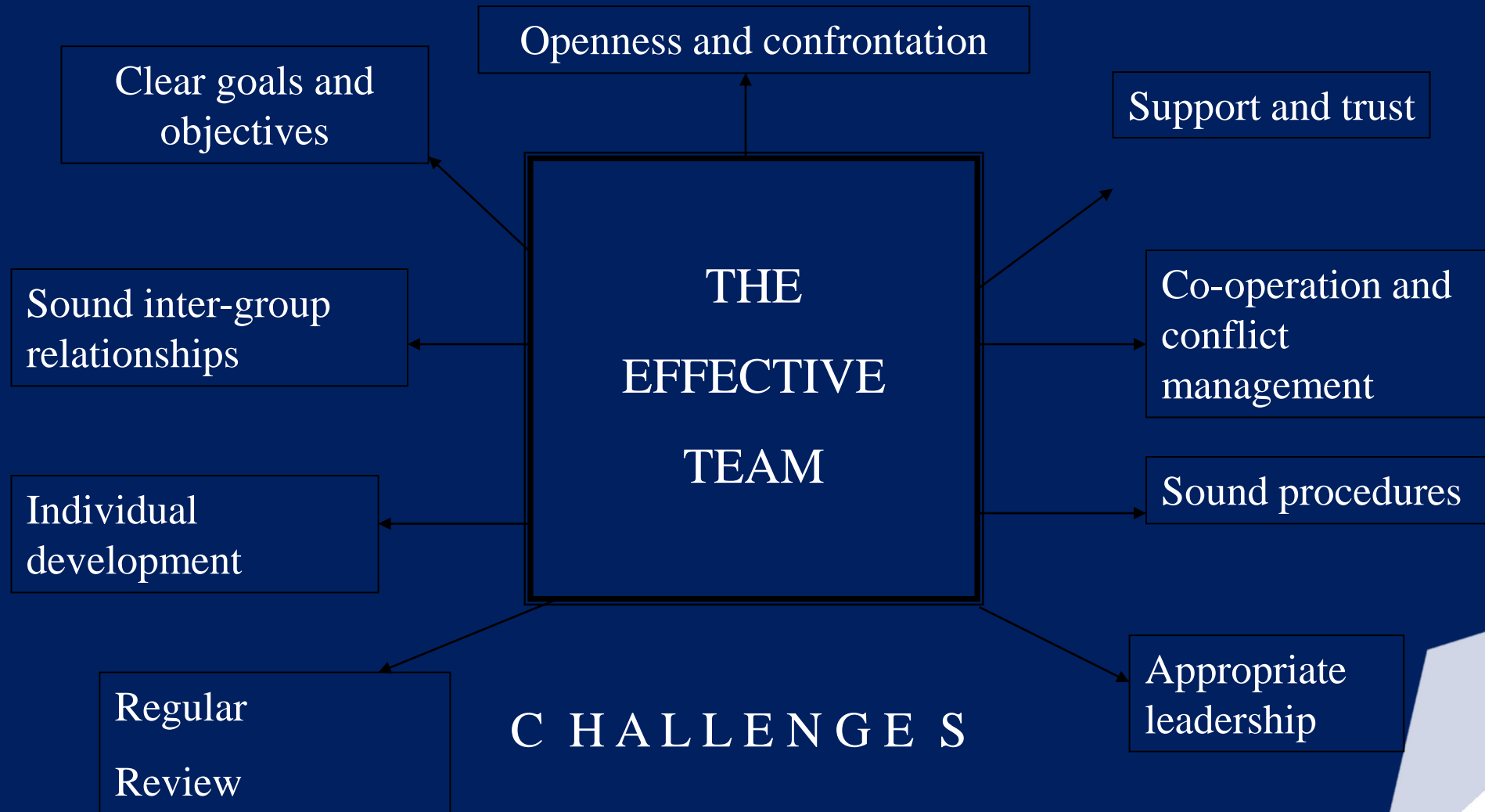
There can be shared responsibility for decisions and execution of work.

Motivation and commitment to work objectives can be enhanced. A sense of belonging and pride can be generated.

Teamworking offers opportunities for personal development and learning.



Woodcock identifies nine characteristics that describe
the effective team.



What are some **barriers** to working in teams?



CAUSES OF CONFLICT IN TEAMS

- ✓ Misunderstandings
- ✓ Personality Clashes
- ✓ Differences In Goals
- ✓ Desire To Achieve Personal Credit
- ✓ Lack of Co-operation
- ✓ Disagreement Over Methods/Processes
- ✓ Failure To Deal With Poor Performance
- ✓ Lack Of Authority
- ✓ Non-Compliance With Culture/Policy



"Team members have to be focused on the collective good of the team. Too often, they focus their attention on their department, their budget, their career aspirations, their egos."

~Patrick Lencioni



5 Ways to Lose Trust from Co-workers

- Act and speak inconsistently
- Seek personal rather than shared gain
- Withhold information...starting rumours
- Lie or tell half-truths...
- Be closed-minded and unwilling to consider others' ideas



Some Issues with a Toxic Workplace?



- Heavy workloads, stress, a competitive atmosphere, a few bad seeds — whatever the cause, working in a toxic environment is unpleasant at best and excruciating at worst.

...here are 3 ways to change it:



1. *Start talking.*

Perform one-on-one, confidential interviews with employees.

Give them the space to vent, and then engage them in solving the problems they've raised.



2. Be helpful, not forceful.

Help employees think through the issues, but don't tell them what to do.

Allow employees to take personal responsibility for making things better.



3. Don't just talk - change.

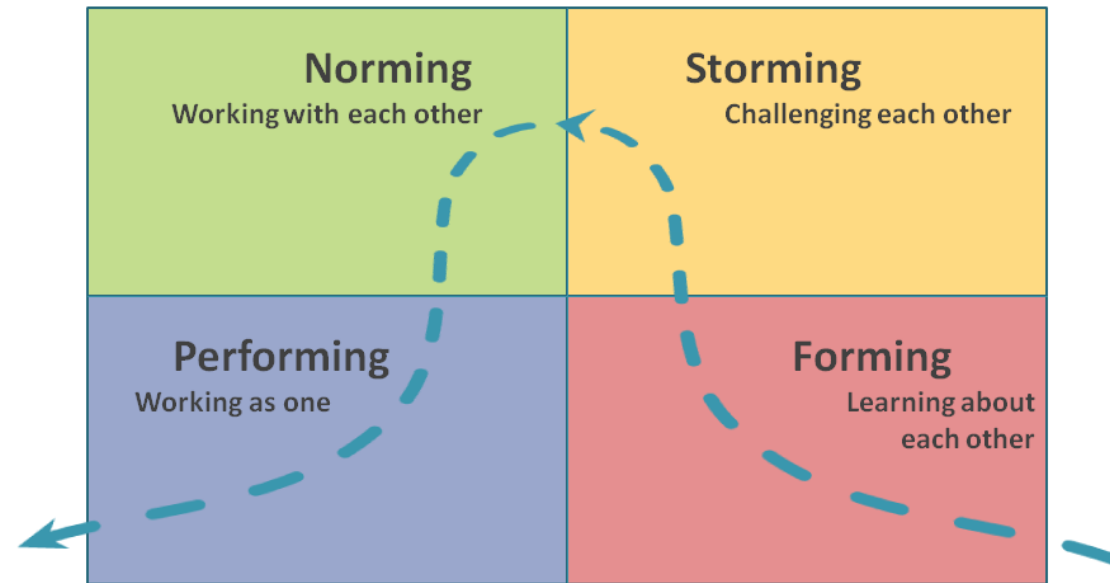
Make a pledge to turn complaints into commitments.

You gain employees' trust by showing them you are listening and making changes based on what you heard.

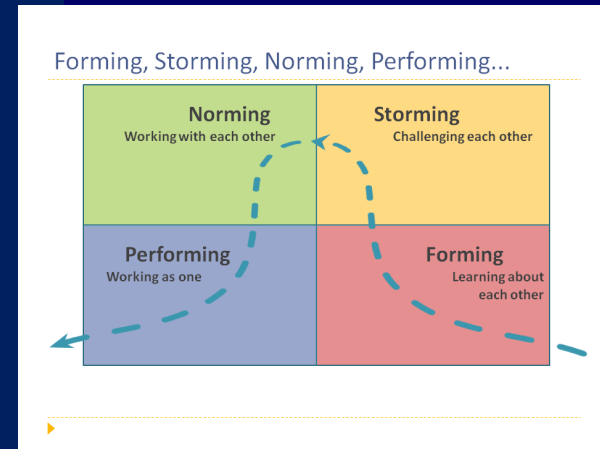


Building the Team – A Model

Forming, Storming, Norming, Performing...



Building the Team – A Model



The stages of development, growth and maturity.

FORMING...testing

STORMING...infighting

NORMING...getting organised

PERFORMING...mature rapport

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FORMING

Testing and dependence on leader

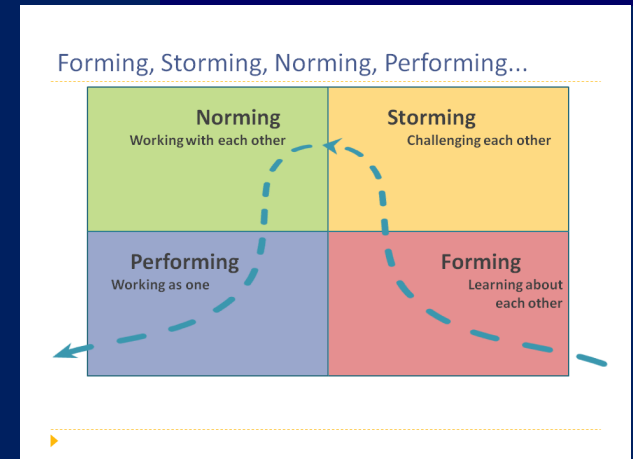
Polite and impersonal

Concern for structure

Silences, anxiety, suspicion or fear

Guarded, hesitant behaviours – only ‘safe’ topics get discussed

Minimal work accomplishment



LEADERSHIP STYLE: forming

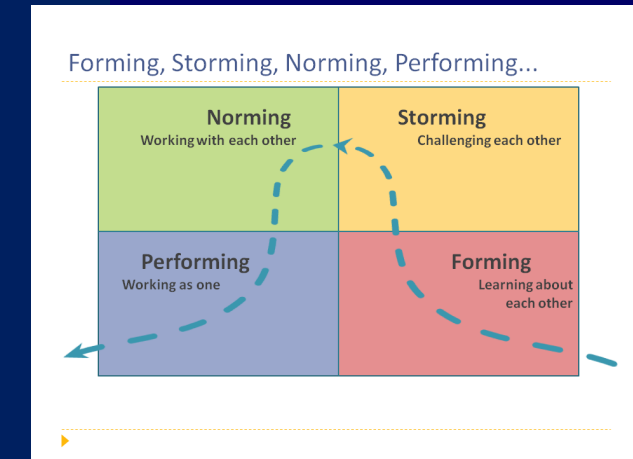
Provide formal leadership to give structure

Use a highly directive approach

Make expectations clear – what, how, when etc

Help members become oriented towards task

Clarify goals, check expectations and establish norms



STORMING

Infighting and conflict – often noisy

Formation of sub groups

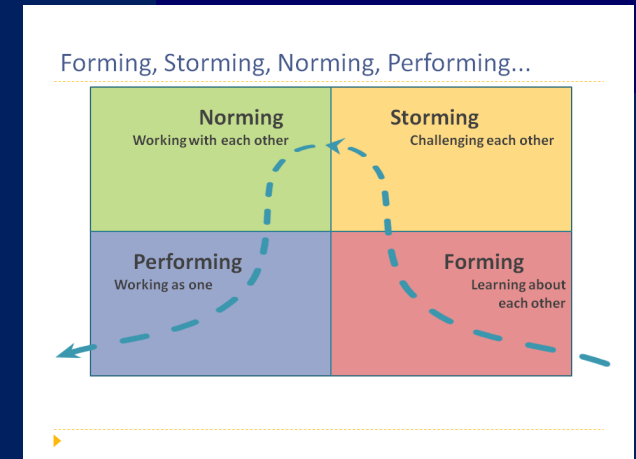
Establishment of pecking order

Challenges to the leader

Disunity, jealousy and turf issues

Feelings of getting nowhere

Minimal work accomplishment



LEADERSHIP STYLE: storming

Continue providing task direction

Manage conflict – too much leads to chaos too little leads to apathy

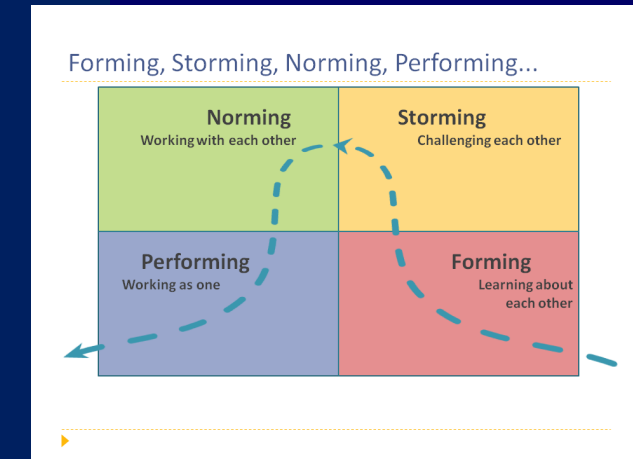
Support, praise and encourage

Use active listening

Confront unhelpful behaviours

Assign roles and functions

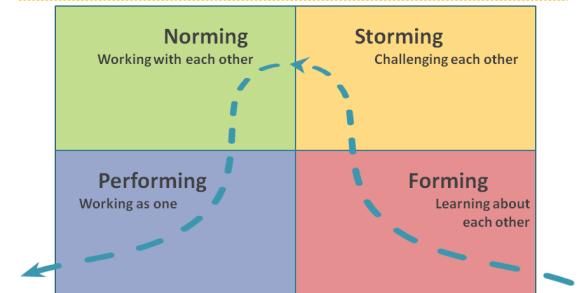
Give skills training



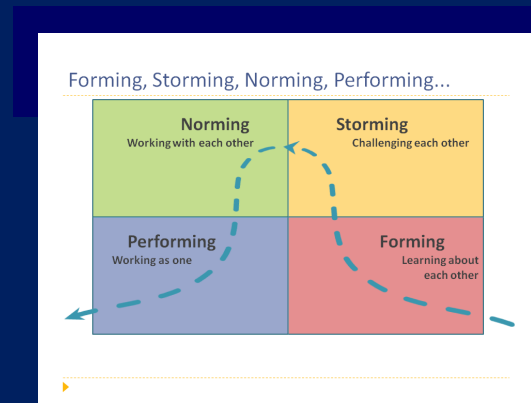
NORMING

- Getting organised and clarifying roles*
- Increase in group identity and cohesion*
- Increasing discussion of feelings*
- Confronting the real issues*
- Improved listening and feedback*
- Moderate work accomplishment*

Forming, Storming, Norming, Performing...



LEADERSHIP STYLE: Norming



Reduce amount of direction and structure given, providing support

Encourage group to take responsibility

Encourage sharing, helping, questioning and building

Try to avoid membership changes

Foster group celebration and group identity



PERFORMING

High energy and productivity

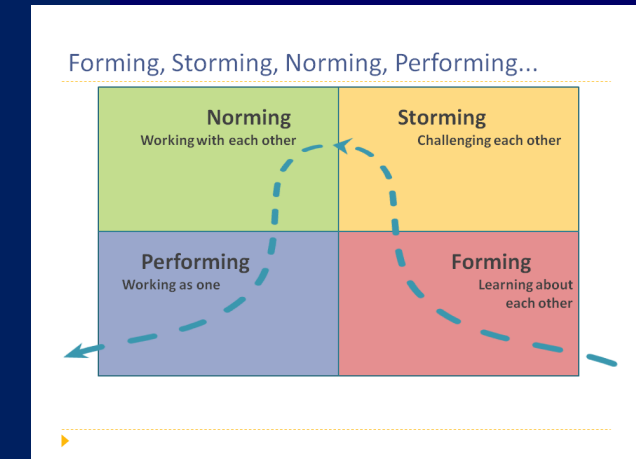
Flexible, open, close and supportive behaviours

Strong communication processes

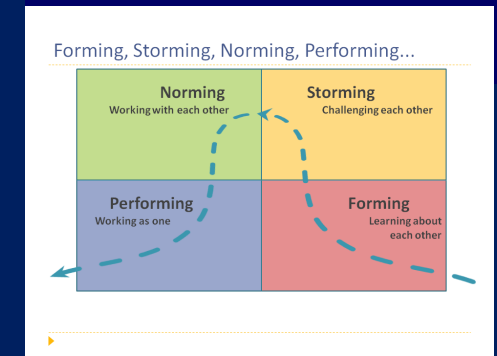
High quality and creativity

People enjoy the process

Maximum work accomplishment



LEADERSHIP STYLE: performing



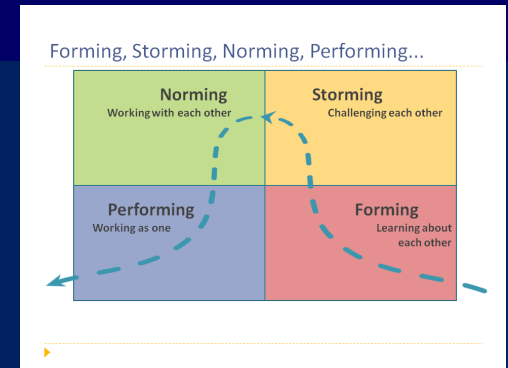
Turn over responsibility entirely to the group – if you have done your job well, you are now not needed!

Periodically reinforce achievement where appropriate

Gear any interventions towards maintaining this phase



Some researchers have noted that some groups go through two other stages...



DORMING...when teams have worked together for a long time and become complacent.

MOURNING...the sadness experienced by members when a team is split up at the end of a project.



THE KEY ROLE OF A TEAM LEADER ...

IS TO UNITE A DIVERSE GROUP OF INDIVIDUALS THROUGH COMMON OBJECTIVES AND BUILD THEM INTO AN EFFECTIVE TEAM WHOSE MEMBERS WORK TOGETHER TOWARDS SUCCESS.



“The main obstacle to team building is a feeling of not knowing how to go about team building processes.”

W. Dyer



CONFLICT IN TEAMS



Most teams have conflict ...

it is the ability to resolve it that makes them truly 'a team'.



“Our beliefs can empower us as well as limit us.”

- What *limiting beliefs* exist in our teams?



“Our beliefs can empower us as well as limit us.”

- What *positive actions* can overcome such limiting beliefs?



"The basic building block of good teambuilding is for a leader to promote the feeling that every human being is unique and adds value."



https://www.ted.com/talks/christine_porath_why_being_respectful_to_your_coworkers_is_good_for_business?language=en



Whilst there is no guaranteed recipe for building team performance, successful team leaders will:

- Promote a clear vision of team goals
- Establish clear procedures
- Address objectives and development of individuals
- Face up to conflict and encourage openness
- Encourage participation
- Be honest, fair and transparent
- Delegate and trust team members
- Deal with problems promptly



- Listen and communicate
- Set performance related goals and review team performance
- Identify where individuals/team can make improvements
- Set an appropriate leadership style
 - Enable not order
 - Be a player as well as a captain
 - Lead by example



THE LEADER AS ROLE MODEL



*ROLE MODELLING IS THE MOST
FORCEFUL OF ALL TRAINING
TOOLS.*

*GOOD PRACTICES ARE MORE
CAUGHT THAN TAUGHT.*

Mission Statements; Values and Behaviour Standards:

Mission impossible...without commitment

For a real sense of mission, leaders need to believe it to their core and also to demonstrate it through their every action...

Leaders need to 'walk the talk'



“A GRAM OF
EXAMPLE IS WORTH
A KILOGRAM OF
EXHORTATION.”



“EXAMPLE IS NOT
THE MAIN THING IN
INFLUENCING
OTHERS. IT IS THE
ONLY THING.”

Albert Schweitzer



"Everything you do (or do not do) is observed, analyzed and discussed by your people.

What you talk about, include on an agenda and get personally involved with - as well as what you choose to avoid or delegate — sends powerful messages."

B. Donkerbrook Center for Creative Leadership



“We are all angels with one wing.

*We can only fly while embracing
one another.”*

Luciano De Crescenzo



Some Tips

Don't try to devise a perfect course of 'team building' action...

A good plan that you can act on today is better than a perfect one tomorrow.



Set tight deadlines

Push for quicker decisions. Let them know you tolerate honest mistakes – but not inaction or inertia.



Hold them accountable for

All assigned tasks, timetable and deadlines



Build confidence



Through words and actions of empathy, encouragement, appreciation, compliments and understanding.



- A high functioning team can't be created by decree.
- Real teams — ones that do collective work — perform well not when the boss demands it, but when their colleagues expect it.
- Your job as a team leader is not to direct the work of individual members, but to bring the group together around a common purpose and agreed upon goals.
- Then use the social bonds between members to influence their behaviour.



- Encourage members to work hard not as a way to please you, but so that they don't let everyone else down.
- If a team member fails to perform, don't jump in right away.
- Let the other members correct him and give him feedback.
- This indirect approach is hard for some leaders, especially those who like direct control, but ultimately your people will perform better when they feel they're part of a team.



CONTROL

“It’s like holding a small bird in the palm of your hand. If you hold it too tight, you will crush it and destroy it.

If you hold it too loosely, it will fly away.

If you hold it just right, you will achieve all you want.”

Leaders must have the ability to hold their team like a bird. Just right.

(Kevin Weldon, “Good Enough Is Never Good Enough”)



MONITORING

NEVER EXPECT
WHAT YOU DON'T
INSPECT



A TEAMWORK MODEL

$$\begin{aligned} \text{Effective Team Work} &= \\ &\text{Individual Efforts} \\ &+ \\ &\text{Synergy} \\ &\text{(positive chemistry)} \\ &- \\ &\text{Process Loss} \\ &\text{(drawbacks and conflicts)} \end{aligned}$$





“None of us are as smart as all of us.”

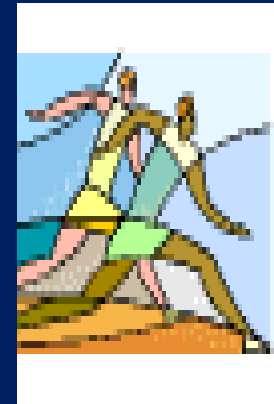
Japanese Proverb





The race is not always up to the swift...but to those who keep on running.

*ACHIEVING
TEAMWORK
AND
QUALITY
IS A MARATHON
NOT A SPRINT !*



*I quickly learned that teamwork
- all pulling together toward an identifiable common
goal –
worked far better than rushing headlong “over the
top” only to discover that no one was behind you.*

Arthur Sulzberger –

Former Captain of the US Marines and Publisher of the New
York Times



Managing your team's performance is a challenge no matter what the environment....

Take the extra time and effort to help your team succeed....



Give your team much-needed perspective.

- **Relieve pressure by encouraging them to have fun and *remind them work is not the only thing in their lives.***
- **Spend time with all your team members, not just the stars. It's easy to focus on A+ performers, but *success relies on everyone's job.***
- **When something doesn't go as planned, *acknowledge the setback and move on.***
- **Focus on team success. *Celebrate what you have accomplished together,* rather than individual achievements.**



A GREAT PLACE TO WORK IN

.....is a place where employees.....

*“trust the people they work for,
have pride in what they do ,
and enjoy the people they work with.”*



“Performance at the Limit: Business Lessons from Formula 1 Motor Racing”,
M. Jenkins, K. Pasternak and R. West

Setting Winner Team Rules

1. Maintain open and constant communication.
2. Isolate the problem, not the person.
3. Build the organisation around informal processes, networks and relationships.
4. Alignment of goals between individuals, teams and partners.
5. Focus, focus, focus



6. Make quick decisions and learn from the results

7. Real gains come at the boundaries

8. Be realistic about what can be achieved

9. Never believe you can keep winning

10. Leaders exist at all levels of the organisation





Teamwork is the ability to work together
towards a common vision.

The ability to direct individual accomplishment
toward organisational objectives.

*It is the fuel that allows common people to attain
uncommon results.*



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