DEVELOPING AND SUSTAINING A HIGH PERFORMANCE TEAM
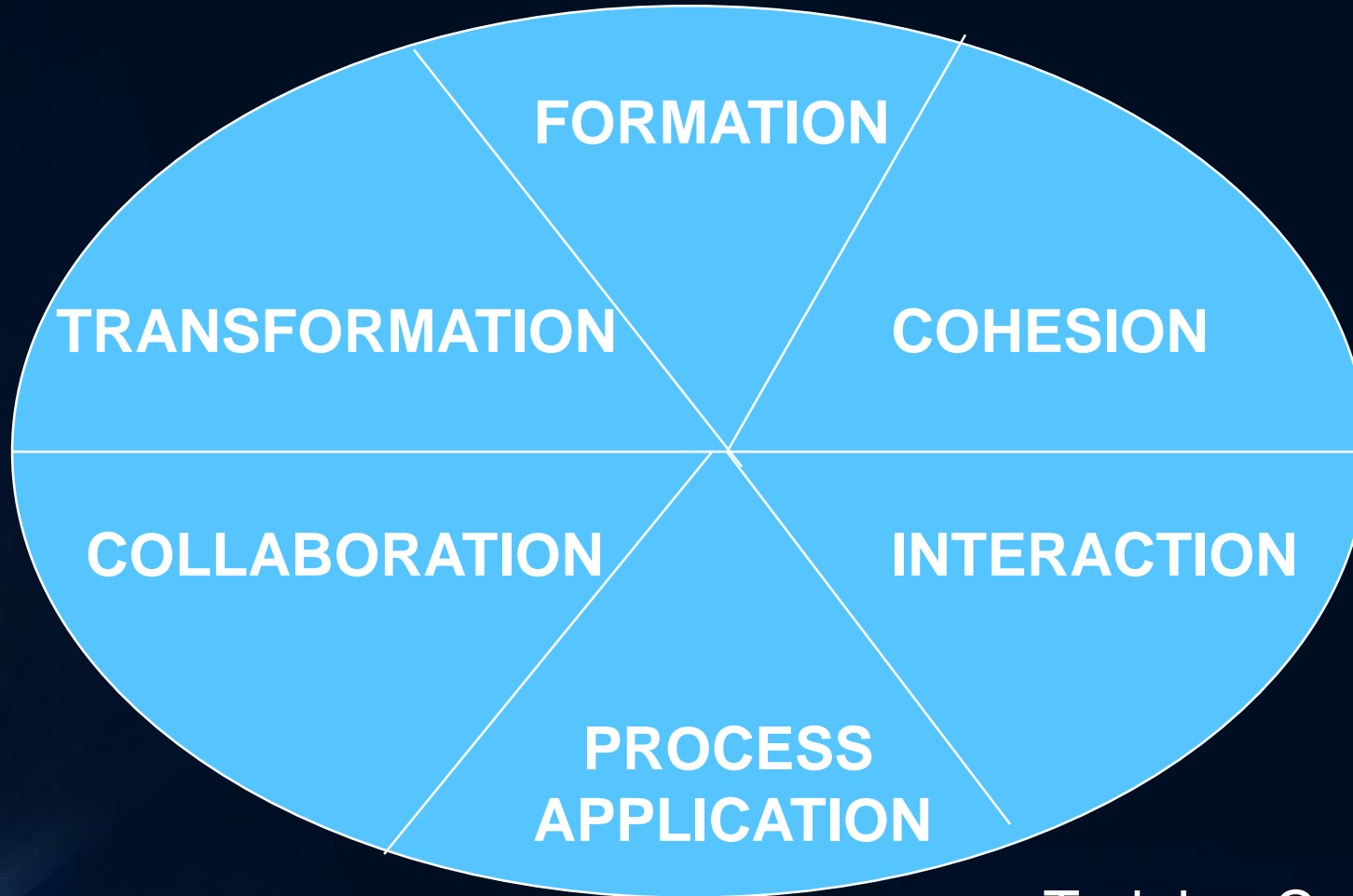
PowerPoint slides created by Mario Denton

Team development model

FORMATION

COHESION

TRANSFORMATION

INTERACTION

COLLABORATION

PROCESS APPLICATION

Training Consulting Services

Here is what you will learn

- What is a team?

- Team development stages

- Team roles

- Dimensions of team conflict

- Clear communication skills

- **Attributes of high-performance teams**

- Practical model of team development

CHARACTER EDUCATION WILL NOT HAPPEN BY ITSELF

Trust

Trust: "Reciprocal faith in others' intentions and behaviour."

Propensity to trust: "A personality trait involving one's general willingness to trust others."

Trust

How to build trust

☐ **Communication** (keep everyone informed; give feedback; tell the truth)

☐ **Support** (be available and approachable)

☐ **Respect** (delegate; be an active listener)

☐ **Fairness** (give credit where due; objectively evaluate performance)

☐ **Predictability** (be consistent; keep your promises)

☐ **Competence** (demonstrate good business sense and professionalism)

Establishing norms in your own team

1. What are your current team norms?

2. What are your desired norms?

3. What specific behaviours attached to your current norms do you wish to minimise and eradicate?

4. What are the identifiable behavioural anchors for your desirable norms?

The sense of a goose

In spring, when you see geese heading north for the summer, flying in a V-formation, you may be interested to know what scientists have discovered:

As each goose flaps its wings, it creates an "uplift" for the bird following. By flying in a V- formation, the whole flock adds 71% more flying range than if each bird flew alone.

The sense of a goose: basic truth 1

People who share a common direction and a sense of communication get where they want to be more quickly and more easily because they are travelling on the trust of one another.

Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to go it alone and quickly gets back into formation to take advantage of the lifting power of the birds immediately in front.

The sense of a goose: basic truth 2

If we have even as much sense as a goose, we will stay in formation with those headed in the same way that we are going.

When the lead goose gets tired, it
moves to the back and another goose takes
up the lead.

The sense of a goose: basic truth 3

It pays to take turns doing hard jobs.

The geese honk from behind to encourage those up front to keep up their speed.

A sense of a goose: basic truth 4

We need to be careful what we say when we honk from behind.

Finally, when a goose gets sick or is wounded by gunshot or falls out, two geese immediately fall out from the formation and fly down to help and protect the one in trouble. They stay with the disabled goose until it is able to fly again or until it dies.

The sense of a goose: basic truth 5

IF WE HAVE THE SENSE OF A
GOOSE, WE WILL STAND BY
ONE ANOTHER.

Components of a dynamic team

1. Wish-bones. They spend their time wishing someone else would do the work

2. Jaw-bones. They do the talking, but little else

3. Knuckle-bones. They knock everything that everyone else tries to do

4. Back-bones. They get under the load and do the work

Team building

- **Based on classical change procedures formulated by Lewin**

    - **UNFREEZING. Makes learner aware of need for change. Develops climate of openness and trust**

    - **MOVING. Team makes diagnosis and develops action plans**

    - **REFREEZING. Team starts to stabilise into more effective performance**

Teamwork issues

Are the following teamwork issues occurring in your area?
(Please indicate by marking either yes or no.)

1. Fudged areas of responsibility and accountability
2. Lack of support and commitment to each other
3. Fence-sitting
4. Lack of openness, frankness and trust
5. Ignoring proper lines of communication up and down
6. Irregular meetings
7. Excessive memo communication
8. Apportioning blame
9. Unresolved conflict
10. Talking about and not to each other
11. Inconsistent standards

Advantages of team building

1. Create a team effort in an open, participatory climate

2. Improved problem solving and communication

3. Members can experience psychological growth and improve interpersonal skills

4. Can be used effectively with other developmental tools

Some questions in team building

1. Quality of service

2. Issues to be addressed

3. Clarifying the mission and norms

4. The team in transition

5. Team functioning

6. Outside perceptions of the team

7. Contract for success

As a team, always ask yourselves:

1. Are you playing your rightful role?

2. Do your actions support and contribute towards your company's mission?

3. Are you meeting the needs of your clients?

4. Do your actions assist your company in reaching its strategic objectives?

How independent is your team?

Other directed Semi-participating Partici-pating Semi-autonomous Autonomous

Dependent ———————————— **Independent**

Dimensions of intergroup effectiveness

1. **Commonness of purpose**. Teams that work together effectively have a strong sense of being on the same track

2. **Open data flow**. When work teams need each other's cooperation, they also need to communicate effectively across organisational boundaries

3. **Compatible leadership.**

Dimensions of intergroup effectiveness
(Continued)

4. **Flexibility.**

5. **Mutual respect.** Perceptions drive behaviour. When there is a climate of mutual respect, trust and cooperation will be the result

6. **Clarity of expectations.**

7. **Problem-solving capacity.**

Leadership role in effective teams

- **Leadership functions:**

  - *do:* executing a particular leadership task

  - *coach, facilitate and advise:* helping and assisting others to perform a task

  - *(re)design and build:* generating support systems, e.g. a manpower planning system or an interface, through which a task can be executed in a standardised and formalised way

Leadership role in effective teams

Leadership functions (cont)

- Link and mediate: liasing with stakeholders and key role players at the team-context interface

- envision: building and communicating a desired future state, and mobilising people around that state

Leadership role in effective teams

Leadership functions:

- Enabling: building desire competencies and behaviors in people, and ensuring their utilisation

- Empowerment: enhancing the probability of team success through the reduction of core team task uncertainty (internal empowerment) and the reduction of contextual uncertainty (external empowerment)

Leadership role in effective teams

- Employment flexibility

- Positive attitude towards change

- Ability to embrace challenge

- Live in the 'now'

- Skills in accordance with business needs that add value

- Input and performance that support the organisations' goals

- Ability to merge with a team and work on a variety of projects

Organisation's role in effective teams

- Provide opportunities for continuous learning

- Ensure growth potential of the business

- Promote open and honest communication

- Provide experience and training to enhance employee's employability in general

- Encourage and support flexible tenure

- Offer remuneration that really reflects employee's contribution

TRIBAL WARFARE: Who are we feeding?

Reasons for managers failing as effective team members

- Insensitivity to others - abrasive, intimidating

- Coldness, aloofness, arrogance

- Betrayal of trust - failure to meet commitments

- Over-ambitiousness - playing politics, pushing too hard to get ahead

- Failure to handle specific performance problems - do not admit the problem, cover up, or shift blame

Reason for managers failing as effective team members (Continued)

- Over-managing - inability to delegate or build a team

- Inability to select and develop an effective staff

- Inability to think broadly or strategically

- Inability to adapt to a superior with a different style

- Over-dependence on superior or mentor

JOURNALING

REFLECT—

- You will write about how you feel about what you have learned.

- What did it mean to you? What you have learned that is deeper than facts and information

RESPOND—

- You will record your ideas for action.

- How can you practice what you learned?

- What can others do?

Make the difference. Stand out wherever you go. Be a lighthouse to the lost. Make it your burning desire. Mario

Thank You

Enter to Learn - Leave to Serve

Dr Mario Denton **(MEcon, MBA, PhD)**

Industrial Psychologist

082 882 9903

marden@mweb.co.za
https://mariodenton.teachable.com