THE PRACTICE SUPERVISOR

Team Building

TEAM BUILDING

WHAT IS A TEAM?

We like Glenn Parker's definition of a team: "A group of people with a high degree of interdependence geared toward the achievement of a goal or the completion of a task." (From "Team Players and Teamwork" by Glenn Parker)

WHAT DOES THAT MEAN?

This means that members of a team agree on a goal and agree that the only way to achieve that goal is to work together. Some groups have a common goal, but they don't work together to achieve it. For example, many teams are really groups because they work independently to achieve their goal. Some groups work together but they don't have a common goal.

ADVANTAGES AND DISADVANTAGES OF TEAM

Identify some advantages and disadvantages to teams.

Advantages	Disadvantages

WHAT DOES THAT MEAN?

The way decisions are made is a major factor in the level of satisfaction or dissatisfaction with work. Individuals are much less likely to be dissatisfied with decisions that they were involved in making.

The "strange ideas" that others bring into decision-making discussions are one of the very reasons you would want input from others. If everyone thought the same way as the supervisor, there would be no point in discussing the matter.

Although discussions can bring misunderstandings, they provide an opportunity for the supervisor to provide clarification and avoid potential problems when it comes time to implement decisions.

The biases that team members bring can also be helpful. Biases are based on previous experience, on what has worked or not worked in the past, or on assumptions. It is useful to understand the resistance against a course of action in case something has been overlooked. Besides, if someone is resisting an action, it is better to hear them out and deal with their resistance than have them sabotage your later efforts to implement the decision.

Self-interests are often based on the desire to have decisions result in what is best for them. If this is consistent with what is also best for the organization, these can be valuable viewpoints to hear.

HOW CAN TEAMS HELP EMPLOYEES GROW?

Team decision-making provides learning and personal growth experiences. Decision-making challenges you to think; to try to understand facts, alternatives, and how different jobs affect one another; to see the bigger picture. Participation in decision making makes people better decision makers.

Teams increase employee autonomy. Employees require less management time when they accept responsibility for their own work and for making their own decisions.

Teams also increase receptivity and trust of management decisions. When teams get involved in decision making, they develop an appreciation for the fact that solutions are not as simple as they might appear and that it is not so easy to choose among options. As a result, they become more accepting of decisions ma de by others. Also, being listened to and having your opinion considered increases your willingness to respect the opinion and judgment of others.

Teams make better quality decisions. Team decision-making brings out the knowledge and experience of all members and allows the sum to become greater than the parts.

Team decision-making also improves teamwork. Most decisions will need the cooperation of more than one person to implement. The longer you wait to involve others affected by the decision, the harder it will be to gain their teamwork in the implementation of the decision.

DEVELOPING A HIGH-PERFORMING TEAM

THE FIVE STAGES OF TEAM DEVELOPMENT

There has been a great deal of study on teams and on group dynamics. Bruce Tuckman is responsible for this straightforward model, which emphasizes that all teams and groups go through five stages of development, although they do not necessarily go through those stages together or at the same time.

FORMING

This is sometimes referred to as a team's childhood. This is the first stage of development. This stage is not unlike how you felt when you learned you were starting this training course: some of you would have been a bit excited; some would have been anxious; others would have been concerned that they wouldn't have the same level of experience and understanding as everyone else; while others feared this would be a waste of time. At this stage, team members may have no clear idea of what to expect or what they will accomplish. The supervisor will be influential and will likely make many of the decisions. Your leadership style here is usually that of telling.

As a supervisor, you will make sure your team members know one another and know about one another so they can begin feeling comfortable together. You help them decide on their team goals and objective, and you share your expectations with them. You are the role model, so you must demonstrate that you value each member of the team and have high expectations that they will perform well.

STORMING

This stage is often referred to as team adolescence. As members of the group work together, they become more comfortable voicing their own opinion and they may not agree with either the supervisor or the other members of the team. There is often disagreement and conflict, with little cliques forming and alternate goals being suggested. Members of the team notice how different other members are and a pecking order may be established. In this stage of team development, you will usually find the selling style most useful.

This can be a difficult time, particularly if turf wars develop. You are an even more important role model now, communicating with all team members, reminding them of how valuable each of their roles is, and helping them settle their disagreements in a civilized fashion: not ignoring them, but dealing with them openly and honestly. All the while, you are helping them get to know one another better and coaching them so they become more skilled at their job. Any group training at this point is often on team building.

NORMING

This stage is often referred to as young adulthood for a team. Eventually, if you continue to encourage, support and communicate with your team they will work out their differences and begin to see that they are quite a bit alike after all. Now they begin to enjoy being together and they start having more fun—so much fun that occasionally they may forget about the work they are to get done. You will find that the participating style serves you well when a group is in this stage of development.

Eventually your hard work and your support will pay off and your team gradually begins to trust one another and become a more cohesive group. Now they start enjoying work and the company of other team members. They begin to notice what you have been telling them all along: they really do have a lot in common. They start to socialize together and may even get so involved in social activities that they forget about what they are trying to accomplish. This is a good time to move away from being quite so hands-on and begin to delegate tasks. Cross-training can be useful.

PERFORMING

Now the team is beginning to mature. They have skills, know their own strengths and limitations, and have a good deal of problem-solving abilities. By now they have figured out—perhaps with your help—who does what to make the team effective and they work well together. The challenge for you now is to keep them from becoming bored. You will use your skills as a delegating style leader.

Finally, they've arrived! You have a team who really can work on their own. Hopefully you have been celebrating team successes ever since you started working together. However, don't stop now. They still need to feel appreciated. Encourage them to do some self-evaluation and some work evaluation to see if there are things they can do even better. Continuous suggestions for improvement should come from this group.

A word of warning: Group dynamics are never static, so don't ever be fooled into thinking your battle is won. If a new member joins the team, or their roles change, you may find your group right back in the storming stage again.

ADJOURNING

When the group has formally finished working together, or when things are winding down naturally, the group will disband. Celebrate successes and achievements, and then bring the team to a close. Alternatively, if this was not a successful team, the group should evaluate what went wrong, and use the lessons for later projects.

Even if the same group is to work on future projects, they will still need to go through all the stages, although they will likely form and storm very quickly.

HOW CAN I HELP?

What can you do as a supervisor to move your team through each stage?

Forming

_____
_____
_____

Storming

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_____

Norming

_____
_____
_____

Performing

_____
_____
_____

Adjourning

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_____

TEAM LEADERSHIP

A team leader may volunteer, be appointed, or be elected by team members. The team leader will:

- Stimulate enthusiasm.

- See that conflicts are resolved.

- Encourage communication and participation.

- Keep meetings in control.

- Ensure the team is making progress.

To develop openness and trust among team members and promote open communication, it should be understood that:

- There are no stupid questions.

- Team members must feel free to express all ideas.

- Team confidentiality is required.

- Team members' feelings are as important as the facts.

- It takes practice to develop tactful candor.

CHARACTERISTICS OF TEAM PLAYERS

MAKE EVERY EFFORT TO BE EFFECTIVE COMMUNICATORS.

Most conflicts start because people misunderstand one another. This is often followed by someone jumping to conclusions and making incorrect assumptions. The team has great strength when all members are on the same track.

REPLACE DEFENSIVENESS WITH OPENNESS.

People get defensive when they feel threatened. Let others know you respect their opinions, even if you don't agree with them. Establish an environment where people are free to speak their mind and understand how to do so effectively. Every idea deserves to be given a fair hearing.

TEAM PLAYERS UNDERSTAND THE VALUE OF BEING ASSERTIVE RATHER THAN AGGRESSIVE.

Even if you are angry and ready to blow your top, you probably understand that approach is not going to get what you need. You can satisfy your own needs without dominating others if you use openness, honesty, and peaceful negotiation to help everyone win a little bit.

AVOID ARGUMENT FOR THE SAKE OF ARGUMENT.

Arguments and power struggles can take a lot of valuable time. If an argument is going nowhere, resolve it by applying a conflict resolution strategy, or table it. Don't dwell on it. Personal ego gratification should take a backseat to team goals.

DON'T RAIN ON SOMEONE ELSE'S PARADE.

We all are proud of our own achievements and possessions. Belittling someone else's achievements just creates tension and hurt feelings. Sincere compliments, recognition, and support help to create synergy within the team. Support your co-workers and they will support you.

AVOID CONTRIBUTING TO DOOM AND GLOOM.

If you are a pessimist by nature, try to look at things from other angles and register the amount of good work going on. Pessimism drags down energy, productivity, and morale.

REFUSE TO PLAY GAMES.

Some people thrive on chaos and discord, but it takes two to play that game. If you refuse to play, malicious behaviors can be halted before they start. As a supervisor, it's also your job to call it when you see it and deal with difficult situations and conflict.

THE GRPI MODEL:

GOALS-ROLES-PROCESSES-INTERPERSOAL

GRPI CHECKLIST									
How well are we doing this?									
	0%			50%			100%		NOTES
G **Purpose and Outcomes:** Team understands and agrees on project mission and desired outcomes									
Needs: Team knows who the stakeholders are, what they want, and why the work is needed.									
Goals and Deliverables: Team has identified specific, measurable, and prioritized goals.									
Project Scope and Definition: Team understands and agrees on what's in/out of scope and how to maintain the boundaries.									
R **Roles and Responsibilities:** Team has defined and agreed on roles, responsibilities, required skills, and resources.									
Authority and Autonomy: Team is clear on the degree of authority and empowerment they have to meet project outcomes.									
P **Critical Success Factors:** Team knows and is focusing on key factors needed to meet goals.									
Plan and Activities: Team has a game plan that includes the right tasks, which are clearly defined and assigned (who, what, when).									
Monitoring and Measures: Team has a monitoring process with metrics linked to progress and goals.									
Scheduled Milestones: Team has defined project schedule and knows what the key phases and milestones are.									
I **Team Operating Agreements:** Team has shared expectations, and has agreed to follow guidelines for how the team will work									
Interpersonal/Team: Team has the necessary relationships, trust, participation, and behaviors to be effective.									
Sources: "G.R.P.I. Checklist" (The Eblin Group) and "The Lean GRPI Template" (BRADY)									

TEAM PROBLEM SOLVING

Armed with the information you have about your role as a supervisor and your team and how they might develop, think about some of the issues that you are dealing with as you work with your team.

Write down one concern, difficult employee, or difficult situation, that you are comfortable sharing with your colleagues in this room.

_____
_____
_____
_____
_____

Based on what you've learned so far about the stages of team development and the GRPI model, how would you address this challenge?

_____
_____
_____
_____
_____

TEAM BUILDING

Learning Objectives

Team
Acquire a basic understanding of what team building is

Role
Explore your role as a leader in developing a high performing team

Strategies
Develop strategies for motivating your team at each stage of team development

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Team Building Tips
What is a Team? (I)

" group of people with a high degree of interdependence geared toward the achievement of a goal or the completion of a task.

(From "Team Players and Teamwork" by Glenn Parker)

Team Building Tips
What is a Team? (I)

4

What Does That Mean?

Members of a team agree on a goal.

Members agree that the only way to achieve that goal is to work together

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Team Building Tips
Advantages and Disadvantages of Teams (I)

5

Advantages
- Can get more varied ideas
- Can get more creative solutions
- Can get more done
- Can be more fun
- Can take more risks

Disadvantages
- Can be dominated by one strong person
- Can take more time
- Can waste time talking, trying to be democratic
- Hard on egos of members
- Requires more skilled leadership

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Team Building Tips
Advantages and Disadvantages of Teams (II)

6

The Advantages of Teams

01 Individuals are much **less likely to be dissatisfied** with decisions that they were involved in making.

02 The "**strange ideas**" that others bring into decision-making are one of the reasons you want input.

03 Although discussions can bring **misunderstandings**, they provide an opportunity for the team leader to provide **clarification** and avoid potential problems.

04 The **biases** that team members bring can be helpful.

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Team Building Tips
Advantages and Disadvantages of Teams (III)

How Can Teams Help Employees Grow?

01 Team decision making provides learning and personal growth experiences.

03 Teams also increase receptivity and trust of management decisions.

02 Teams increase employee autonomy.

04 Teams make better quality decisions.

05 Team decision making also improves teamwork.

Developing a High-Performing Team
The Five Stages of Team Development

01 Forming

02 Storming

03 Norming

04 Performing

05 Adjourning

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Developing a High-Performing Team
How can I Help? (I)

01 It's important to have a team of people with a variety of strengths.

02 Clear, SMART goals are important.

03 What environment do you like to work in? Your staff is no different.

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Developing a High-Performing Team
How can I Help? (II)

Trust doesn't happen overnight.

Develop cohesion.

Allow the group to take time for reflection and evaluation.

What are the consequences of not taking time to evaluate?

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Developing a High-Performing Team
How can I Help? (III)

During the **Forming** stage of teams, they are very comfortable with a leader who is in the directing stage.

When a team is **Storming**, the coaching style of leadership is appropriate.

Leaders use the supporting style when teams are in the **Norming** stage.

Use the delegating style for **Performing** teams.

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Developing a High-Performing Team
Team Leadership (I)

The team leader will:

Encourage
Encourage communication and participation.

Conflicts
See that conflicts are resolved.

Meetings
Keep meetings in control.

Stimulate
Stimulate enthusiasm.

Progress
Ensure the team is making progress.

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Developing a High-Performing Team
Team Leadership (II)

There are no stupid questions.

It takes practice to develop tactful candor.

Team members must feel free to express all ideas.

Team members' feelings are as important as the facts.

Team confidentiality is required.

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Developing a High-Performing Team
Team Leadership (III)

Characteristics of Team Players

01 Make every effort to be effective communicators.

02 Replace defensiveness with openness.

03 Understand the value of being assertive.

04 Avoid argument for the sake of argument.

05 Don't rain on someone else's parade.

06 Avoid contributing to doom and gloom.

07 Refuse to play games.

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GRPI Team Building Model

01 Goals and Priorities

02 Roles and Responsibility

03 Work Processes

04 Interpersonal Relationships

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What Causes Conflict?

- **01** Goals and Priorities
- **02** Roles and Responsibility
- **03** Work Processes
- **04** Interpersonal Relationships

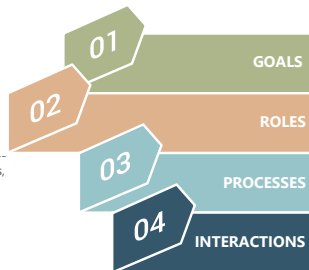www.PediatricSupport.com

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GRPI Team Building Model

01 GOALS: set goals or priorities

02 ROLES: analyze or allocate the way work is performed according to team members' roles and responsibilities

03 PROCESSES: examine the way the team is working -- processes, norms, decision making, communications, etc.

03 INTERACTIONS: examine relationships among the team members

- 01 GOALS
- 02 ROLES
- 03 PROCESSES
- 04 INTERACTIONS

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The GRPI Checklist

GRPI CHECKLIST

How well are we doing this?

	0%	50%	100%	NOTES

G Purpose and Outcomes:
Team understands and agrees on project mission and desired outcomes.

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GRPI CHECKLIST

How well are we doing this?

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Team has the necessary relationships, trust, participation, and behaviors to be effective.

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Reflection Questions

01 How do you look at teamwork differently now?

02 What do you notice that you didn't notice before?

03 What strengths can you build on? What do you hope to change?

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