DEVELOPING HIGH PERFORMING TEAMS

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DEVELOPING HIGH PERFORMING TEAMS

AGENDA

❑ Introduction

❑ Understand the features of successful business teams

❑ Power of communication

❑ Stages in Team Building - Theories

❑ How to monitor the performance of teams

❑ Final tips & takeaways

WHAT IS A TEAM

T together

E everyone

A achieves

M more

CONCEPT OF TEAM

A team is a collection of individuals associated together

Having a common goal

Committed to a task

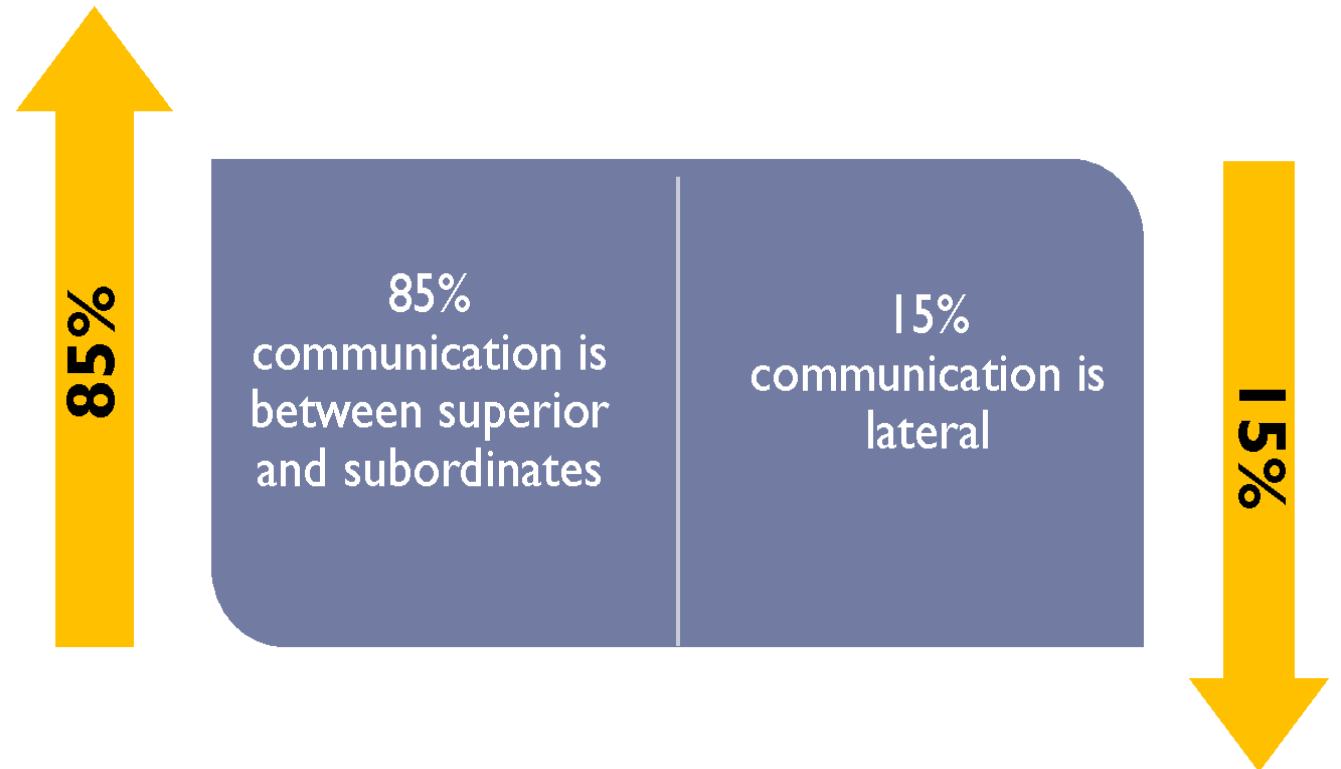Share and contribute in achievement

Interdependent

1. Teams are building blocks of an organization

2. Less me and more we

3. Accomplish more when it doesn't matter who gets the credit

THE POWER OF COMMUNICATION

85%

85% communication is between superior and subordinates

15% communication is lateral

15%

Mostly managers manage individuals not teams.

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SM
Sales Management Club
Sharpen Your Retail Skills

SPEAKING IMPACT

- Your ability to communicate effectively will leave a lasting impact on your audience

- Effectively communicating involves not only delivering a message but also resonating with the experiences, values, and emotions of those listening

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HOW DOES A TEAM WORK BEST?

A Teams succeeds when its Members have:

- **Commitment to common objectives**

- **Defined roles and responsibilities**

- **Effective decision systems, communication and work procedures**

- **Good personal relationships**

HOW TO MOTIVATE TEAM MEMBERS TO ACHIEVE GIVEN OBJECTIVES?

Within the team each individual team member must feel accountable to the others for:

1. **RESULTS**: achieving the team's goals,
2. **PROCESSES**:   having effective team processes, and
3. **RELATIONSHIPS**: maintaining healthy team relationships.

Building this sense of shared accountability is a fundamental team skill, but one that is greatly enabled by an aligned set of rewards and incentives.

STAGES IN TEAM BUILDING

STAGES OF GROUP DEVELOPMENT

1. FORMING
2. STORMING
3. NORMING
4. PERFORMING
5. ADJOURNING

CONFLICTS?

Discomfort → Minor Conflict → Tension & Misunderstanding → Crisis
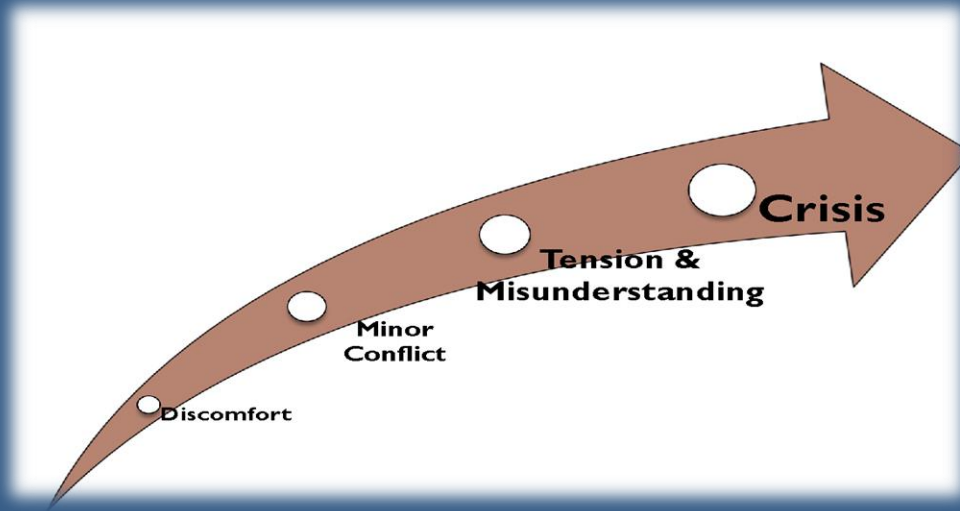
Causes

1. Dissatisfaction with workload

2. Perceived lack of fairness

3. Insufficient sharing of information

4. Perceived lack of appreciation

5. Personal grievances against other team members
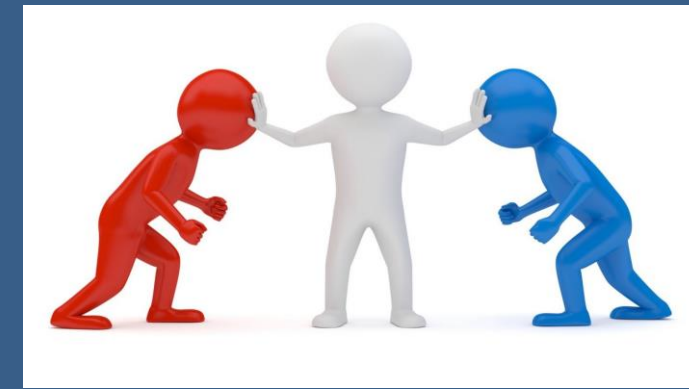
Resolution Methods

1. Open communication-importance of addressing issues for the whole team

2. Gathering and sharing information

3. Listening skills

4. Collaboration and consensus

5. Keeping people and problems separate

6. Building trust

THEORETICAL MODELS WHEN BUILDING HIGH PERFORMING BUSINESS TEAMS

Belbin's Team Roles

Action-Oriented Roles

1. Shaper
2. Implementer
3. Completer/Finisher

People-Oriented Roles

1. Coordinator
2. Team Worker
3. Resource Investigator

Thought-Oriented Roles

1. Plant
2. Monitor-Evaluator
3. Specialist

ACTION ORIENTED ROLES

Shaper (SH)

- Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent.

- Shapers often see obstacles as exciting challenges and they tend to have the courage to push on when others feel like quitting.

- Their potential weaknesses may be that they're argumentative, and that they may offend people's feelings.

Implementer (IMP)

- Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done.

- On the downside, Implementers may be inflexible and can be somewhat resistant to change.

Completer-Finisher (CF)

- Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious, and anxious.

- However, a Completer-Finisher may worry unnecessarily, and may find it hard to delegate.

PEOPLE ORIENTED ROLES

Coordinator (CO)

- Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners, and they are naturally able to recognize the value that each team members brings to the table. They are calm and good-natured and delegate tasks very effectively.

- Their potential weaknesses are that they may delegate away too much personal responsibility and may tend to be manipulative.

Team Worker (TW)

- Team Workers are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team, and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable, but who prioritize team cohesion and helping people getting along.

- Their weaknesses may be a tendency to be indecisive, and to maintain uncommitted positions during discussions and decision-making.

Resource Investigator (RI)

- Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas.

- On the downside, they may lose enthusiasm quickly and are often overly optimistic.

THOUGHT ORIENTED ROLES

Plant (PL)

- The Plant is the creative innovator who comes up with new ideas and approaches. They thrive on praise but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.

Monitor-Evaluator (ME)

- Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are shrewd and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

- Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them

Specialist (SP)

- Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.

- This may limit their contribution, and lead to a preoccupation with technicalities at the expense of the bigger picture.

MONITOR THE PERFORMANCE OF A TEAM AGAINST GIVEN OBJECTIVES

IN ORDER TO MONITOR THE PERFORMANCE OF A TEAM, ITS OBJECTIVES HAVE TO BE SMART

SMART — Specific, Measurable, Attainable, Relevant, Time Based

❑ Performance planning is a discussion between the manager and employee.

❑ Specific performance expectations for the year related to their job accountabilities

❑ Goals are relevant and aligned. Goals are dynamic and can be revised, deleted or added if business priorities change during the year.

PERFORMANCE MANAGEMENT CYCLE — Planning, Monitoring, Developing, Reviewing, Rewarding
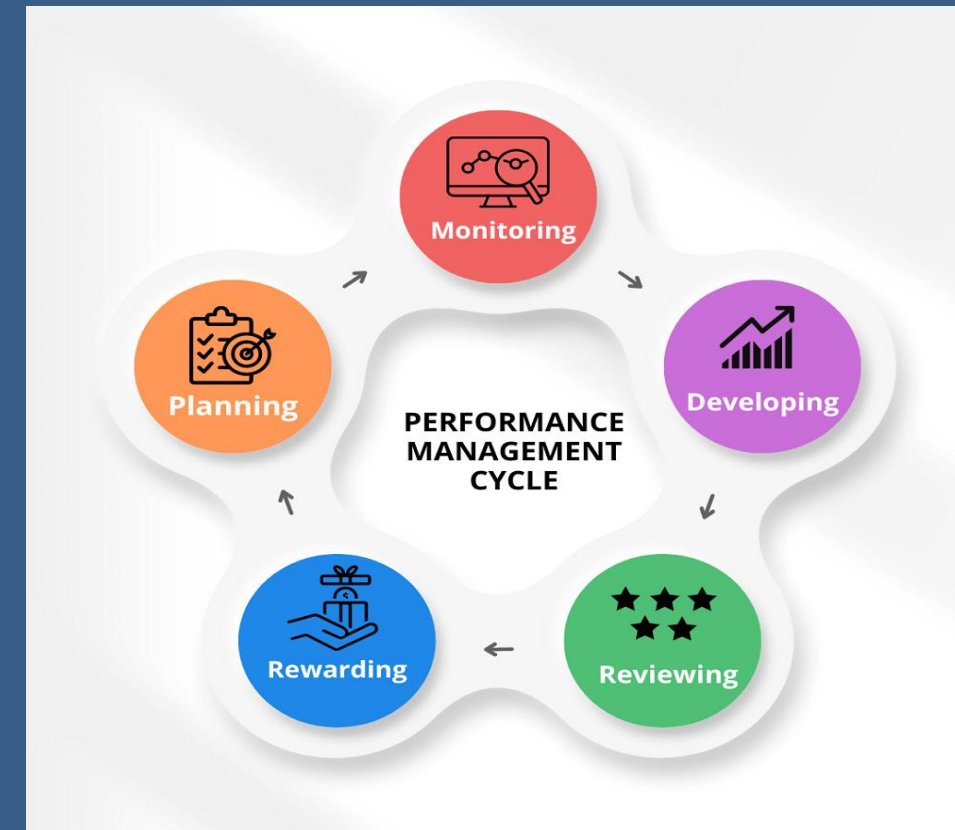
FINAL TIPS & TAKEAWAYS

- **Clear Vision and Aligned Goals**: Ensure every team member understands the company's objectives and how their role contributes to achieving them. Set measurable targets to track progress.

- **Strong Leadership and Empowerment**: Leaders should set the tone by example, delegate responsibilities, and foster trust, enabling team members to grow and make decisions.

- **Effective Communication**: Maintain open and transparent communication with continuous feedback, ensuring the team can adapt quickly.

- **Accountability and Ownership:** Define clear roles, encourage personal ownership, and hold members accountable for results, promoting a culture of responsibility.

- **Collaboration and Teamwork:** Build trust, promote knowledge-sharing, and encourage collaboration to drive innovation and problem-solving across the team.

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THANK YOU

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