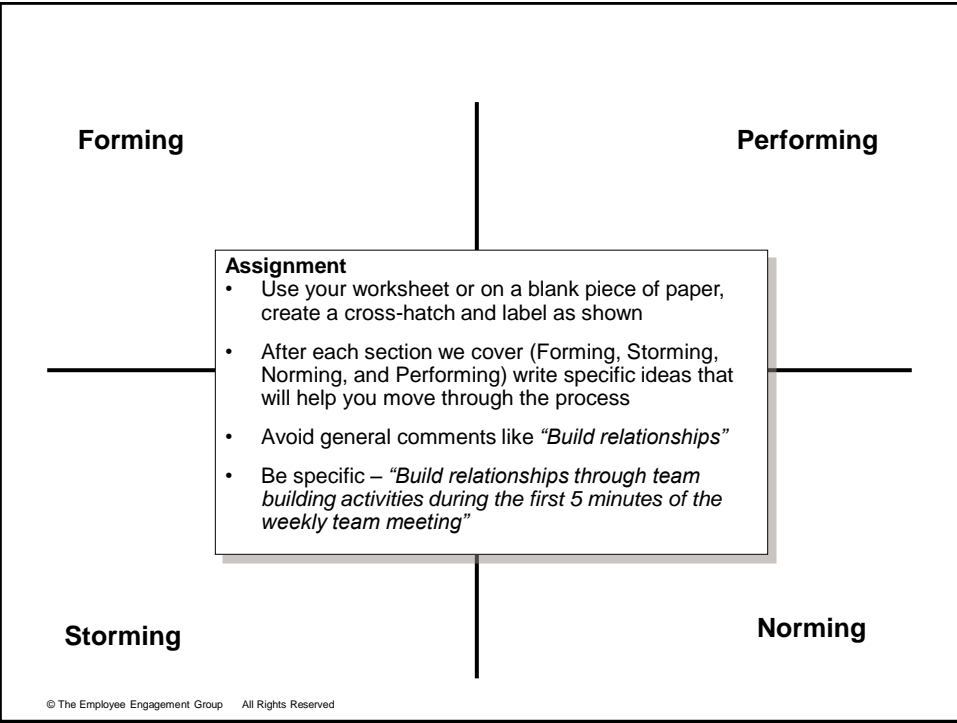
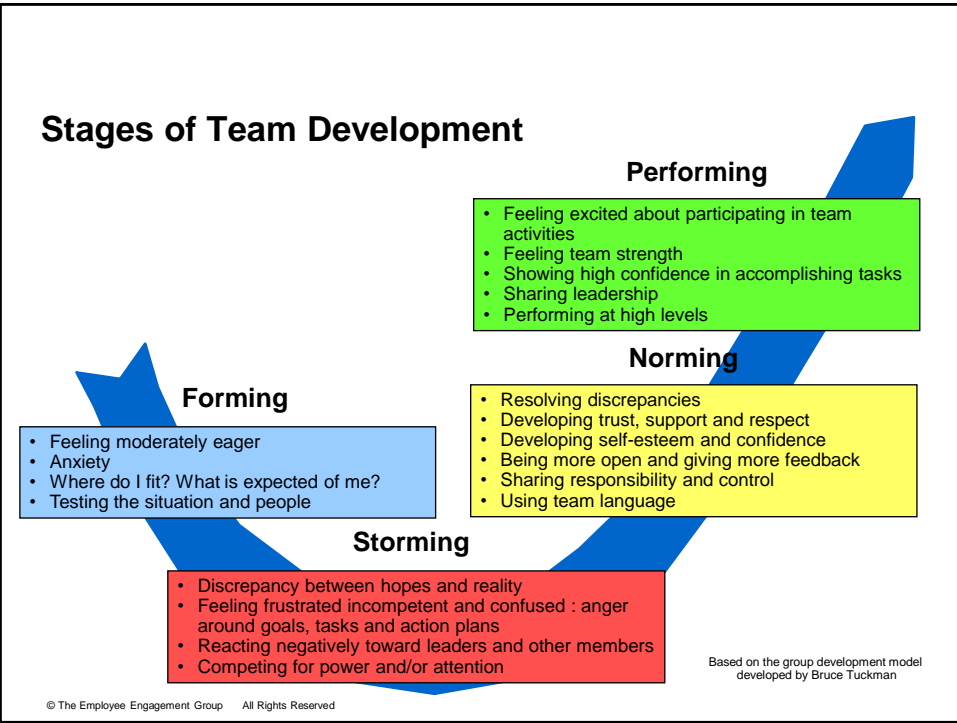
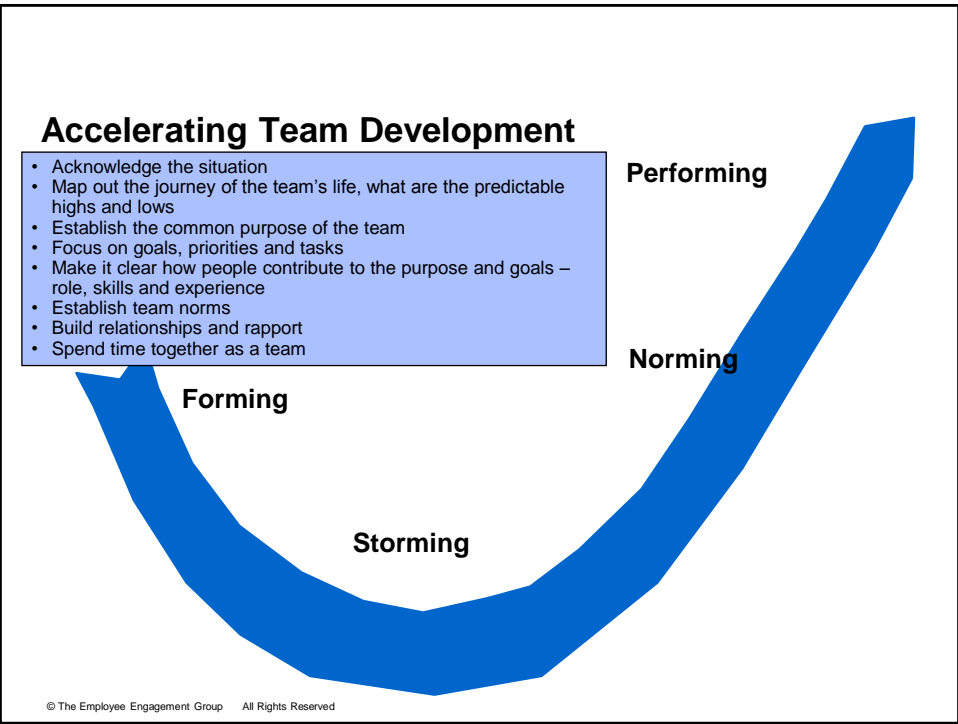
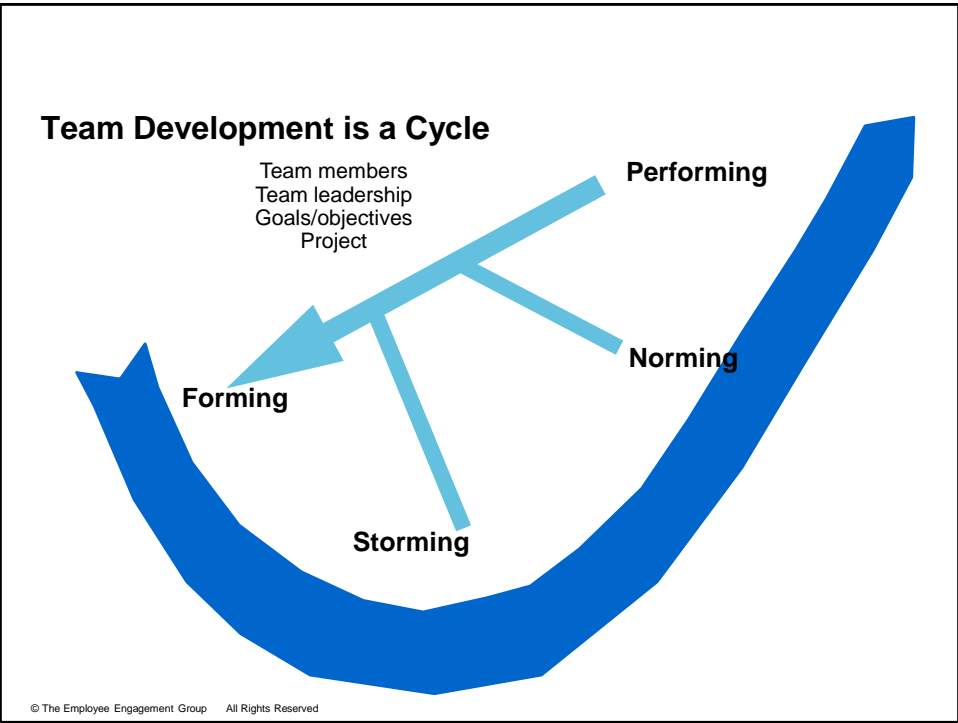


Moving Teams to High Performance

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Accelerating Team Development

- Acknowledge the situation
- Map out the journey of the team's life, what are the predictable highs and lows
- Establish the context
- Focus on goals
- Make it clear how your role, skills and experience will help
- Establish team norms
- Build relationships
- Spend time together

Acknowledge the situation

- Explain the team development stages to your team
- Discuss the steps for going through the Forming stage and how important it is to establish a strong foundation
- Provide key examples of what you, as the leader, will be doing
- Describe the situation with the confidence that the team will be successful
- Remind the team that this is a natural part of successful team development

Performing

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Accelerating Team Development

- Ackn
- Map
- high
- Estab
- Focu
- Make
- Estab
- Build
- Spen

Five executives of one energy company's senior management team were asked to list the top ten priorities

- Only 2 were consistent for all members
- Only 7 were consistent with 2 – 3 members
- Thirteen priorities were mentioned by only one team member

Teamwork at the Top
Erika Herb

What are your team's top goals and priorities?

Do your team members agree? How do you know?

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Accelerate

- Acknowledge the situation
- Map out the journey of the team's life, what are the predictable highs and lows
- Establish the common purpose of the team
- Focus on goals, priorities and tasks
- Make it clear how people contribute to the purpose and goals – role, skills and experience
- **Establish team norms**
- Build relationships and rapport
- Spend time together as a team

Examples of Team Norms

"We will be accountable for meetings: we will participate, be on time, bring what we are responsible for, find out what we missed if absent."

"Decisions of the team will be made in our team meetings and not questioned outside the meeting."

"We will not use the 'Reply to All' button on our e-mail unless the information is essential to all team members."

"We will communicate by phone first and follow up with a short e-mail confirming the discussion"

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Forming	Performing
Storing	9

What specific actions can you take during Forming?

- Acknowledge the situation
- Map out the journey of the team's life, what are the predictable highs and lows
- Establish the common purpose of the team
- Focus on goals, priorities and tasks
- Make it clear how people contribute to the purpose and goals – role, skills and experience
- Establish team norms
- Build relationships and rapport
- Spend time together as a team

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Accelerating Team Development

Storming is natural and essential for change!

- **Storming is natural and essential for change**
- Allow expression of differences (and frustrations)
- Handle disagreement 'there and then' and encourage team members to do likewise
- Reinforce positive conflict resolution efforts
- Revisit roles, goals, tasks and expectations
- Balance individual needs with the overall team needs

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Accelerating Team Development

Ways to improve expressions of differences

- Group norms (from the Forming stage)
 - Communications
 - Meeting management
 - Conflict management
 - Problem solving

- **Storming is natural and essential for change**
- Allow expression of differences (and frustrations)
- Handle disagreement 'there and then' and encourage team members to do likewise
- Reinforce positive conflict resolution efforts
- Revisit roles, goals, tasks and expectations
- Balance individual needs with the overall team needs

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Accelerating Team Development

Performing

Team Needs Individual Needs

Team Individual

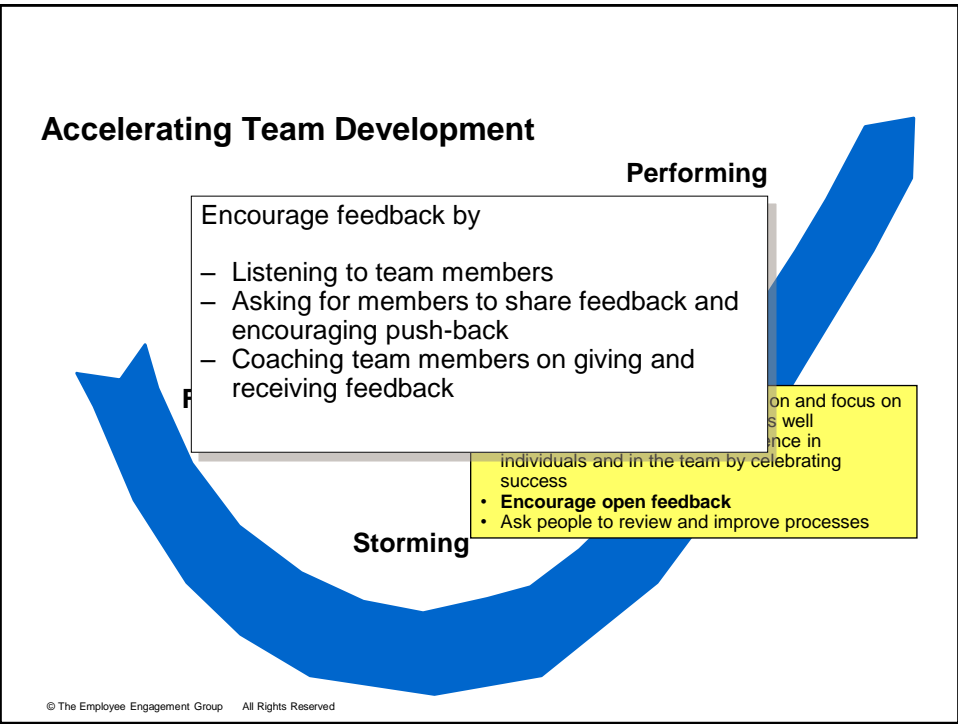
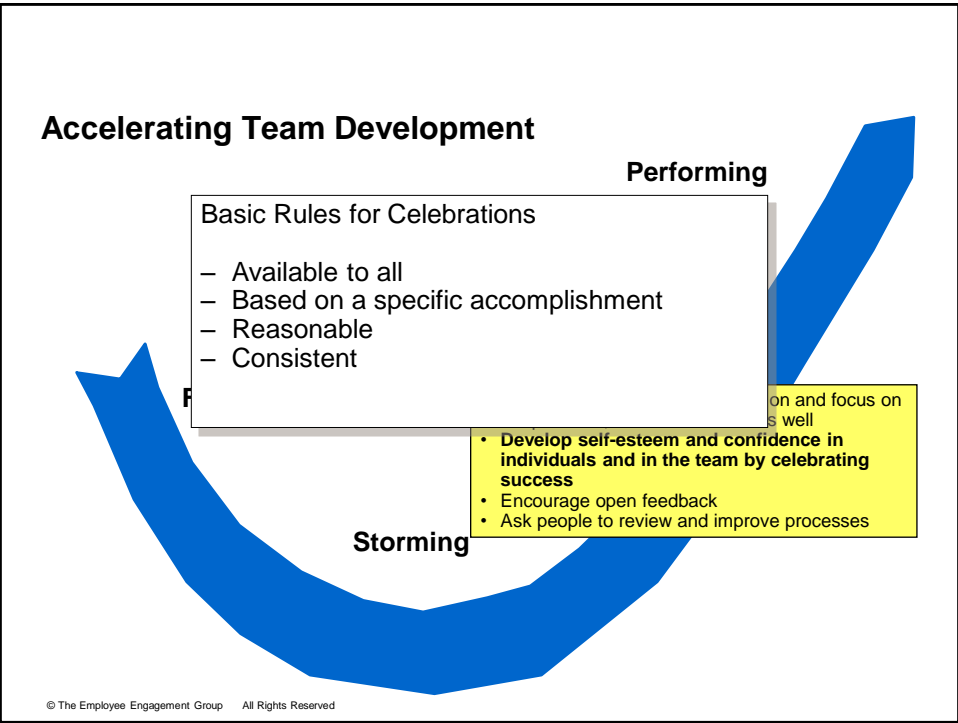
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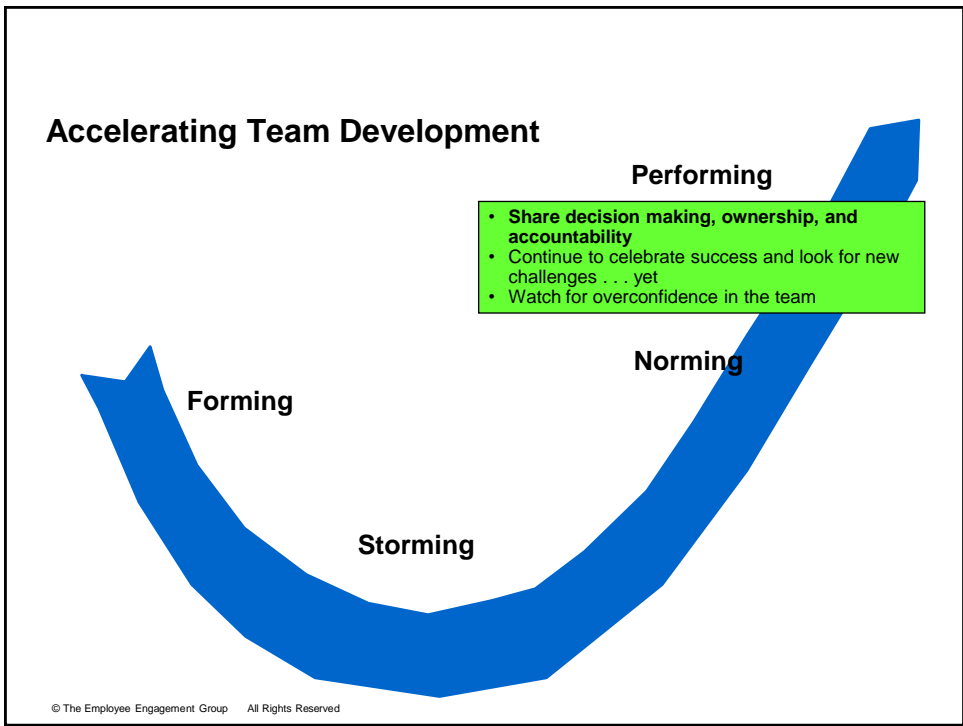
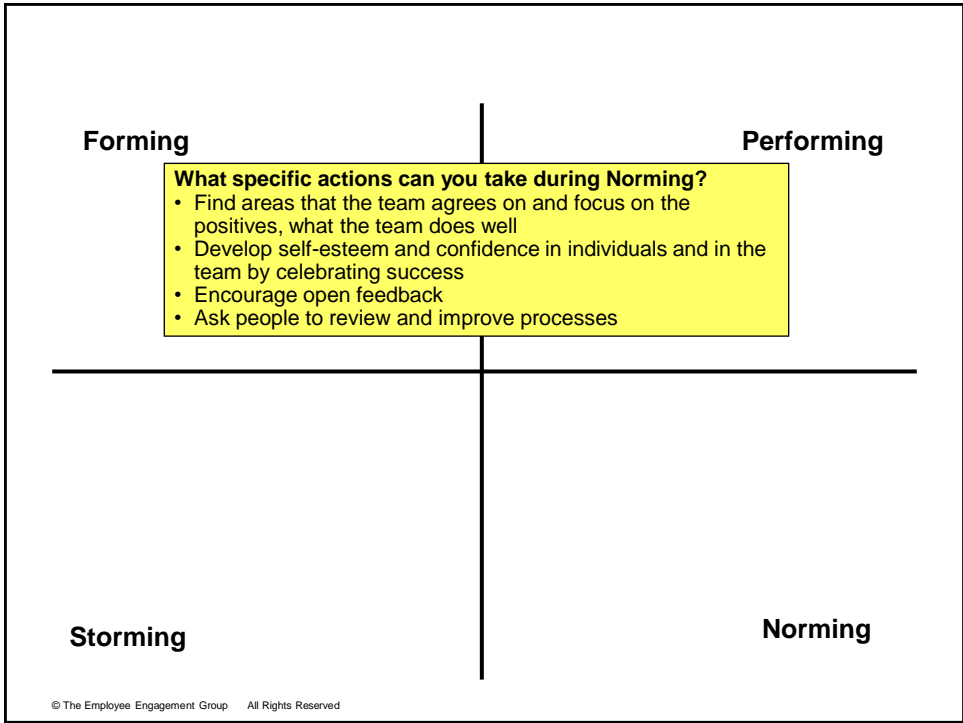
• Balance individual needs with the overall team needs

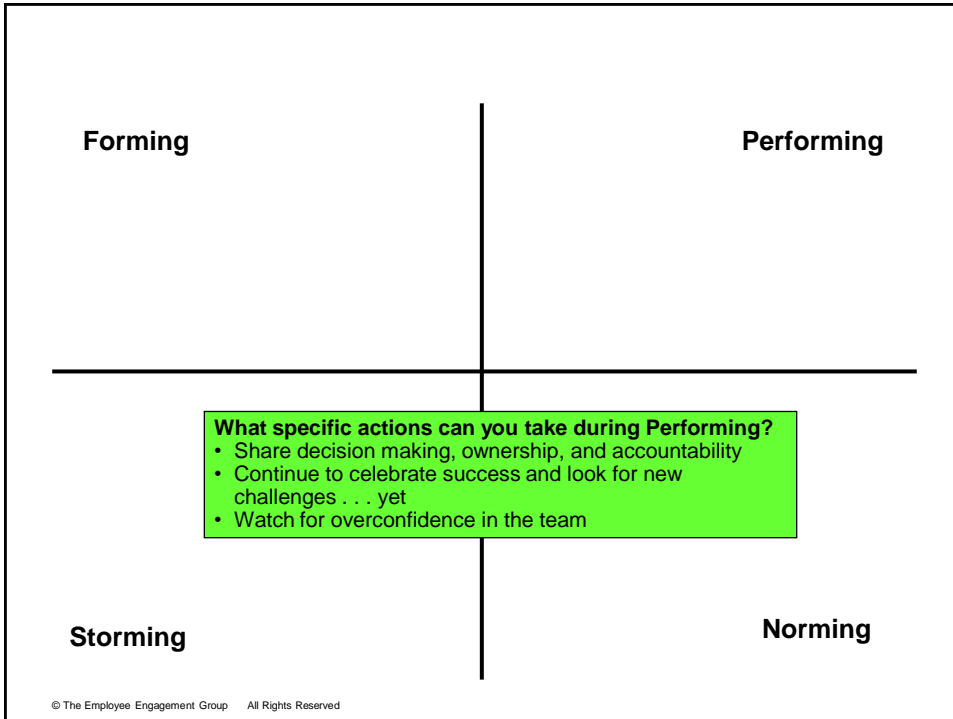
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Forming	Performing
<div style="background-color: #f08080; padding: 5px;"> <p>What specific actions can you take during Storming?</p> <ul style="list-style-type: none"> Storming is natural and essential for change Allow expression of differences (and frustrations) Handle disagreement 'there and then' and encourage team members to do likewise Reinforce positive conflict resolution efforts Revisit roles, goals, tasks and expectations Balance individual needs with the overall team needs </div>	
Storming	Norming

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Assignment

- Determine the stage your team is in
 - Forming
 - Storming
 - Norming
 - Performing
- Identify at least 3 specific actions you can take to move the team through this stage
 - Some actions may require going back to an earlier stage
- Create an action plan that you will share with your
 - Manager
 - Team