

Moving Teams to High Performance

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Session duration:

1

Time into session:

Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

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Before the session

Review the materials (slides, animations, notes, exercises, workbooks)

Create a 'Safety Minute'

Understand the objectives – what is the training meant to address?

Practice the session at least once

Know your equipment – projector, laptop, remote mouse, webinar tool, and conference call system

Day of the session

Arrive early to set up room and/or web tool, test systems, etc.

Display presentation on screen before participants begin arriving

Starting the session

Start on time (or as close as possible)

Welcome participants to the workshop

Introduce self with name and title

Optional: conduct an icebreaker and/or introduction of participants

Address any housekeeping issues (such as participation expectations, questions, and phone etiquette if a webinar)

During the session

Manage your time and the participants during the session

Involve participants – ask for volunteers or call on people

If a webinar, use the system tools (annotation device, surveys, etc.)

Maintain a 'Parking Lot' for topics you aren't able to cover

Ending the session

End on time

Offer to stay longer to answer questions

Follow up with additional information and feedback quickly

Session duration:

1

Time into session:

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3

Session duration:

Time into session:

Getting to High Performance



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Look at the list that populates the slide. Point out how it is similar to the list the group suggested.

There are many characteristics of a top team. The goal of the workshop is to help you move your team toward having these characteristics.

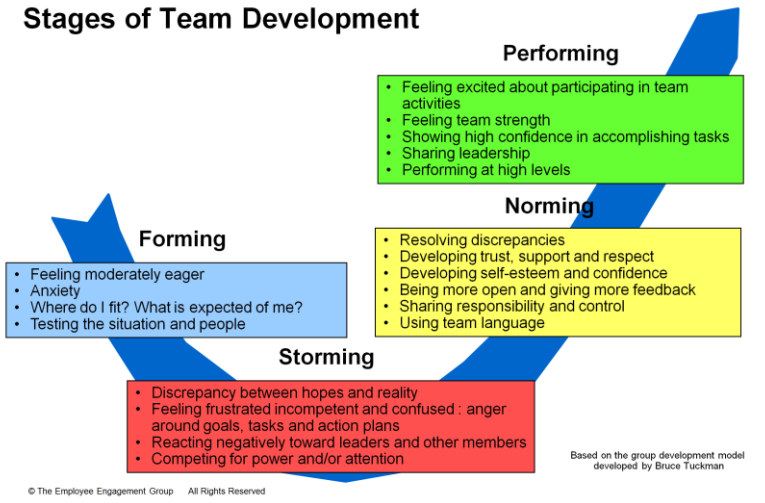
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Key

Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

>>> = click to animate or advance

Stages of Team Development

The Tuckman model has been around since the mid 1960s with little change. It has stood the test of time. The model states that all teams go through 4 stages of team development: Forming, Storming, Norming, and Performing. It's important to know that it is normal to go through these stages (including Storming), but not "normal" to stay too long in any one stage. How quickly you move through the stages depends on the actions that you take as a leader. >>>

As you go through the stages, you may want to walk through an example of a team (work, sports, etc.).

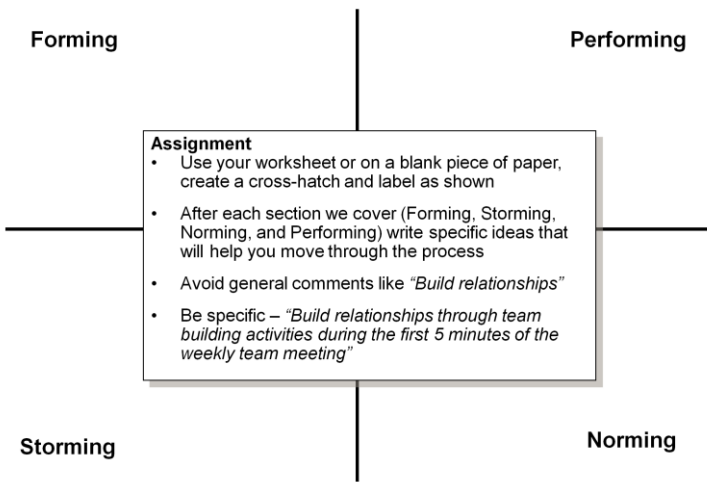
Forming – teams always begin in this stage and will return to it whenever there is a change to the team make-up (when people leave and new people join). It is in the forming stage that it's important for a Leader to set clear expectations and provide the direction needed during uncertainty. There tends to be much cooperation and face-to-face agreement but may need to address unspoken opinions and disagreements. >>>

Storming – once the team members become more familiar with each other, they are more comfortable to disagree and state true feelings and beliefs. Conflict, frustration, and competition for power are common. >>>

Norming – in this stage, members begin to create 'rules' for working together including managing conflicts, roles, balancing workload, and understanding each other's work styles. >>>

Performing – the Performing stage, the team is operating smoothly. This does not mean there is not conflict or disruptions but the team has set the rules for handling these issues.

>>>



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Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

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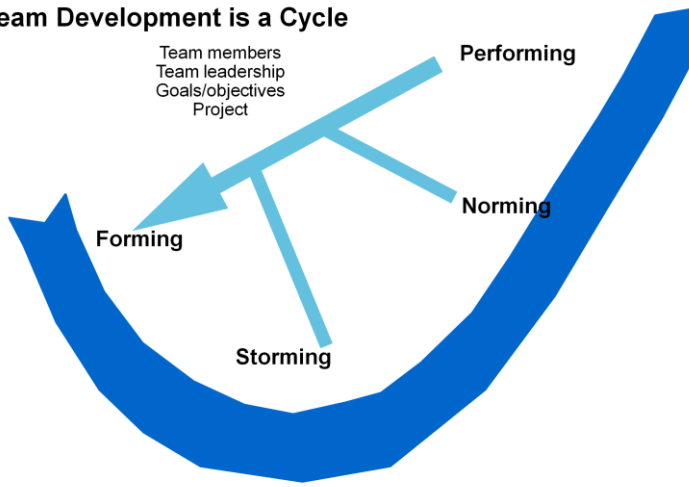
This is what you will need to do:

- Use your worksheet or on a blank piece of paper, create a cross-hatch as shown >>>
- After each section we cover (Forming, Storming, Norming, and Performing) write specific ideas that will help you move through the process >>>
- Avoid general comments like “*Build relationships*” >>>
- Be specific – “*Build relationships through weekly team building activities during the first 5 minutes of the team meeting*”

At the end of the session you will have a actionable list that you can implement.

>>>

Team Development is a Cycle



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

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What can make a team move back to Forming? >>> *Discuss answers.* >>>

Whenever there is a change in:

- Team members
- Team leadership
- Goals and objectives
- Projects

Team development is a cycle that can happen at any time in the development process including at the Storming stage >>> and the Norming stage >>>

Changes always make the team revert to the Forming stage. The speed in which the team progresses through the different stages again will depend on:

- Size of the change
- Experience of remaining team members
- Experience of the leader

The team must go through all 3 stages to get to Performing, no matter where it was when it moved back to Forming stage. If you think you've skipped a stage, look at little closer. Teams rarely will skip a stage.

>>>

Accelerating Team Development

- 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

Performing

Norming

Forming

Storming

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Key

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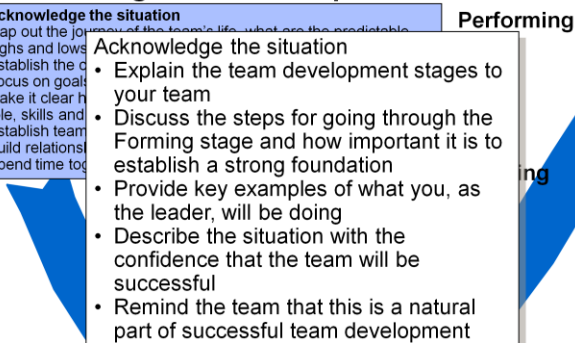
And, if you focus much of your energy during the Forming stage, the Storming will be minimized.

These are some key actions that will create a solid foundation and help you move a team through the stages more quickly.

Each bullet will be covered in depth in next slides

>>>

Accelerating Team Development

- 
- Acknowledge the situation
 - Map out the job of the team's life, what are the predictable highs and lows
 - Establish the context
 - Focus on goals
 - Make it clear how role, skills and
 - Establish team
 - Build relationships
 - Spend time together
- Performing**
- 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

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Key

Key points to be covered

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These are some fundamental topics and techniques the team leader can share with the team.

Touch on each one briefly adding any comments that will support.

- 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

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Accelerating Team Development

- Ackn
- Map
- highs
- Estat
- Focu
- Make
- role,
- Estat
- 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?

Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

A great example of not focusing on goals and priorities is this study from *Teamwork at the Top*.
Go over the results of the report.

>>> What are your team's top goals and priorities? *Listen to answers (or write on a flip chart)*

>>> Do your team members agree? and How do you know?

Discuss the need to be sure the team has the same ideas of what the priorities are. It is very common for assumptions to be made

>>>

Key

Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

>>> = click to animate or advance

Accelerator

Examples of Team Norms

- Acknowledge
- Map out the job
- Establish the
- Focus on goal
- Make it clear
- Establish team
- Build relations
- Spend time to

"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"

Ask participants to come up with a list of examples of team norms. List answers on a flip chart page. Discuss key or unique answers.

>>> to reveal sample norms

Forming

Performing

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

Stor

g

Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

EXERCISE

Give participants 2 – 3 minutes to come up with at least 4 specific ideas for moving their team(s) through the Forming stage. Remind them that you are looking for specific actions they can take, not general concepts.

Ask participants to report back on their ideas. Push back when the idea seems to general – get more specific ideas.

Write the ideas on a piece of flip chart paper titled 'Forming Ideas'

>>>

**Storming is natural
and essential for
change!**

Forming



Storming

- 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

Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

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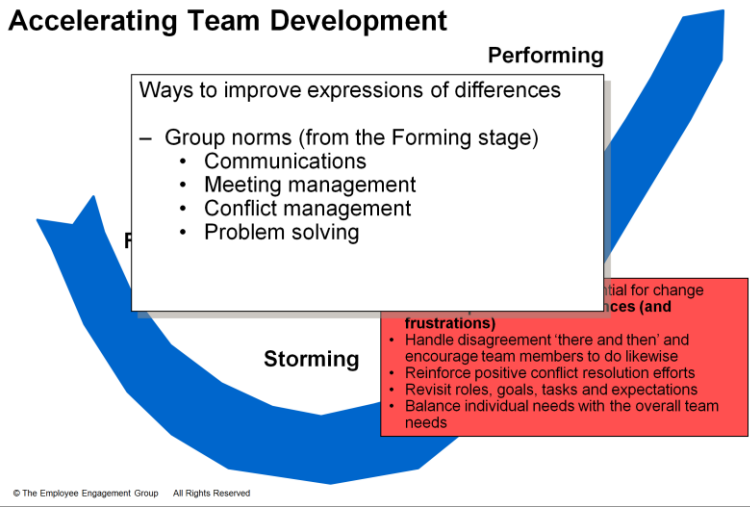
The key is that Storming is a natural part of team development

>>> *to open the icon – emphasize that Storming is a natural part of team development and must be addressed.*

Remember, Storming cannot be bypassed.

Use examples of teams you've worked with or teams you know of and how they went through the Storming stage. Ask for examples from participants.

Accelerating Team Development



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

Why is it important to find ways to express differences?

Look for answers like:

Differences often are misunderstood

Differences will continue to create conflict

Provides an opportunity for communication

>>> *Open text box and go over ways to help improve expression of differences.*



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

Balance team and individual needs.

What does it mean to balance team and individual needs?

Look for: Sometimes the needs of the team and needs of the individual aren't the same.

Are both valid needs? *Look for: Yes they are both valid*

>>> *to open graphic.*

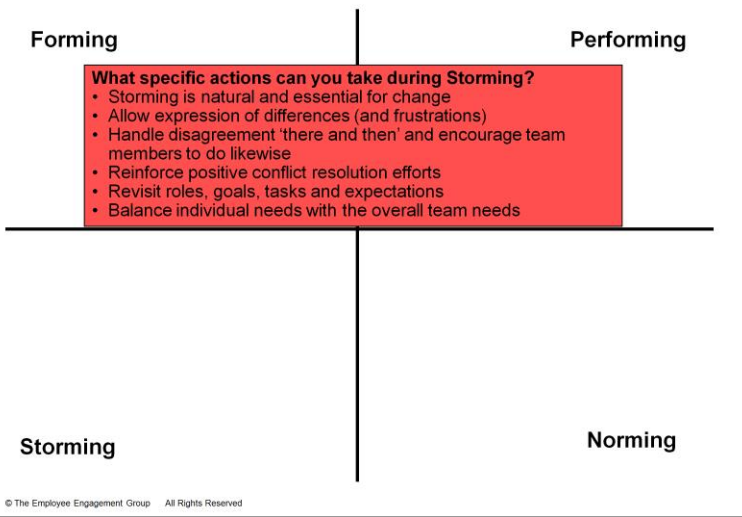
EXERCISE - *ask participants to make a list of team needs (what does the group, as a team, need) and individual needs (what to individuals need). Look for:*

Team – work together, success, use resources wisely, good leader

Individual – work on challenging projects, success, flexibility, use skills and talents

Discuss the differences and similarities. Pick one difference and discuss how the leader might address this need without impacting the team or de-motivating the individual.

>>>>

**Key**

Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

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EXERCISE

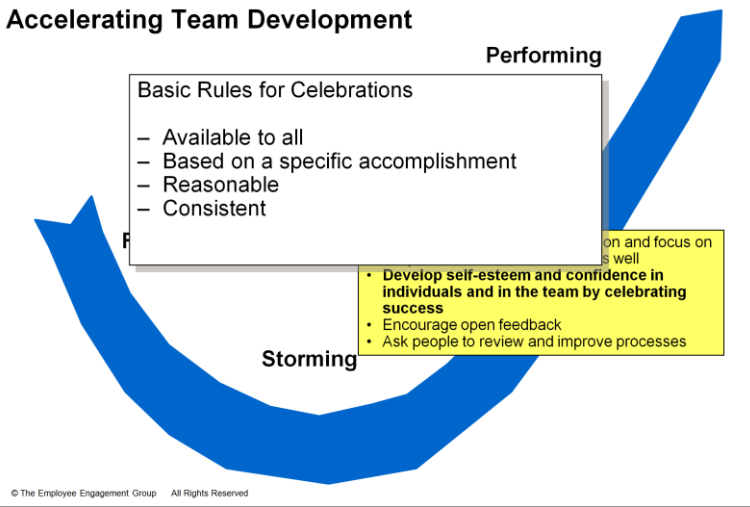
Give participants 2 – 3 minutes to come up with at least 4 specific ideas for moving their team(s) through the Storming stage. Remind them that you are looking for specific actions they can take, not general concepts.

Ask participants to report back on their ideas. Push back when the idea seems too general – get more specific ideas.

Write the ideas on a piece of flip chart paper titled 'Storming Ideas'

>>>

Accelerating Team Development



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

When the strengths begin to emerge, celebrate successes with the team.

>>> to open the text box for basic rules. *If there is time, ask the question below. If there isn't time, click for some basic answers*

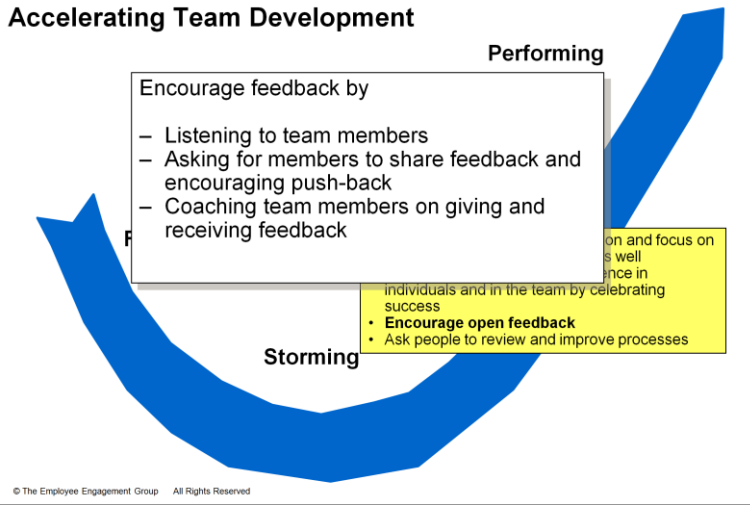
What would you think are some basic rules for celebrations. *Write the answers on a flip chart*

Discuss answers then open answers on the slide:

- Available to all – don't leave anyone out because of dietary restrictions (due to food) or location (if on a remote team).
- Based on a specific accomplishment – what gets recognized, gets repeated
- Reasonable – the reward fits to accomplishment
- Consistent – don't skip the process for any reason

>>>

Accelerating Team Development



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

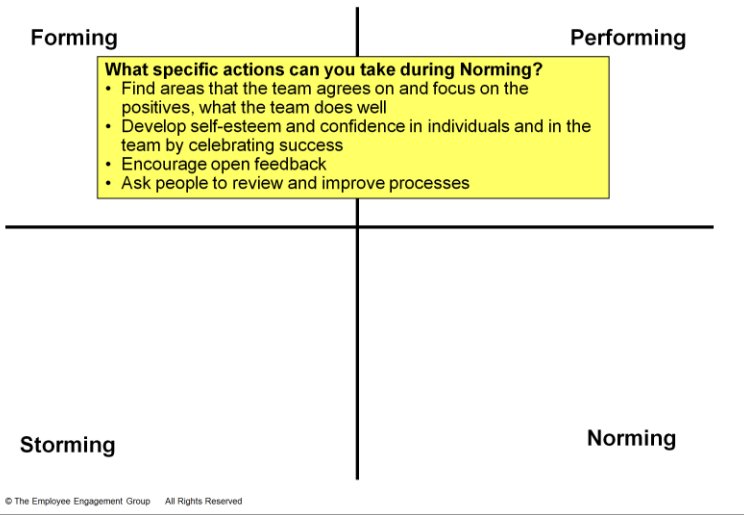
>>> = click to animate or advance

In Forming, open feedback was offered and received with courtesy; in Storming, it was offered and received as a way to criticize and created conflict. In Norming, feedback should be truly open and received as an opportunity to improve.

The leader in the Norming stage is encouraging that team members talk candidly with each other and address any potential conflict. >>>The leader can encourage feedback by:

- Listening to conversations in meetings
- Prompting feedback and pushback
- Coaching individuals in communication techniques – both in giving and receiving feedback

>>>



Key

Key points to be covered

Specific directions to facilitator

EXERCISE – activity for participants

>>> = click to animate or advance

EXERCISE

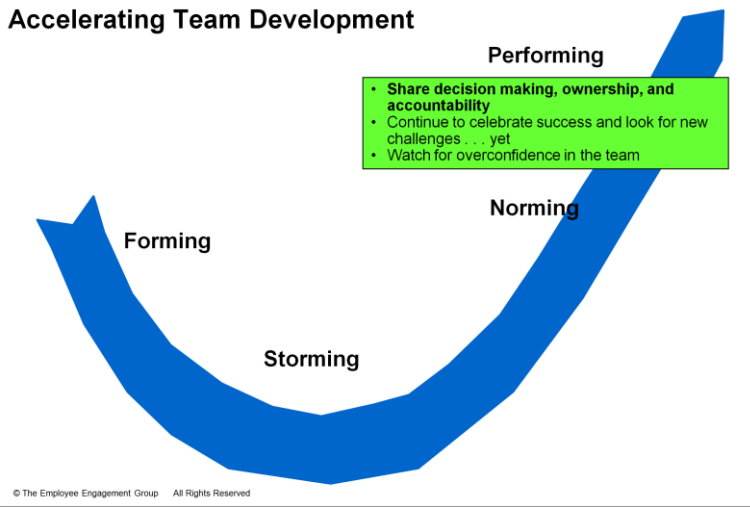
Give participants 2 – 3 minutes to come up with at least 4 specific ideas for moving their team(s) through the Norming stage. Remind them that you are looking for specific actions they can take, not general concepts.

Ask participants to report back on their ideas. Push back when the idea seems to general – get more specific ideas.

Write the ideas on a piece of flip chart paper titled ‘Norming Ideas’

>>>

Accelerating Team Development

**Key**

Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

>>> = click to animate or advance

Begin to delegate decision-making, ownership, and accountability with the team members, both as individuals and as a group.

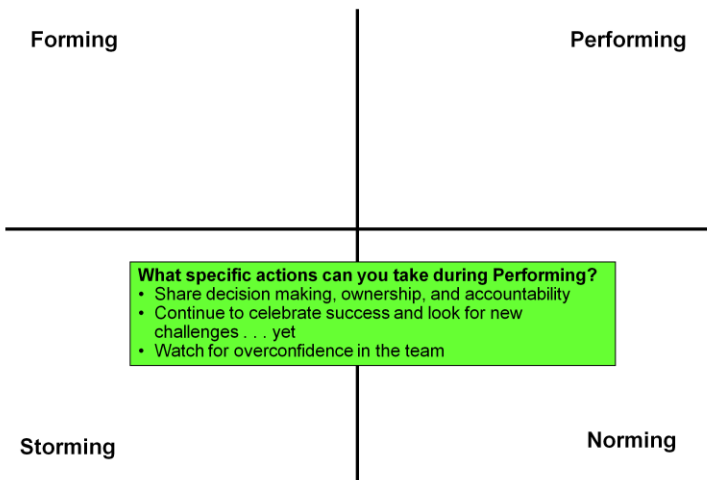
- Provide team decision-making opportunities
- Teach team members how to reach a decision together
- Coach team members and individuals toward good decisions and explain the reasons for your direction

As a leader, delegation is an important skill.

What are decisions you can delegate (or will be able to delegate when the team reaches this stage)?

List different options on a flip chart page

>>>

**Key**

Key points to be covered

*Specific directions to facilitator***EXERCISE** – activity for participants

>>> = click to animate or advance

EXERCISE

Give participants 2 – 3 minutes to come up with at least 4 specific ideas for moving their team(s) through the Norming stage. Remind them that you are looking for specific actions they can take, not general concepts.

Ask participants to report back on their ideas. Push back when the idea seems too general – get more specific ideas.

Write the ideas on a piece of flip chart paper titled ‘Norming Ideas’

>>>

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

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20

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Describe assignment emphasizing that the leader needs to be realistic in order to get the most out of it.

- Determine stage – be realistic when identifying the stage – don't put the team in a later stage than it really is
- Identify specific actions – this may mean looking at an earlier stage or stages to be sure the team has the foundation to accelerate
- Create an action plan – writing the plan down makes it more real, sharing it creates a sense of accountability

>>>