Team Building: Creating an Empowered Team

Bring four people together in a team and you have 11 possible relationships; bring eight people together and you have 247; make it 16 people and you have the possibility of a staggering 65,519! Thus, leading a team becomes exponentially more complicated than leading people one-on-one. The complexity of leading a team demands a very different focus and set of skills that many leaders fail to recognize and requires different leadership behaviors that many leaders fail to master and use. Leading a team means gathering, structuring and developing the collective abilities and energies of a team of people united by a common purpose, and guiding them to the achievement of interdependent goals and sustained high performance.

This course will teach you how to elevate your leadership skills to guide, empower and respond to the needs of the unique team dynamic as well as individual team members.

Objectives:

- Define the critical difference between leading a team and leading a group.
- Identify when and why empowering a team is necessary and desirable.
- Describe the critical success and critical failure factors for creating a powerfully empowered team.
- Identify the steps necessary to move from team bonding (promoting interpersonal connection) to team building.
- Define your roles as an empowering team leader, teammate, participant, facilitator and/or observer and when you must function in each role.
- List the leadership skills necessary to discover that by teaming with people who are as talented - or more so - than you are, you can accomplish things you cannot achieve alone.

5/23/14
8:00 AM - 9:30 AM
Course Number: FR-26
Trinity Ballroom 4-8

(+))No significant financial relationships to disclose
Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

-Andrew Carnegie
In most groups, individual members operate under their own separate motivations and work to achieve independent goals.

A team is a collection of people who come together to achieve a clear and compelling common goal that they have participated in defining.

To the members of a team, that goal is more important than their own individual pursuits.
UNDERSTAND THE DYNAMICS TO CHANGE (T. Atchison)

<table>
<thead>
<tr>
<th>People Who Embrace Change</th>
<th>People Who Resist Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the need</td>
<td>Do not fully understand</td>
</tr>
<tr>
<td>Are given control</td>
<td>Fear of loss of control</td>
</tr>
<tr>
<td>Want to change</td>
<td>Do NOT want to change</td>
</tr>
</tbody>
</table>
WHO REALLY WANTS TO CHANGE?

- Angry people resist change
- Happy people resist change
- Some resist just to resist!
- Change the focus to pride in your organization

VALUES-FOCUSED DECISION MAKING

- First identify (and agree on) a set of objectives that incorporate the values of the organization.
VALUES-FOCUSED APPROACH

• Use the fundamental objectives to generate alternatives.

• Most decisions involve multiple stakeholders
  **Identify the stakeholders’ underlying values**

CHARACTERISTICS OF EFFECTIVE TEAMS

• Relaxed, comfortable environment
• Group tasks and objectives are understood AND accepted by all
• “On-task” discussion with all team members involved
  • Conversation Not Dominated
CHARACTERISTICS OF EFFECTIVE TEAMS

• Disagreement is accepted and not suppressed
  • No hostility or tyranny
  • Group lives with the differences and moves beyond
• Every idea is given a fair hearing
  • Members not afraid to feel foolish or that they are being judged

CHARACTERISTICS OF EFFECTIVE TEAMS

• Most decisions reached by common consensus without resentment
  • Versus typical “grousing” heard after meetings
• While Criticism is welcome, there are NO personal attacks
  • Versus open or hidden destructive methods
  • “You can only complain if you have a suggestion”
CHARACTERISTICS OF EFFECTIVE TEAMS

- Chair does not dominate but knows when to make a decision
  - Delegate to other resources and change leaders depending on the task at hand
- Members feel free in expressing ideas not only on the topic but also on the group itself
- Have the group honestly evaluate not only the product but the PROCESS they went through
- Clear action items and accountability are taken for follow up items

WHAT DOES THE TEAM NEED?

- It's simple...a GREAT COACH
- Do the right thing, not the most popular thing
WHAT YOU NEED TO DO

• Be confident
• Be enthusiastic
• Be available
• Create a positive work environment
• Provide the necessary resources
• Provide the necessary training

WHAT YOU NEED TO DO

• Give clear expectations
  • What, when, where and how
• Give clear guidelines
• Delegate
• Provide developmental feedback
• EMPOWER!
EMPOWER

- To invest with authority
- To equip or supply with ability
- To promote the self-actualization
- 79% of the Fortune 1000 companies are using “Empowered,” “Self-Directed,” “Autonomous” Teams

LEADERS VERSUS MANAGERS
YOU NEED BOTH! (T. ATCHISON)

<table>
<thead>
<tr>
<th>LEADER</th>
<th>MANAGER</th>
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</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Consistent</td>
</tr>
<tr>
<td>Charisma</td>
<td>Precision</td>
</tr>
<tr>
<td>Visionary</td>
<td>Organized</td>
</tr>
<tr>
<td>Inspirational</td>
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INSPIRED FOLLOWERS  PREDICTABLE RESULTS
WHAT MAKES A TOP PERFORMING EXTERNAL LEADER?

- Not necessarily hands-off
- Not necessarily just encouraging
- It is managing the interface between the team and the larger organization that is pivotal

WHAT EACH TEAM NEEDS

- PURPOSE
- PROCESS
- PRODUCT
THE STRATEGIC PLAN

Mission
Business of the organization

Vision
Hope of the organization

Values
Principles of the organization

Objectives
What kinds of results

Strategies
How the organization achieves goals


FIRST STEPS

- Create a shared mission/common purpose
- Create shared values/culture of your team
- Must be aligned with the organization’s needs
- Establish and prioritize the issues
- Be Clear and be aware of scope creep
- Establish the necessary resources to support the team
- Spend time establishing roles!!
STARTING POINTS TO ALIGN SELF-INTERESTS

- Patient Quality
- Patient Safety
- Patient Satisfaction

HOW DO WE USE THIS INFORMATION?

- Do not focus on what is not working
  - Focus on the desired state
  - Start on the transitional state
- Find points of mutual agreement
- How can you leverage your commonalities to get what you both need now and in the future?
KEY FEATURES OF GOALS/OBJECTIVES

• Be clear and specific
  • Focus on the problem not the person
• Goals must be Attainable
• Goals should be Measurable
  • How will you know that you are successful?
  • “In-process” metrics determines team efficiency
  • “Outcome” metrics determines team effectiveness
• Tools and Resources should be available!
• Time-structured, yet flexible
• Encourage creativity!
  • Ex: coffee service, plants, conference food and beverage, end of year gifts

BIGGEST MISTAKES TEAMS MAKE

• In difficult situations, striving for the perfect state vs the target state
  • Find your BATNA! Best Alternative to Negotiated Agreement
• Trying to take huge steps vs taking small steps in the right direction...EVERY DAY
• Not identifying ways to sustain the change
• Not performing a risk benefit analysis for all of the stakeholders
• Not reassessing and keeping attentive to the initiative
PDCA, “THE DEMING CYCLE”

The Toyota Way

- Best Quality - Lowest Cost - Shortest Lead Time
- Best Safety - Highest Morale

Continuous Improvement

Respect for People

PDCA Learning Cycles
CHOLUTECA BRIDGE IN HONDURAS POST HURRICANE MITCH 1998

TAKE THE TIME TO BUILD YOUR TEAM

• A body is NOT better than no body
IDENTIFY WHO YOU HAVE ON YOUR TEAM
DEFINITION OF A SATISFIED EMPLOYEE?
SCIENCE DAILY

• “Satisfied employees are those with a sense of well-being”
• The presence of positive emotions such as joy and interest
• The absence of negative emotions such as apathy and sadness

‘Culture eats Strategy for lunch, every day.’
TYPES OF PEOPLE IN YOUR GROUP

<table>
<thead>
<tr>
<th>Noise Level</th>
<th>High</th>
<th>CYNICS</th>
<th>SKEPTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
<td>SLUGS</td>
<td>STARS</td>
</tr>
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</table>

Productivity

PEARLS

• Abraham Lincoln stated that 75% of his time as president was spent interacting with people
• Majority of this time was spent listening!
• The Naysayer or skeptic may have the best ideas
WHAT DO YOU DO WITH THE CYNICS?

- #1: Don’t hire them!
- #2: Fire them, cut your losses quickly
- #3: Can’t fire, then marginalize them

- These are the “energy vampires” - they walk in the room and suck the life out of you
- These are often the “snipers”
- Find out what you like about the stars and hire accordingly

WHAT DO YOU DO WITH THE SKEPTICS?

- #1: Meet with them regularly
- #2: Ask them for solutions and LISTEN to their answers
- #3: Build relationships with them
  - Speak to them before you present a major initiative
  - Identify their perceived barriers

- These people should not be ignored, Innovation starts here!
ENGAGE THE NAYSAYERS

- "If you don’t break their spirit, they make the best kind of people."

- Brent Eastman, MD, CMO Scripps Healthcare

DEALING WITH PEOPLE

- You CANNOT treat everyone the same way
- The 3 step “sandwich” does not work on everyone!
WHAT IS YOUR PERSONALITY TYPE?

PERSONALITY TYPES
GALLAGER BJ. PEACOCK PRODUCTIONS 1998

- Hawk
- Peacock
- Dove
- Owl
HAWK

- Natural leaders
- Do not beat around the bush
- Direct and do not like small talk
- Thrive on change, stimulation, high pressure
- Express anger aggressively
- Do not like people being too personal

**Things to work on:**
- Be more patient
- Try to be a better follower
- Be a better listener
- Show people that you care about them
- Soften your style to avoid hurt feelings

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EMOTIONAL INTELLIGENCE

The ability to perceive, express and manage emotion in ourselves and with/through others

- EI can be learned, especially through coaching, feedback and reflection
- EI often increases with age + experience
HOW TO WORK WITH HAWKS

• Do not drown them with details
• Do not micromanage, let them be in control
• Provide them with challenging work
  • Good multi-taskers
  • Not good at long term, maintenance projects

PEACOCK

• Lively, entertaining and passionate
• Story tellers, rapid fire speech
• Thrive on change, simulation
• Work quickly and get bored easily. Big picture
• Inspire others with their vision and enthusiasm

• Things to work on:
  • Be less impulsive
  • Be more organized and manage time better
  • May need to contain your energy to avoid overwhelming others
  • Allow others to express themselves
  • Be more succinct and summarize vs telling all of the details
HOW TO WORK WITH PEA COCKS

• Provide them with your full attention
• Provide freedom and autonomy
• Provide interesting and challenging assignments that require big picture ideas
• Great team builders and cheerleaders
• Provide praise and appreciations

DOVE

• Natural team player
• Well-liked, respected
• Not assertive
• Rarely in a hurry
• Peacemaker

Things to work on:
• Be more clear about your own opinions
• Become more comfortable with change and uncertainty
• Be ready to take on leadership roles
HOW TO WORK WITH DOVES

- Try to avoid confrontation, feedback should be informal if possible
- Allow plenty of time for adjustment if there is change
- Include them in decisions
- Do not criticize in front of others, they are extremely sensitive
- Great at seeing projects through to the end so provide steady work

OWL

- Objective, analytical, logical
- Love data!
- Speak slowly and indirectly
- Don’t like small talk
- Steady, methodical work
- Well organized

**Things to work on:**
- Focus more on the big picture
- Be more flexible and open
- Be more spontaneous vs planning everything
  - Perfection may be a barrier
HOW TO WORK WITH OWLS

- Be precise in your communications
- Provide data
- Great with projects that require attention to detail
- Do not be too informal, relationships should be business-like
- Give time to adjust
  - Explain the how and the what

Leadership is earned and renewed daily
Effective leaders use diverse styles like different golf clubs

**ADAPT YOUR STYLE**

<table>
<thead>
<tr>
<th>Commanding</th>
<th>Authoritative (Visionary)</th>
<th>Affiliate</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Do what I tell you.”</td>
<td>“Come with me”</td>
<td>“People come first”</td>
<td>“What do you think?”</td>
<td>“Do as I do, now”</td>
<td>“Try this”</td>
</tr>
</tbody>
</table>

**Works Best…**

<table>
<thead>
<tr>
<th>In a crisis</th>
<th>For change</th>
<th>In stressful situations</th>
<th>To build consensus</th>
<th>To get quick results from your Type A’s</th>
<th>To improve performance or develop long term strengths</th>
</tr>
</thead>
</table>
IMPACT ON CLIMATE

- Coercive  - NEGATIVE
- Authoritative  - MOST POSITIVE
- Affiliative  - POSITIVE
- Democratic  - POSITIVE
- Pacesetting  - NEGATIVE
- Coaching  - POSITIVE

KNOW YOUR TEAM-WARNING SIGNS!

- Decreased productivity
- Decreased quality
- Change in attitude
- Increased absences
- Increased tardiness
COMMUNICATION 101

• Never put anything in an email that you would not want to read out loud or circulated
  - The tone of an email is easily misconstrued

• Put it on ice
  - Do not respond to a concerning email immediately.
  - Ask an objective person to read your email first before hitting send!

COMMUNICATION 101

• Ask for a meeting if it is a hot topic
• Follow “Ghazala’s rule of 3”: If you have emailed about something 3 times, it is time for a meeting
• When you feel your BP and HR rising, try to lower your voice instead of raising it
ESSENTIALS

• “Our research tells us that three conditions are essential to a group’s effectiveness: trust among members, a sense of group identity, and a sense of group efficacy. To be most effective, the team needs to create emotionally intelligent norms—the attitudes and behaviors that eventually become habits…. The outcome is complete engagement in tasks.”

--Vanessa Urch Druskat and Steven B. Wolff

THE POWER OF AN INDIVIDUAL

• Never Doubt that a small, group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has

-Margaret Mead