

Developing the Mind of a Leader: Building Strong Teams

Building Teams
Energizing Teams

Two Truths & A Lie

Building Strong Teams Agenda

- The Team Tree
- Fundamentals of Building Teams
- Team Building Activities
- Personal Best Learning

The Team Tree

Roots & Fruits

Think About the Best Team You've Worked On

What Was Great About It?
Build The Tree

Fundamentals of Building Teams

- Clear Expectations – team performance and outcomes
- Clear Understanding – why are we on this team?
- Commitment – is this mission important to me?
- Belief in Ability – do we have the skills that we need to succeed?
- Shared Goal
- Shared Vision
- Empowerment – do we have enough control?
- Collaboration/Communication – can we share information easily?

Fundamentals of Building Teams

- Freedom of Creativity
- Clear Roles
- Clear Leadership
- Process for Failure – what is at risk?
- Developing Trust
- Shared Rewards & Recognition
- Individual Rewards & Recognition

Let's See This In Action

The Paper Tower

The Paper Tower Learning

- Planning and timing
- Pressure
- Creativity
- Risk
- Learning
- Best Practice
- Skills

Team Roles

Action-Oriented Roles

- **Shaper**

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

Action-Oriented Roles (con't)

- **Implementer**

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.

Inflexible and can be somewhat resistant to change.

Action-Oriented Roles (con't)

- **Completer-Finisher**

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. *May worry unnecessarily, and may find it hard to delegate.*

People-Oriented

- **Coordinator**

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 may delegate away too much personal responsibility, and may tend to be manipulative.*

People-Oriented Roles

- **Team Worker**

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 in their own right, but who prioritize team cohesion and helping people getting along.

Tendency to be indecisive, and to maintain uncommitted positions during discussions and decision-making.

People-Oriented Roles (con't)

- **Resource Investigator**

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 may lose enthusiasm quickly, and are often overly optimistic.*

Thought-Oriented Roles

- **Plant**

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.*

Thought-Oriented Roles

- **Monitor-Evaluator**

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.

Often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them

Thought-Oriented Roles

- **Specialist**

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.

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

Who are you Typically on a Team?

What role would best serve you?

Enabling Others to Act

Based on *The Leadership Challenge*
by James Kouzes & Barry Posner

Leadership Model

- Kouzes and Posner developed based on 20 years of research and application
- 7,500 personal best examples
- 4,000 personal best leadership surveys
- 100,000 respondents in their database

Review The Leadership Model

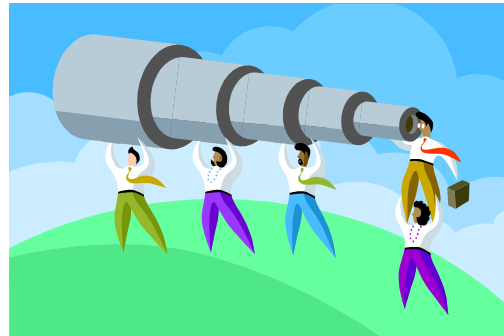
1. Model the Way

- **Clarify** your personal values
- Set the **example** by aligning actions with shared values



2. Inspire A Shared Vision

- **Envision** the future by imagining exciting and enabling possibilities.
- **Enlist** others in a common vision by appealing to shared aspirations.



3. Challenge the Process

- Search for opportunities by seeking **innovative** ways to change, grow, improve
- Experiment and **take risks** by constantly generating small wins and learning from mistakes



4. Enable Others To Act

That's What We're Here For!

5. Encourage the Heart

- **Recognize** other's contributions, showing appreciation for individual excellence
- **Celebrate** the values & victories by creating a spirit of community



4. Enabling Others To Act

Theory

- Every individual holds a competence that is not always completely utilized
- Groups have abilities and capacities to cooperate and perform that do not always develop OR do not always develop in the right direction

Fundamentally...

To get extraordinary things done in an organization, leaders have to **enable others to act** by:

1. Fostering collaboration through cooperative goals & building trust
2. Strengthening people by sharing power and discretion

In other words...

- A collaborative environment leads to greater individual satisfaction and therefore enhances performance.
- Strengthening individuals require turning subordinates into leaders themselves.

Fostering Collaboration

Two Essentials

- Create a climate of trust
- Facilitate relationships

Create a Climate of Trust

1. Be the first to trust -- Be the first to risk the risk of opening up, showing vulnerability and being the first to let go of control
2. Be open to influence – Listen and learn from the local experts of the organization
3. Share information and resources

Facilitate Relationships

- Develop cooperative goals and roles: A focus on collective purpose binds people into cooperative efforts.
- Invoke the power of reciprocity: “Prisoners’ Dilemma”
- Structure projects to promote joint effort
- Support communication
 - Face-to-face interactions
 - Frequent conversation
 - Technology dilemma...

Your Action Plan

1. Show trust to build trust
2. Say “we”, ask questions, listen and take advice
3. Get people interacting

Strengthening Others

Two Essentials

- Enhance self-determination
- Develop competence and confidence

Enhance Self-Determination

- Provide choices: If someone has no freedom of choice and can only act as told to act, what do they do when another person behaves in ways that are not in the script?
- Design jobs/roles to offer latitude: Design work that allows people discretion and choice so they can better serve the organization.
- Foster accountability: The more power someone has, the more they have to be willing to accept personal responsibility.

Develop Competence & Confidence

- Educate, educate, educate
- Organize work to build competence
 - Team cannot act like “owners” and provide leadership if they don’t understand how your organization operates.
 - Help them understand contextual framework for their job/role
- Foster self-confidence
- Leaders coach

Your Action Plan

1. Increase individual accountability
2. Offer visible support
3. Conduct regular coaching conversations

Other Ideas

- Focus on gains, not losses
 - Always lead focus to areas of agreement
 - Recognize the alignment of everyone's goals
- View differences as creative opportunities
 - Differences lead to alternatives
 - Leaders must ask a lot of questions, listen closely to needs, problems and ideas of team members to find the solution that no one has previously discovered.
- Go first
 - Leaders cannot legislate true cooperation or trust.

Let's Do Another Activity

Your Personal Best

The Take Home Points

- Requires team effort, solid trust and strong relationships
- Leaders work to make people strong, capable and committed
- It is essential to let others act – give your power away