

SITUATIONAL TEAM LEADERSHIP

Participant Workbook

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PREFACE

Welcome to Situational Team Leadership. This fast-paced, interactive session focuses on developing your team leadership skills. This workshop simplifies the often complex nature of teams training and provides you with knowledge and tools that you can immediately apply in your own situation.

Teamwork has long been accepted as the primary means of getting work done in a variety of settings. In businesses, community organizations, and sports, people are being asked to come together for a common purpose with a willingness to work toward something that is bigger than themselves. Ideally, these individuals with different backgrounds, different skill sets, and different contributions will provide the competitive edge, no matter what the endeavor. While it sounds good, the challenges of working together can make the price higher than the payoff.

Situational Team Leadership addresses the need for a practical and easily understood process that can be used to solve the dilemmas encountered by those working in collaborative situations. At the heart of Situational Team Leadership is the Team Performance Process, which incorporates several research-based models that have stood the test of time in group settings. This process will help you understand what is occurring in a team and what is needed to resolve the issues and move the team forward.

The acquisition of portable skills are imperative for today's leaders, who are likely to be involved with many teams. The replicable framework provided by the Team Performance Process can be used anywhere to systematically provide team leaders and team members with a basic set of skills and knowledge to increase team effectiveness.

Hopefully, your experience with Situational Team Leadership will take you far beyond what you do in the workshop. What you learn is not as important as what you do with what you learn. So follow through on your good intentions. Carry out your action plan for next steps and use your newfound knowledge to increase collaboration, creativity, and results in each of your team experiences. Because **you** will ultimately make the difference in how this works. We wish you the best.

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SITUATIONAL TEAM LEADERSHIP

Purpose

The purpose of this workshop is to help you acquire the knowledge and leadership skills for developing high performance teams.

Outcomes

As a result of this workshop, you will learn to apply the Team Performance Process to

- Benchmark a team against high performance teams
- Create a team charter
- Diagnose team development stages
- Match leadership behaviors to a team's development needs
- Use appropriate strategies for team development

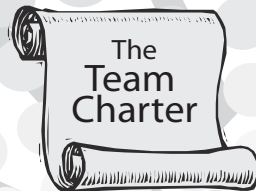


ROAD MAP TO PERFORMANCE



Welcome

Collaboration
and Teamwork

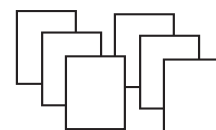


High
PERFORMANCE
Teamwork

Team
Development
Stages

Team
Leadership

Commitment
to Action



Optional
Follow-up Modules



TEAM CHALLENGES

▶▶▶
*List the challenges identified
by you and your team
members.*

- _____

- _____

- _____

- _____

- _____

- _____



OBSTACLES TO SUCCESS

Check off your top three obstacles.

The Top Ten

- ☐ 1. Not taking time to clarify purpose and goals
- ☐ 2. Unsure of what requires team effort
- ☐ 3. Lack of mutual accountability
- ☐ 4. Lack of resources
- ☐ 5. Lack of effective and/or shared leadership
- ☐ 6. Lack of focus on creativity and excellence
- ☐ 7. Lack of planning
- ☐ 8. Lack of support for a team culture
- ☐ 9. Inability to deal with conflict
- ☐ 10. Lack of training



MY BEST TEAM

▶▶▶
1. Share your prework example of your best team experience with your group. Describe the type of team:

- Work—project, ongoing, coordinating
- Personal—community, sports, organization, etc.

Include the characteristics that you identified.

2. Identify six to eight of the common characteristics that emerged from your stories.

3. Create a poster containing words or pictures that represent your common characteristics.

Notes

Common Characteristics



TEAM CHECKUP

1 What did we do well?

3 What did we learn?

2 What would we do differently?

Team Checkup



MINI-CHARTER WORKSHEET

Work Team Purpose

*To experience and learn the models, practice new skills,
and support one another during the session*

1. Adapt the purpose to fit
your work team.

2. Identify three to five norms
or ground rules that will be
used as you work together
in your team and in the
larger group.

3. Agree on two or three goals
you expect to achieve as a
result of this session.

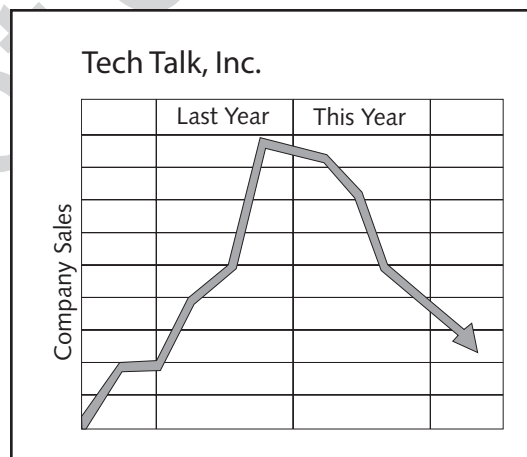


TECH TALK ROLEPLAY

Situation

The President of Tech Talk, Inc., has appointed you to serve on an executive cross-functional team. Although sales have expanded rapidly over the past three years, growth has slowed dramatically this past year. A recent quote from an article in a leading financial journal said that the meteoric rise of Tech Talk seems to have stalled in the wake of customer service and technical support problems. A recent survey of the communications technology industry ranked Tech Talk fourth in customer service among the four largest firms and third in technical support.

The executive team to which you have been appointed includes the Senior Vice President (chairperson) and the top managers in Research and Development, Sales, Customer Service, Human Resources, Marketing, and Finance. The team has been assigned the goal of uncovering the causes of Tech Talk's poor reputation for customer service and technical support.



Stage 1 Issues

- What are our goals and deliverables?
- What are we supposed to be doing?
- What is expected of me personally?
- How or why was I chosen to be on this team?
- What are my roles, responsibilities, and accountabilities?
- Do I want to be on this team?
- Do I trust these people?
- What do others bring to the team?

Stage 1—Orientation**The First Meeting of the Team**

You are relatively eager to participate, but are unclear about what you are supposed to do, how to go about it, and why you are a part of the group.

Task

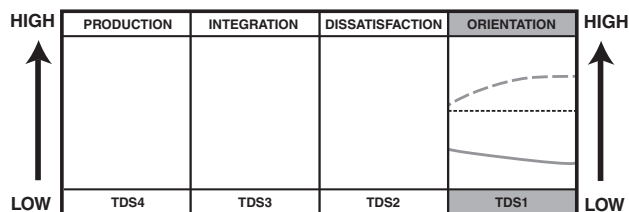
Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 1 team.

Resources

Refer to the Stage 1 characteristics and needs on page 41 in the Team Performance Handbook.

Preparation Time

10 minutes



Stage 2 Issues

- Are we making progress?
- Tell me again, what we are supposed to be doing?
- What is the priority of this project versus my other functional responsibilities?
- Why does it seem like I am (or a few other members of this team are) doing all the work?
- Can I count on other people to do what they say they are going to do?
- How do we resolve the conflict we're experiencing?
- What is the best way to rebuild trust?

Stage 2—Dissatisfaction**The Third Meeting of the Team**

The team has made minimal progress on uncovering some of the potential issues. However, the team is experiencing conflict and competition among team members and a growing level of frustration and confusion over goals. Team members are extremely concerned about being able to tackle this huge problem and keep up with other work demands.

Task

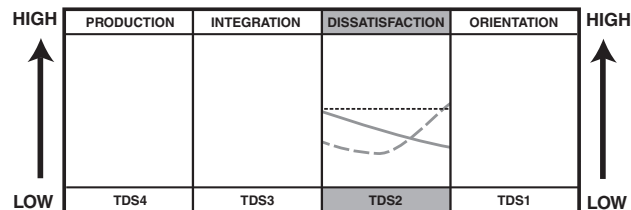
Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 2 team.

Resources

Refer to the Stage 2 characteristics and needs on page 43 in the Team Performance Handbook.

Preparation Time

10 minutes



Stage 3 Issues

- *How can we improve what we're doing?*
- *How can we make the best possible decisions?*
- *Are we willing to take leadership and responsibility for this team?*
- *Are we being honest in expressing our differences?*
- *Are we being open and honest in giving feedback?*

Stage 3—Integration**The Sixth Meeting of the Team**

The team is making some headway in understanding the factors contributing to the problems, as well as formulating some tentative recommendations for ways to solve the problems. Responsibility for the team's functioning is increasingly being shared. Behavior within the team is tentative and a tendency to avoid conflict exists for fear of reverting to Stage 2.

Task

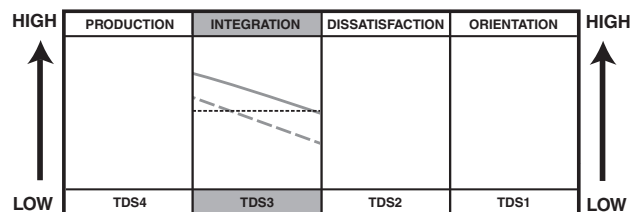
Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 3 team.

Resources

Refer to the Stage 3 characteristics and needs on page 45 in the Team Performance Handbook.

Preparation Time

10 minutes



Stage 4 Issues

- *What's next?*
- *Are we getting the recognition we deserve?*
- *Are we proud of our accomplishments and of working together?*
- *What have we learned about working together as a team?*
- *What would we do differently?*

Stage 4—Production**The Ninth Meeting of the Team**

The team has come a long way in understanding the causes of the customer service issues and the related technical support problems. The team has implemented some changes and is working on additional recommendations. People work well together, have confidence in their ability to solve problems, and appreciate each other's contributions.

Task

Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 4 team.

Resources

Refer to the Stage 4 characteristics and needs on page 47 in the Team Performance Handbook.

Preparation Time

10 minutes

