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Week 1
Leadership and Teams

How Can We Make Engineering Teams More Effective?

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Presentation Summary/Homepage

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Today's Intended Learning Outcomes

▪ After attending today and participating in the team project students will:
 – recognise the similarities and differences between working in groups and in teams
 – understand the connection between individual behaviours and team outcomes when working with other people
 – appreciate the differences between management and leadership

Some Definitions

What is a group?

▪ an assembly of people who may just be physically near to each other

▪ A random selection of people that share something in common

What is a team?

▪ a small number of people with **complimentary skills** who are committed to:
 – a **common purpose**,
 – a set of **performance goals**,
 – an approach for which they hold themselves **mutually accountable**

Katzenbach and Smith

Definitions: Efficient and Effective

Efficient

- Follow the process, regardless of the outcome
- Spending the least amount of time and effort to solve the problem
- Using only resources that are the most logical to complete the task

Effective

- Achieving the desired outcomes, regardless of the process
- Spending extra time and effort trying out different ways to solve the problem
- Willing to try 'radical' approaches and resources to achieve the result

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Working with Others has Benefits and Drawbacks

- Benefits
  – Wider range of knowledge and information
  – More opportunities for cross-fertilisation and creativity
  – Wider range of experiences and views
  – Greater understanding, acceptance, and ownership of outcomes

- Drawbacks
  – Social pressure towards uniform thought limits contributions
  – Convergence on options that seem to have greatest agreement, regardless of quality
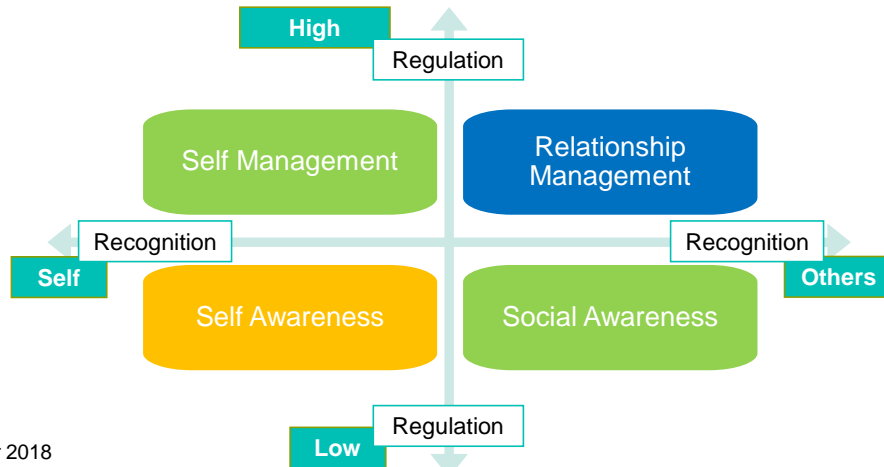 – Dominant personalities exert unequal amount of impact on outcomes

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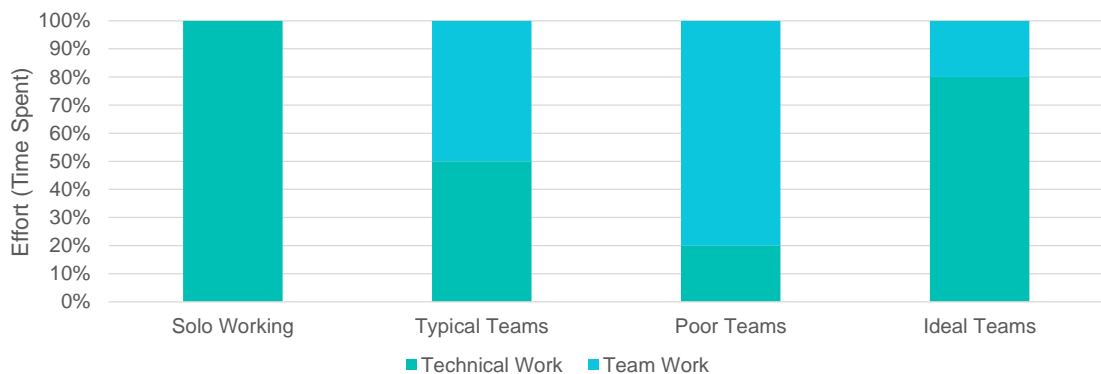
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Recognising the Impact of Behaviours on Teams

High

Regulation

Self Management

Relationship Management

Recognition

Self

Recognition

Others

Self Awareness

Social Awareness

Regulation

Low

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Working with Teams (Problems with People!)

Effort (Time Spent)

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

Solo Working · Typical Teams · Poor Teams · Ideal Teams

■ Technical Work ■ Team Work

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Building An Effective Team

Establish the goals	Establish the rules and processes	Form strong relationships
• Confirm the common purpose • What do you all want to achieve together? • What do you want to achieve as an individual? • Write it all down	• How do you want to work together? • Write down some norms for meetings, work standards, communication, etc. • Agree how to set performance goals	• Everyone needs to have good managerial and inter-personal skills • Build trust across all team members • Don't be afraid to ask for – or offer – help

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Typical Team Roles (adapted from Belbin/Jung)

'Thinker'	'Doer'	'Carer'	'Intuitor'
• Specialist • Evaluator • Problem Solver • Analyst	• Shaper • Finisher • Planner • Organiser	• Resource • Team • Communicator • Negotiator	• Co-Ordinator • Conceptualiser • Synthesiser
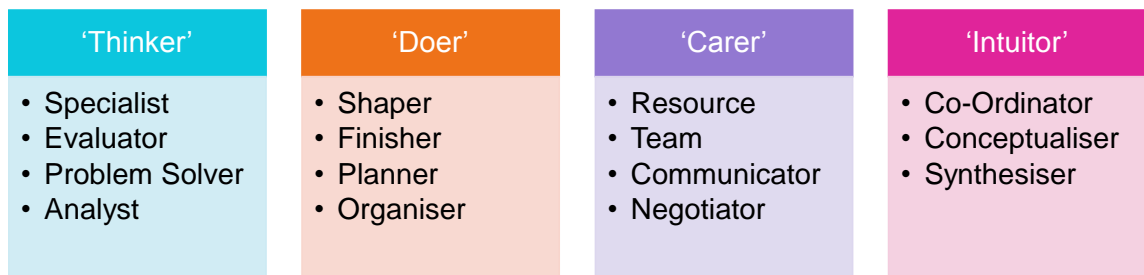
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Influences on Team Behaviour
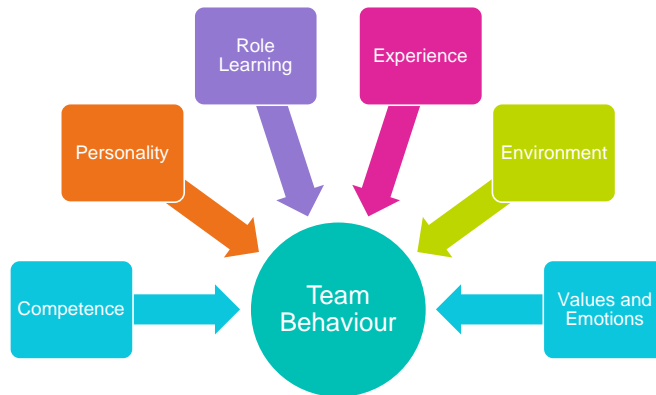
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What is Leadership? (Adapted from Kotter)

- Leadership is about learning to <mark>cope with rapid change</mark>
- Leaders can:
  - create visions and values
  - inspire commitment
  - challenge and transform ways of thinking and acting
- Note: a company can survive poor leadership more easily than it can survive poor management!

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Key Leadership Skills

▪ Setting direction
▪ Aligning people
▪ Inspiration and motivation

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Leadership Styles

Hands On	Two Way	Open Door	Hands Off
• Task orientated • Short-term focus • Prescriptive • Low risk of mistakes • Lots of manager time • Directive	• More collaborative • Less 'tell' • Building trust • Monitoring and feedback • Coaching	• A sounding board • Approachable • Supportive • Starting to empower • Positive feedback	• Flexible • Goal orientated • Long-term focus • Trusting • Empowering • Minimal manager input

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What is Management?

- Management can be defined as coping with <mark>complexity</mark>
- As businesses have grown over the past 150 years, complexity of operations has grown exponentially
- Good management has
  - prevented chaos ruining good enterprise
  - delivered product/service quality improvements for decades
  - Ensured profitability through control/consistency in complex organisations

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Key Management Skills

- Planning & budgeting
- Organisation and staffing
- Providing appropriate control systems
- Solving operational problems

Differences Between Leadership & Management

- Kotter (1990) proposed the following:
  - leadership and management are in fact two distinctive and complementary systems
  - each has separate characteristics and specific functions
  - both are necessary for success in today's complex and volatile business environments
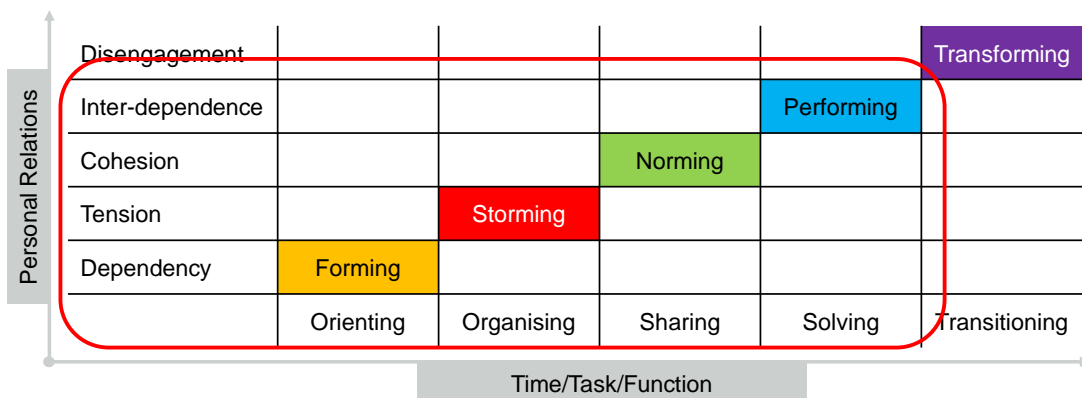- So where do you think you strengths lie – leadership or management?

Tuckman's Model for Team Development

Tuckman's Model for Team Development

Forming
- people depend on the leader to provide all the structure
- Leadership has to be decided
- ground rules need to set
- issues need to be specified
- common understanding of the task has to be made

Storming
- individual differences in styles are MOST pronounced at this stage
- inter-personal conflict is MOST likely at this stage
- It is a difficult time for EVERYONE
- Every team goes through this: some faster than others

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Tuckman's Model for Team Development

Norming
- people start to sense a sense of 'belonging'
- workers start to share information and talk more openly
- colleagues will start to give feedback
- important to celebrate getting through the 'storming'!

Performing
- Interdependence
  - working individually, in sub-groups or as whole unit
- Solving problems
  - well-defined tasks
  - support for experimentation and risk taking
- The team is working

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Many successful teams share these approaches

- Establish urgency, demanding performance standards and direction
- Select members for skill potential, not personality
- Pay particular attention to first meetings and actions
- Set some clear rules on behaviour

- Set and seize upon a few immediate performance-oriented tasks and goals
- Challenge the team regularly with fresh facts and information
- Spend lots of time together
- Exploit the power of positive feedback, recognition and reward

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References & Further Reading

- Campbell, D. and Craig, T. (2005) Organisations and the Business Environment 2nd Edition; Elsevier
- Freeman-Bell, G. and Balkwill, J. (1993) Management in Engineering – Principles and Practice; Prentice Hall
- Isaksen, S. G. & Tidd, J. (2006) Meeting The Innovation Challenge – Leadership for Transformation and Growth; Wiley
- Katzenbach, J.R. and Smith, D.K. (1993) The Wisdom of Teams: Creating the High-Performance Organisation; Harvard Business School Press
- Kotter, John P. (1990) What Leaders Really Do; Harvard Business Review

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Thank you for listening. Time for Questions?

DO NOT LEAVE THE STUDIO

Team-based Workshop Activity NEXT

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Team-based Workshop Activities

- Activity One – Icebreaking and Reflecting – 10 Minutes
  - everyone writes down their best and worst experiences from Y1 @ Bristol
    - (no discussion – strictly personal and written comments only) – 90 seconds
  - Put your name on the top of the note and pass it to the person on your LEFT HAND SIDE
  - Everyone takes it in turns to read out the best/worst experiences of their colleague
  - Nominate a note-taker to record the outcomes of the following discussion
    - What are the noticeable trends (similarities and/or differences) about Y1 experiences?

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Team-based Workshop Activities

- Activity Two – Take Yourselves To Your Leader (10 Minutes)
  - Use the outcomes from Activity One as your starting point
  - <mark>Personal/Silent Reflection</mark> (90 seconds, handwritten output on paper)
    - ➢ Who do you think you would be the best person to lead the team **based on what you've just discussed**?
    - ➢ Why do you think that?
    - ➢ Who would be a good deputy (and why)?
  - Put your name on your piece of paper and pass it the to person on your <mark>RIGHT HAND SIDE</mark>
  - Discuss each reflection in turn and consider the leadership options for your team

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The End of Week 1

Please leave using the exit doors at the rear of the Studio

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