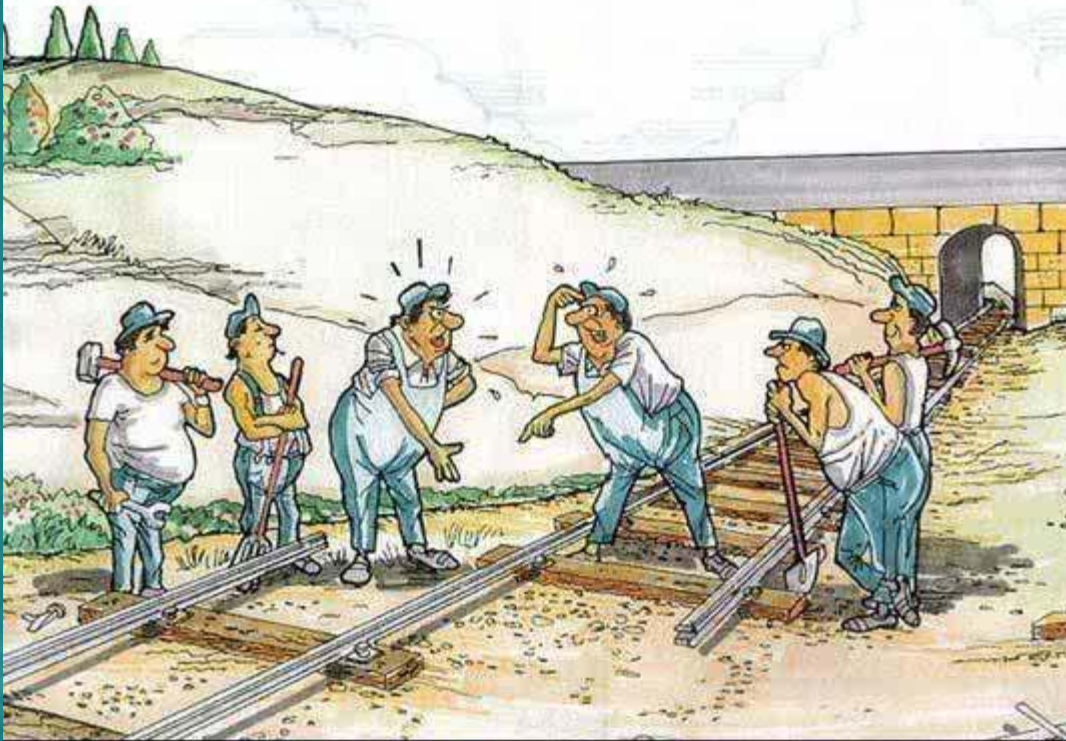


Team Work





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"How can you say we're not behaving like a team?
We're all wearing the same color shirts, aren't we?"

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"There is no 'T' in 'TEAM' unless you turn off your spell-checker."

T.E.A.M



T Together E Everyone A Achieves M More

Team Management

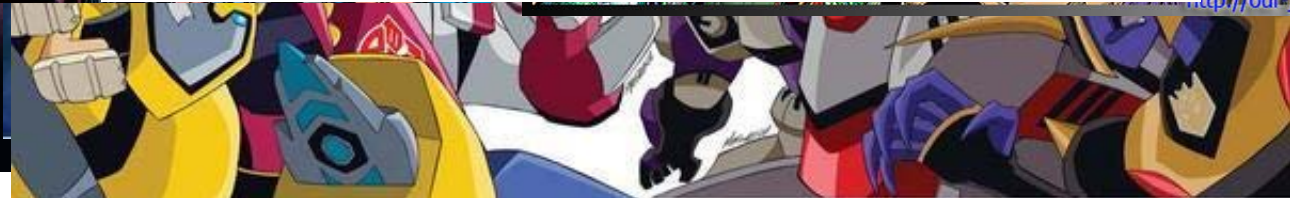
Together Everyone Achieves More

*“Coming together is a beginning. Keeping together is progress. Working together is success
-Henry Ford”*

Which is your
favorite Team?
Why?

What make the team great?

Which team do you pick?



The Difference Group vs Team

What is a Group?

- Share the same cause (save the world!)
 - Power in number (users group, fans clubs etc)
- Fear of being left behind or of loss (Kaisu)
 - Security
- Social acceptance (Everyone else already join)
 - Esteem

What is a Team?

*"A team is a small number of people with complementary skills who are committed to a **common purpose, performance goals,** and **approach** for which they are **mutually accountable.**"*

Katzenbach and Smith, 1993

A Team...

- Small number of people
 - five to ten
- Complementary skills
 - appropriate balance or mix of skills and traits
- Committed to a common purpose and performance goals
- Committed to a common approach
- Mutual accountable
 - commitment & trust.

Team before Individual

- ‘The interests of the team come before those of the individual’
 - Luca di Montezemolo’s first public comments over Ferrari's actions at the German Grand Prix 2010



What do you Think?

Why Teamwork
is important to
YOU?

We are United!

- We share a **common** goal
- Despite our differences, egos and even dislike for a team member, we can work together
 - We are “forced into situations” where trusting and working with others is important! (e.g. National Service)
- Collective spirit of working together acts as a motivation

We are Organised!

- delegation of work, conducting quality checks, updates and etc is easily accomplished on a **daily** basis
- Facilitate **multi-disciplinary** project;
 - Flexibility and responsiveness; the ability to respond to change;
- Better **focus**; better **performance**; better **results**

We Share!

- Each member contributes and shares **knowledge** and **skills**
- Shared **Workload**
 - Strength and Weakness of the members
 - Helping a team member
- Shared **Responsibility**
 - Lesser hierarchy; less reporting

We Belong

- With **synergy** achieved, people feel **less challenged** at their work
 - team is effective
 - workplace is a happier environment.
- **Sense of achievement, equity and camaraderie**, essential for a **motivated** workplace;

We Grow

- Since the risk of failure or committing mistakes is shared, the attention is shifted towards **creative solutions** rather than blame
 - We learn from one another.
- Stimulates the team to **think outside the box** and incentive for **self-improvement**.

Attributes of an Effective Team...

- Shared Ownership
- Effective Communication
 - Interpersonal interaction; sharing
- Clear goals and Objectives
- Clear roles, responsibilities and authority
- What else?

...Attributes of an Effective Team

- Members are positive, committed and motivated
- Problem solving and decision making process
- Conflict Resolution/Trust
 - How conflict is reduced/resolved
- An Effective Leadership
 - Facilitate, motivate & inspire

However, difficult to build the team if...

- Individuals not recognising others perspectives
 - Conflict goals, personal interests first
- No clear authority
 - 群龙无首 (no leader in among a host of dragons)
 - Poor delegation of tasks/responsibilities
- No loyalties from members
 - Between members/groups
- Poor communication
- Organisation/management support
 - It takes time to set up and function

How to build a effective team?

Building Your Team

When Group → Team

- Roles and interactions are not established.
- Some members may observe as they attempt to determine what's expected of them.
- Others engage the team process immediately.
- As members learn their roles they find ways to work together and learn about team issues.
- Team building goes through 5 stages

5 Stages of Team Building

- Forming, storming, norming, performing and *adjourning*
 - In 1965 Psychologist Bruce Tuckman to describe the path to high-performance that most teams follow.
 - The fifth stage, “adjourning”, was added later.

Forming

- Members get to know each other
 - positive, polite but apprehensive
- Individual roles and responsibilities are unclear.



Forming

Storming

Norming

Performing

Adjourning

Forming

- Leader play a dominant role at this stage.
- Establish ground rules
 - Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships.
- Processes are often ignored.
- Members test tolerance of system and leader.

Forming

Storming

Norming

Performing

Adjourning

Storming

- Members start to communicate but still view themselves as individual rather than a of the team.
 - May be set for a single meeting
- Each member works out their role within the team
- Compromises may be required to enable progress.
- Cliques and factions form (may be power struggles)
 - Member resist control by group leaders and show hostility
 - Decisions don't come easily within group.

Forming

Storming

Norming

Performing

Adjourning

Storming

- Leader coaches.
 - Clarity of purpose increases but some uncertainties may persist.
- The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues.

Forming

Storming

Norming

Performing

Adjourning

Norming

- Member feels part of the team and realise they can achieve work
 - What is and what is not acceptable
 - The team discusses and develops its processes and working style. How the way things are done.
- Commitment and unity is strong
 - Accept each other view
- The team may engage in fun and social activities.

Forming

Storming

Norming

Performing

Adjourning

Norming

- Leader facilitates and enables
- Smaller decisions may be delegated to individuals or small teams within group.

Forming

Storming

Norming

Performing

Adjourning

Performing

- Team works In an open and trusting atmosphere
 - Work towards achieving the goal
 - Attend to relationship, style and process issues
- Flexibility is key and hierarchy is of little importance
 - shared vision and is able to stand on its own feet with no interference or participation from the leader.
- The team has a high degree of autonomy.

Forming

Storming

Norming

Performing

Adjourning

Performing

- Leader delegates and oversees
 - Provide assistance
 - personal and interpersonal development
- Most of the decisions are made by the team
 - against criteria agreed with the leader.
- Disagreements occur but are resolved within the team positively
- Make necessary changes to processes and structure

Forming

Storming

Norming

Performing

Adjourning

Adjourning

- Team conducts and assessment of the year and implements a plan for transition roles and recognising members' contribution
 - hopefully when the task is completed successfully, its purpose fulfilled;
- Members move on to new things, feeling good about what's been achieved.
 - It is sad when one leaves a team or there is no longer a team.

Forming

Storming

Norming

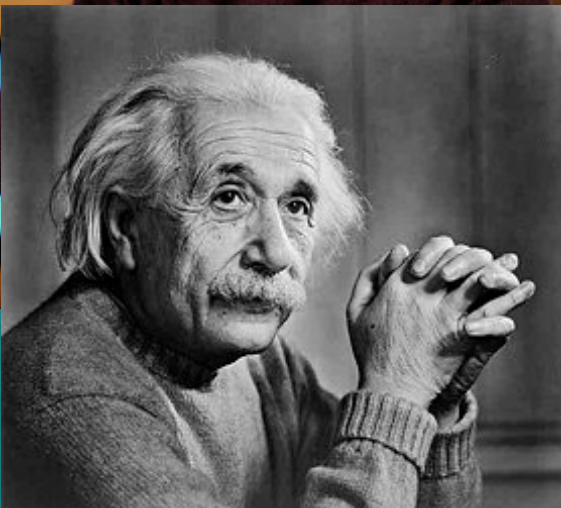
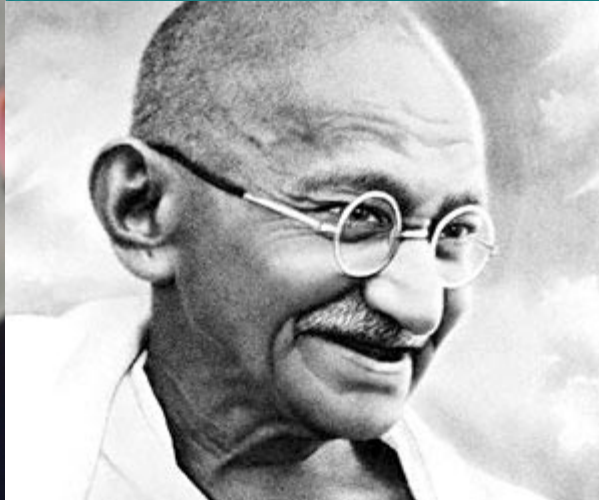
Performing

Adjourning

“Good leaders are made not born.”

What do you think?

Team Leadership
Leading a Team



LEADERS OF THE WORLD



GEORGE BUSH,
PRESIDENT,
UNITED STATES OF AMERICA



GORDON BROWN,
PRIME MINISTER,
UNITED KINGDOM



NICOLAS SARKOZY,
PRESIDENT,
FRANCE



STEPHEN HARPER,
PRIME MINISTER,
CANADA



ANGELA MERKEL,
CHANCELLOR,
GERMANY



JOSÉ ZAPATERO,
PRIME MINISTER,
SPAIN



ROMANO PRODI,
PRESIDENT,
ITALY



KEVIN RUDD,
PRIME MINISTER,
AUSTRALIA



HU JINTAO,
PRESIDENT,
CHINA



YASUO FUKUDA,
PRIME MINISTER,
JAPAN



KIM JONG-IL
CHAIRMAN OF NDC,
NORTH KOREA



ALI KHAMENEI,
SUPREME LEADER,
IRAN



NOURI KAMELAL-MALIKI,
PRIME MINISTER,
IRAQ



PERVEZ MUSHARRAF,
PRESIDENT,
PAKISTAN



RAÚL CASTRO,
PRESIDENT,
CUBA



HUGO CHÁVEZ,
PRESIDENT,
VENEZUELA



FELIPE CALDERÓN,
PRESIDENT,
MEXICO



CRISTINA KIRCHNER,
PRESIDENT,
ARGENTINA



DANIEL ORTEGA,
PRESIDENT,
NICARAGUA



UMARU YAR'ADUA,
PRESIDENT,
NIGERIA



THABO MBEKI,
PRESIDENT,
SOUTH AFRICA

*NOTE: LIST IS CORRECT AS OF 2007. TITLES REFLECT ONES USED IN THEIR DOMAIN AND NOT ALL ARE ELECTED NOR SERVE COMPARABLE TERMS. ALTHOUGH ONE MAY BE FAMILIAR WITH THE HEAD OF STATE OF A COUNTRY (I.E. MONARCHS ETC.), THESE LEADERS REPRESENT THE HEADS OF GOVERNMENT OR THE ONES THAT EXERCISE THE MOST POWER.



What makes a Good Leader?

- great personality, **courage**, **integrity**, **clear vision** with **ambition** to succeed.
- **listens** and **encourages** the team to perform to their optimum all the time and drives success.
- A role player and follower and when it's time, **takes the lead**.



Being a Leader...

- Have **correct mind set** towards the task
 - Don't complain! Inspires & passionate about achieving goals
 - Set Goals: Set goals for yourself and your team as well.
 - Clear vision, Commitment
- Possess the **Right Spirit!**
 - lead by example: Influence & motivate others by having the right approach and spirit towards work

Being a Leader...

- Be **fair & assertive** (consistent and just)
 - Mediates between disagreeing team members
- Have **integrity & build trust**
 - Have values, honest dealings, predictable
 - Courage to do what is necessary and what is right
- **Confidence**, no self-doubt
- **Delegate** of Responsibilities
 - delegate tasks to the right people.

Being a Leader...

- Recognizes skills and rewards effort
- Listen and Communicate Effectively
 - Understand others and accept different views
 - Encourages and supports independent thinking
- Create an enjoyable environment that's conducive for work
 - Take constant feedback
 - Give constructive Feedback: Praise when the job is well done and criticize when needed, gently

Lastly, being a Leader

- **Self Improvement**
 - look to your followers for feedback an inspiration
 - How to make things better
- Making a **positive difference**, at home, work or in one's community.
 - Take the lead to make change for better!



“Daniel Goleman’s 6 Leadership Styles.”

Effective Teamwork Leadership Styles

Six Leadership Styles

- Good leaders will adopt one of these six styles to meet the needs of *different situations*.
- 4 styles (**visionary, coaching, affiliative & democratic**) encourages team **harmony and inclusion**, and
- 2 other styles (**commanding & pacesetting**) which can potentially create **dissonance and discord**

Visionary Leader

- “Come with me.”
- Create a vision and motivate people towards the **shared vision**.
- Visionary leader provide a sense of direction and encourages member to share and contribute to the vision.
- The leader encourage change.

Visionary Leader: Will it work?

- This style is best when a new direction is needed.
- They can fail when trying to motivate more experienced experts or peers.
 - Why should I follow?

Affiliative Leader

- “People come first.”
- Connects people, creating teamwork and harmony
- Promote better performance, loyalty, and commitment.
- Ideal for healing rifts and getting through stressful situations.

Affiliative Leader : Will it work?

- Less effective because it allows poor performance to go uncorrected.
- Also, advice is rarely offered and left member lost

Coaching Leader

- “Try this.”
- Focus on developing people for the future.
 - helps individuals improve their performance/aspirations, find strengths and weaknesses
- Connects wants to organizational goals
- May holding conversations that reach beyond the workplace (e.g. Coffee Beans)

Coaching Leader: Will it work?

- They are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty.
- Effective when employees are already aware of their weaknesses and want to improve.
- Less effective when employees are resistant to changing their ways.
- As it focuses more on personal development rather than work-related tasks, slow to get results.
- Done badly, this style looks like micromanaging.

Democratic Leader

- “What do you think?”
- Tends to build consensus through participation.
 - buy-in or consensus by involving people and valuing their input
 - listening to both the bad and the good news.
- If consensus cannot be reached the leader must make the decision and move ahead

Democratic Leader: Will it work?

- Effective when looking for ideas or seeking to secure buy-in for a potential change.
- When done badly, it looks like lots of endless meetings but very little effective action, confused employees who feel leaderless.

Commanding Leader

- “Do what I tell you.”
- Leader demands immediate compliance.
 - provides clear direction and makes all decisions
 - commanding and expecting full compliance
- gives direction when problems arise or calms things down in a crisis

Commanding Leader: Will it work?

- When decisions have to be made quickly
 - natural disaster, working with problem individuals
- Frequently misused and overused, inhibits the organization's flexibility and dampens employees' motivation

Pace-setting Leader

- “Do as I do, now”
- Demand excellent and self-direction
 - sets challenges that high performers can achieve; leave less competent people falling behind and obviously potentially uncomfortable and dissatisfied
- They will rescue the situation themselves.
- Little guidance, expect people to know what to do.
- Short term results but over the long term this style can lead to exhaustion and decline.

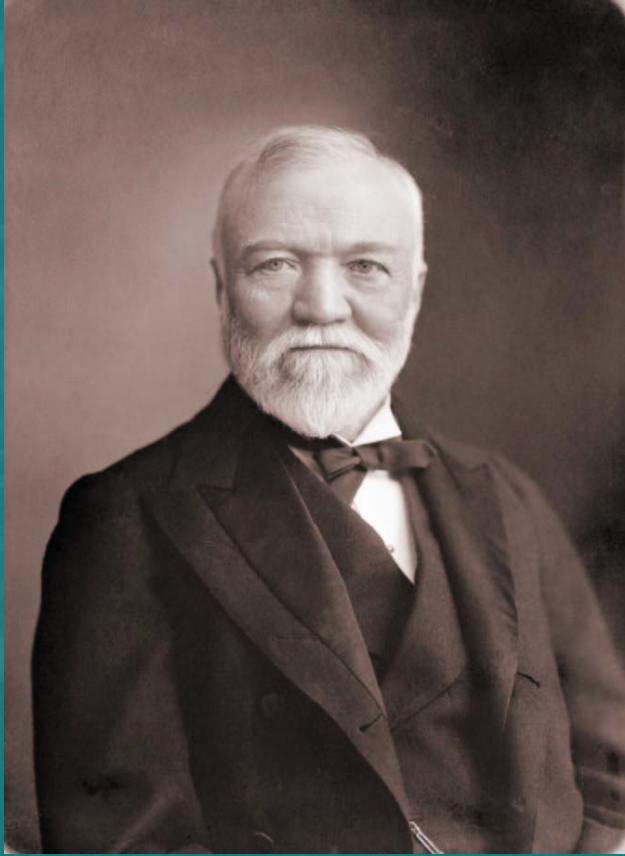
Pace-setting Leader: Will it work?

- Effective in setting high performance standards and exemplifying a positive impact on those who are self-motivated and highly competent.
- Less effective because some tend to feel overwhelmed and resent tendency to take over a situation.

Effective Team Members

- Team's failures often are not a result of poor leadership but of poor follower ship
- A team member must
 - Understands and is committed to group goals.
 - Is friendly, concerned and interested in others.
 - Acknowledges and confronts conflict openly.
 - Listens to others with understanding.
 - Includes others in the decision making process.
 - Recognizes and respects individual differences.

Delegate!



*“The secret of success
lies not in doing your
own work, but in
recognizing the right
man to do it”*

Andrew Carnegie

November 25, 1835 – August 11, 1919

The Art of Delegation

- What is delegation ?
 - Not an assignment
 - Can they say “NO”?
 - Give the correct task to the correct person
 - Give responsibilities
 - Provide opportunities
- What is it not ?
 - Getting rid of a job (abdication)
 - Not caring
 - Manipulating people

Why Delegate ? For You

- Work overload
 - Limited amount of tasks you can accomplish alone
- More free time
 - Manage not doing the work
- Develops trust and rapport with your team
- Grooms your successor so that you can focus on key tasks or move on to bigger and better things
- About professionalism
- Increases productivity and efficiency

Why Delegate ? For Your Team

- **Motivational tool**
 - growth opportunities
 - Confidence, self-esteem
 - satisfaction and a sense of achievement
- **Capabilities Development**
 - professional knowledge and skills
- **Ownership**
 - Decision making
 - They are value to the team
 - more commitment and increased morale

Why some leader don't Delegate?

- Lack of confidence. Take back!
 - Not to loose direct control over an important task
 - Depends on quality / experience of subordinates
 - May increase workload and stress of subordinates
-
- If someone else can do my job, maybe I won't be needed anymore.



Effective Delegation

6 Steps in Effective Delegation

- What task to delegate?
- Who to delegate it to?
 - What is his responsibilities?
- When is the deadline?
- Who has Empowerment/accountability?
- Monitor and Feedback
- Review

What to Delegate?

- Kind of task to delegate
 - Routine activities
 - Clearly defined tasks
 - The responsibilities
- Clearly defined expectation/performance
 - Monitoring or measurement procedure
- State the intended results.
 - “Why are we doing this?” should be answered
 - NOT HOW the assignment should be completed

Task that you should not Delegate?

- What you don't understand
- Tasks that require an overview of the project
- Anything strategic or confidential

Who to Delegate to?

- People who can be trusted
 - Take greater responsibilities with increased latitude.
- Specialists with suitable skills and knowledge
- People with skill or potential to learn
 - Move to greater things
- Manage Workload well
- Have the **time to complete the task!**
- You should not delegate to those who need directions and lack initiative

What is in a deadline?

- Deadline must be realistic and achievable
 - chances of success
 - Need more people?
- What level of priority does this task have in relation to other tasks
 - Are those priorities aligned with others?

What is Empowerment ?

- Giving members the power to do their job.
- Give clearly defined limits of authority that go with the task.
 - The appropriate power given to the individual or group including the right to act and make decisions.
 - Boundaries and criteria for making these decisions.
- Give members feel that their actions count
 - Encouraging employee feedback
 - Showing more trust in employees



Being Accountable!

- Relevant individual must 'answer' for his/her/their actions and decisions along with the rewards or penalties that accompany those actions or decisions.
- However, the ultimate accountability, still lies with the manager

Monitoring & Feedback...

- Proper delegation involves follow up and evaluation of the delegated assignment.
 - Keep an open mind
 - Monitor and update progress schedule
- open line for communication, provide help and support
 - employees can get back to you when they run into problems

However... DON'T

- Surprise checks
- Exercise full control while the members are doing the job
 - Tell them what to do
- Show negative attitude
- Take back!

"The best executive is one who has sense enough to pick good people to do what he wants done, and self-restraint enough to keep from meddling with them while they do it."

President Roosevelt

Take time to Review

- Have a two-way discussion about how the delegated task went
 - Both share what went well, what went wrong
 - Suggestion for improvement
- The delegation isn't complete until the delegator recognises the accomplishment of the one who completed the task.

eLearning

- Will be quizzed
- How to Delegate Effectively
 - <http://www.dirjournal.com/guides/how-to-delegate-effectively/>
- Leadership: The Importance of Knowing How to Delegate
 - <http://artofmanliness.com/2010/02/23/leadership-the-importance-of-knowing-how-to-delegate/>
- Top 7 Tips for Effective Delegation
 - <http://sbinformation.about.com/od/businessmanagemen1/a/Effective-Delegation-Tips.htm>