

TEAMS: HOW TO AVOID DYSFUNCTION AND BUILD A COHESIVE HIGH PERFORMING TEAM

Laura Willcocks

Effective Teams

- Are they important?
- If so, why?
- What makes a team effective / high performing?





What do Geese, Cycling and Teamwork have in common?





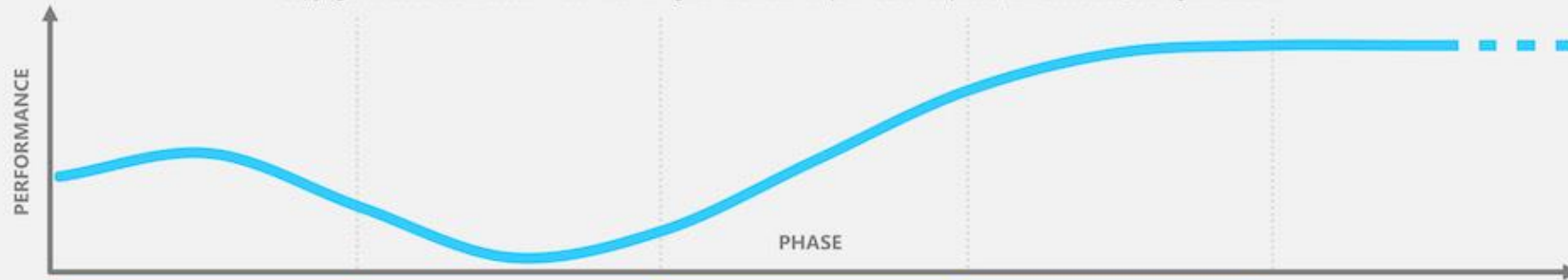
Coming together is the beginning.
Keeping together is progress.
Working together is success.

Henry Ford

“ quote fancy

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman
 All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.
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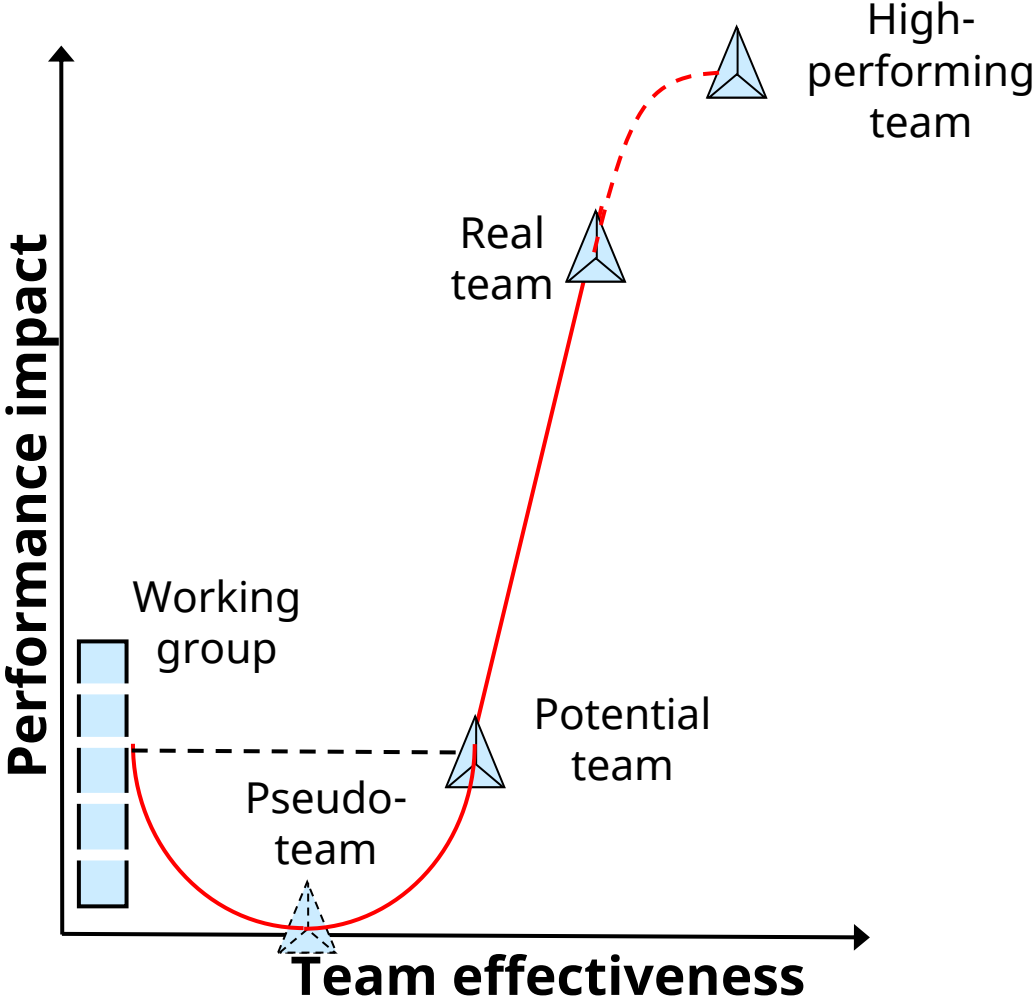


	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> • Displaying eagerness • Socializing • Generally polite tone • Sticking to safe topics • Unclear about how one fits in • Some anxiety & questioning 	<ul style="list-style-type: none"> • Some resistance • Lack of participation • Conflict based on differences of feelings & opinions • Competition • High emotions • Starting to move towards group norms 	<ul style="list-style-type: none"> • Purpose & goals are well-understood • More confident • Improved commitment • Members are engaged and supportive • Relief, lowered anxiety • Developing cohesion 	<ul style="list-style-type: none"> • High motivation, trust & empathy • Individuals defer to team needs • Effectively producing deliverables • Consistent performance • Demonstrations of interdependence & self-management 	<ul style="list-style-type: none"> • (Also referred to as the Transitioning or Mourning phase) • Shift to process orientation • Sadness • Recognition of team & individual efforts • Disbanding
STRATEGIES	<ul style="list-style-type: none"> • Taking the 'lead' • Being highly visible • Facilitating introductions • Providing the 'big picture' • Establishing clear expectations • Communicating success criteria • Ensuring response times are quick 	<ul style="list-style-type: none"> • Requesting & encouraging feedback • Identifying issues & facilitating their resolution • Normalizing matters • Building trust by honoring commitments 	<ul style="list-style-type: none"> • Recognizing individual & team efforts • Providing learning opportunities & feedback • Monitoring the 'energy' of the team 	<ul style="list-style-type: none"> • 'Guiding from the side' (minimal intervention) • Celebrating successes • Encouraging collective decision-making & problem-solving 	<ul style="list-style-type: none"> • Recognizing change • Providing an opportunity for summative team evaluations ('lessons learned') • Providing an opportunity for individual acknowledgments • Celebrating the team's accomplishments (an 'after-party')

High Performing Teams



The Team Performance Curve



Katzenbach and Smith

Working group

A group for which there is no significant incremental performance need or opportunity that would require it to become a team.

Members interact primarily to share information, best practices or perspectives and to make decisions to help each individual perform within his or her area of responsibility.



Pseudo-team

A group for which there could be a significant, incremental performance need or opportunity, but it has not focused on collective performance and is not really trying to achieve it.

It has no interest in shaping a common purpose or set of performance goals, even though it may call itself a team.

Pseudo-teams are the weakest of all groups in terms of performance impact.



Potential team

A group for which there is a significant, incremental performance need, and that really is trying to improve its performance impact.

Typically, however, it requires more clarity about purpose, goals, or work-products and more discipline in hammering out a common working approach. It has not yet established collective accountability.



Real Team

This is a small number of people with complementary skills who are **equally committed to a common purpose, goals and working approach** for which they hold themselves **mutually accountable**.



High performing team

A group that meets all the conditions of real teams and has members who are also deeply committed to one another's personal growth and success.

The high-performing team significantly outperforms all other like teams, and outperforms all reasonable expectations given its membership. It is a powerful possibility and an excellent model for all real and potential teams.



Activity: High Performing Teams

- What would you be experiencing if your team was functioning at the peak point of this curve?
- What would you see, hear, feel...



TEAM EFFECTIVENESS QUESTIONNAIRE

On the basis of your experience within this team please give a RAG rating of what typically happens where "R" means *this is a clear development area for us*, "A" means *this sometimes happens, a bit inconsistently though* and "G" means *this is what happens most of the time*.

	R	A	G
1. Efforts are made to make sure everyone involved is clear about what it is that the team is trying to achieve.			
2. People listen with interest and respect to the concerns of others.			
3. People behave with each other in a way that builds and maintains trust.			
4. There is an acceptance of an appropriate sharing of risk and responsibility for problems that arise within the team.			
5. Clear ground rules are established and followed.			
6. People willingly commit their own resources to achieve organisational goals.			
7. People respond constructively, not defensively, when others raise points of disagreement.			
8. Commitments to all other parties are met.			
9. Everyone provides clear and reliable information.			
10. There is clarity on which decisions can be taken individually and which must be referred to the team.			
11. There is a sharing of accolades when the team is successful i.e. individuals do not claim the success as their own.			
12. More advice than criticism is provided within the team.			
13. Efforts are made to reach agreement through reasonableness rather than through coercion.			
14. There is a sense of urgency to achieve results.			

Team Effectiveness Review

Using the Team Performance Curve – Desired Future

What would you be experiencing if your team was functioning at the peak point of this curve?

What would you see, hear, feel...

Team Effectiveness Review – Current Reality

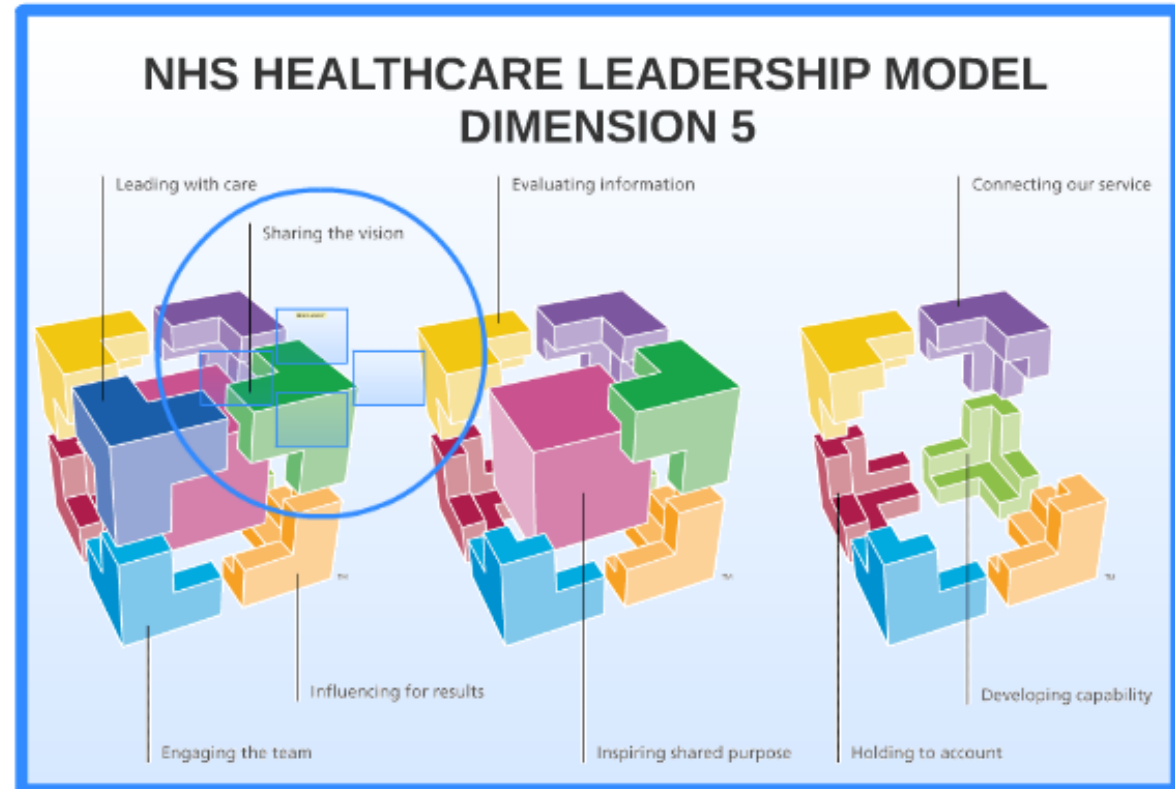
14 Questions to get a greater understanding of where improvements can be made

Breakout and discuss for your teams



NHS Healthcare Leadership Model

- [Healthcare Leadership Model – Leadership Academy](#)





Dysfunctional Teams

- What happens when a team has no teamwork / becomes dysfunctional?
- What is it like to be a member?



Conflict

TRUST

Team Dynamics



Lencioni's 5 Dysfunctions of Teams (2002)

Dysfunctional to Functional

- What would/ will you need to do to move to functional?
- Identify actions for each level of dysfunction



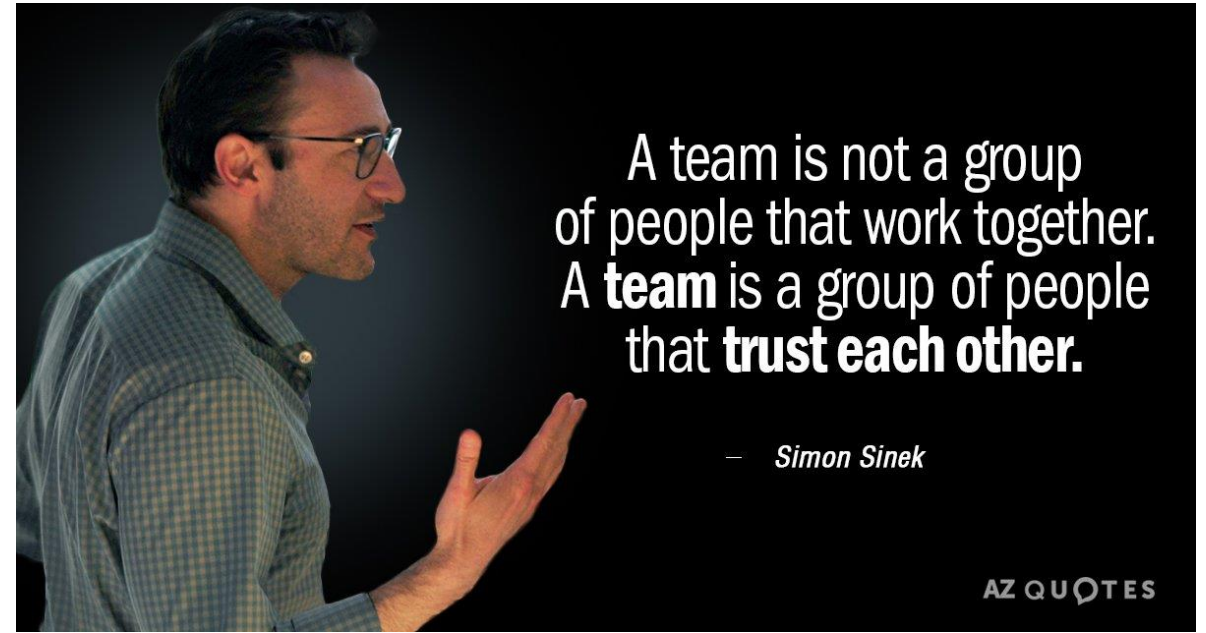
5 Dysfunctions of a Team

High Performance Team

Dysfunctional Team



"I've never scored a goal in my life without getting a pass from someone else."
-Abby Wambach



Team Effectiveness

A field of purple flowers with a bokeh effect in the background.

**I CAN DO THINGS YOU
CANNOT, YOU CAN DO
THINGS I CANNOT;
TOGETHER WE CAN DO
GREAT THINGS.**

MOTHER TERESA

**BE THERE FOR
EACH OTHER**

**MINDSET
MOMENTS**

