Getting the Best from your Team

Workbook

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DELTA Group

Getting the Best from your Team Workshop

Contents

Page No.

This programme has been designed and is being managed and delivered by :-

Aims, Objectives

and

Session details

Getting the Best from your Team

As your experience and confidence grows around knowing and using the core management skills, so the focus changes to how you can work better with your team. This workshop aims to enable individuals to understand the strengths - and weaknesses - of people and teams and how to get the best from them. It also explores how to manage team performance and development effectively and how to keep your team working at their peak.

The workshop will look at how to develop your team and plan to work to release the strengths of your team and the individuals within it. There will be an opportunity to discuss issues such as encouraging the team to work towards shared goals and dealing with difficult team situations.

Aims

To review how to enable teams to develop and use team style and roles. Identify the characteristics of an effective team. Developing and managing team performance. Dealing with difficult team situations.

Objectives

By the end of the workshop participants will be able to:-

- Describe how teams develop
- Recognise a manager's role in developing a team's performance
- Discuss different roles people take in teams
- Explain the strengths and weaknesses of these roles
- Describe techniques to bring out the best in your team
- List the characteristics of an effective team
- Discuss options to get your team to share goals
- Describe the importance and relevance of reviews
- Establish options in dealing with difficult team situations

Getting the Best from your Team

Introduction

Introduction to each other and the Aims & Objectives

Developing a Team

A team WILL develop, you don't have to do anything. If, however, you are able to intervene on its development you can help your team grow in the way you want it to. Characteristics of an effective team.

Getting the best from your team

Team roles. Making the most of individual skills. How teams develop. Building a successful team. Teamworking - working across team boundaries to support one another and contribute to overall business success.

Performance Management

Team performance management. Actions you can take. Getting the team to work with you. What can you do, as a manager, to improve the team's performance. Managing individual performance. The importance of review. The key elements of performance and development review.

Dealing with team situations

Identifying and tackling team situations. Underperformance and other issues. How to ensure a positive result.

Review

Final Questions. Evaluation.

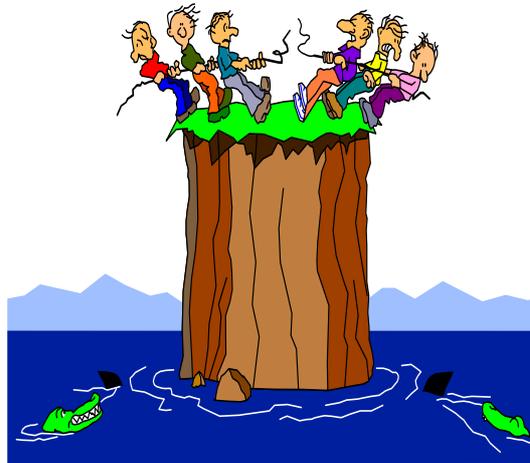## Close

Session 1

Introduction

Personal Objectives

My personal objectives for attending this Workshop. Note here what you hope to gain from the workshop and how it will help you at work.

My objective	How I would like it to help me at work

Session 2

Developing a Team

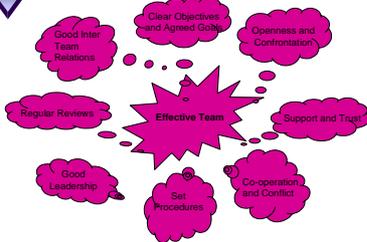### Stages of Team Development

- Forming

- Storming

- Norming

- Performing

Stages of Team Development

- Dependence

- Counterdependence

- Cohesion

- Interdependence

Characteristics of an Effective Team

Good Inter Team Relations

Clear Objectives and Agreed Goals

Openness and Confrontation

Regular Reviews

Effective Team

Support and Trust

Good Leadership

Set Procedures

Co-operation and Conflict

Performance Culture

Performance Culture

High

Comfortable

Perform Best

Low — High Challenge

Apathy

Threatening

Low

Support
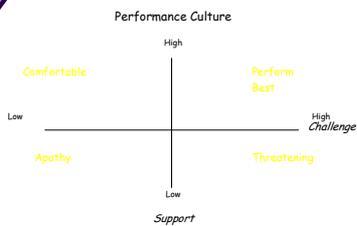
Developing the effectiveness of your team

In groups identify difficulties or problems that have occurred in teams you have worked in and :-

1. Attribute them to team development stage or a team characteristic
2. Be prepared to present this information to the main group together with your specific action and solutions to develop effectiveness

Difficulties or Problems	Reasons	Actions & Solutions

Team Performance Questionnaire

On the scales below place a **P**, representing present, and a **D** representing desired, over the number which best represents how you **P** - see the team, and **D** - how you would like to see the team.

Planning

We never plan in advance and don't have a written plan

1 2 3 4 5 6 7 8 9 10

We have a clear business plan produced annually which is reviewed monthly

Goals and Objectives

We never establish objectives for people or jobs

1 2 3 4 5 6 7 8 9 10

We always agree objectives for work and communicate to people in various ways

Openness and confronting issues

Opinions are never expressed openly and issues are avoided

1 2 3 4 5 6 7 8 9 10

Opinions are always expressed openly and issues tackled productively

Support and Trust

We are always checking each other with individuals holding on to work or the whole team involved unnecessarily

1 2 3 4 5 6 7 8 9 10

We rely on each other to do things spreading the work around the whole team and delegating effectively

Cooperation

Participation is always at its lowest. People don't want to be involved

1 2 3 4 5 6 7 8 9 10

Everyone participates fully. People are keen to be involved and contribute to what goes on

Conflict

We never face up to issues at work. We always avoid conflicts.

1 2 3 4 5 6 7 8 9 10

We always face up to difficulties and actively build in opportunities to deal with conflict

Information

We never obtain, use or properly communicate the necessary information

1 2 3 4 5 6 7 8 9 10

We always obtain, use and fully communicate all the necessary information

Decision Making

Our decision making methods are always inappropriate or don't exist

1 2 3 4 5 6 7 8 9 10

We always make decisions in the most appropriate way and involve all affected people

Systems and Procedures

Our systems are never suitable for the tasks we perform

1 2 3 4 5 6 7 8 9 10

Our systems and processes are always fully suited to the tasks we are performing

Leadership

We are never led or managed in an appropriate or effective way

1 2 3 4 5 6 7 8 9 10

Our leadership and management is highly effective and always appropriate

Regular reviews

We seldom talk about how we are working as a team. We never plan ways to improve how we work Together.

1 2 3 4 5 6 7 8 9 10

We have regular meetings to ensure we learn from our failures – and successes. We are always talking about ways to improve what we do.

External communication

We keep ourselves to ourselves and rarely talk to people outside

1 2 3 4 5 6 7 8 9 10

We have a wide network of people both inside and outside of the organisation

| **Overall Score** | **P** | …………………… |
| **Overall Score** | **D** | …………………… |

Initial learning/reactions	How you could use this at work

Team Performance - Development Ideas

You have now completed the activity in which you assessed where you currently view the team, and where you would like it to be. Now, either on your own and/or with the opinions of others, identify ways that you can improve the way you work as a team.

Activity	Ideas for developments
Planning	
Goals and Objectives	
Openness and confronting issues	
Support and Trust	
Cooperation	
Conflict	
Information	

Activity	Ideas for developments
Decision Making	
Systems and Procedures	
Leadership	
Regular reviews	
External Communication	
Any other ideas	

Team development and maintenance

What is a Team?

A team can be described simply as 'a group of individuals working together to achieve a common task or aim.'

However, it is not uncommon to see a group of people who appear to be unable to work together, who are unclear about their overall aim or task, or, show a total lack of commitment to other members of the group and their leader.

The purpose of this information is to show you how you can develop and maintain a group of people so that they form an effective team who will work together to achieve common goals, yet still preserve a strong sense of commitment to the leader and other team members.

We will look at:

- the importance of developing and maintaining a team
- the characteristics of an effective team
- the leader's role in developing and maintaining a team

Why is it Important to Develop and Maintain a Team?

As explained earlier, a team can be described as a group of individuals working together to achieve a common task or aim.

A leader should be able to bond this group together enabling them to increase their effectiveness.

An effective team has the ability to:

- improve the quality of work
- encourage team spirit
- encourage the flow of original ideas
- increase the volume of work produced
- create a sense of loyalty and pride towards each other

So how can a leader develop and maintain a group of individuals into an effective team?

Before you can develop and maintain your group you should be able to recognise the general characteristics which make an effective team.

Team Performance

How do you define a team?

The Oxford English Dictionary defines a team as:

> *'Any group of people organised to work together i.e. a team of receptionists'*

However, just because a group of people are organised to work together it doesn't necessarily follow that they will produce the desired outcome.

Team work is defined as a cooperative effort by members of a team to achieve a common goal.

Tuckman (1965) described groups as moving though four key stages of development.

Stage 1 Forming

Finding out about the task, rules and methods, acquiring information and resources; reliance on the leader.

Stage 2 Storming

Internal conflict amongst the team; each member is trying to assess the other for strengths and weaknesses and building trust and confidence in their ability. Members resist the task at emotional level.

Stage 3 Norming

Conflict is settled, co-operation and understanding develops. People exchange views and there is little threat to each other. The standards of how the team are going to work together are established, understood and accepted by all.

Stage 4 Performing

The group now start to perform as a team using the resources available to achieve the end task. Roles amongst the group are flexible and solutions are discussed, agreed and implemented.

A cohesive team is one that demonstrates strong bonds of loyalty within its membership and adherence to the norms of the team.

If a newcomer joins an established team of people then the whole process of Stages 1 – 4 recommences.