



Team Building

Facilitator
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Team Building

The purpose of this training is to equip you with tools that can help your team work productively and successfully. These techniques will help your team organize information, organize and run effective meetings, and generate useful member contributions.



Team Building

Objectives after you implement these strategies within your team, you will be able to:

- Recognize different team player styles and what each contributes to the team
- Organize a new team with clear ground rules, roles, and responsibilities
- Organize and run effective team meetings that stay on track



Team Building



- Practice project and time planning
- Apply more qualitative and quantitative analysis techniques solving problems
- Know when and how to use the appropriate organizational and analysis tools



Team Building

There are four stages of team development

- Forming
 - Storming
 - Norming
 - Performing
-
- THIS IS NORMAL in team development cycles; don't over-react!



Team Building

FORMING

- This stage is characterized by introductions and socializing activities
- In some teams, members may be somewhat tentative and may not fully understand the purpose of the team
- But in others, they may get right down to identifying what each member can contribute to meeting the objective and planning an agenda



Team Building

STORMING

- This stage is characterized by individual assertiveness, hidden agendas, conflict, and discomfort
- Significant role negotiation is the undercurrent
- This stage provides a foundation for effective interaction in the next stages
- Cliques may form, and a struggle for leadership may take place
- Individual members may be dissatisfied with the team's performance at this stage and may reflect that feeling with derogatory comments about the team



Team Building

NORMING

- The team begins to refocus on their task or objective and to develop a team spirit
- Leadership may be shared among group members
- Problems are addressed as mutual rather than individual
- Real progress toward the team's objective is made



Team Building

PERFORMING

- Members feel high morale within the team
- Loyalty to the team
- An identity that may be represented by a logo or name
- Members may participate equally



Team Building

Team Processes:

1. Document and review team goals
2. Team meeting agendas.
3. Defining or selecting and following processes that fit project mission: e.g. - seven-step problem solving
4. Decision making techniques based upon situation
5. : examples, consensus, consultative



Team Building

Team Players

- It is important for a team to understand the team player styles of its members
- This helps to highlight both strengths and weaknesses
- Ice breakers, introductions, vision, agreement on objectives, etc.



Team Building

Contributor

- This member gets the team to focus on the immediate task
- Enjoys providing good technical information and data
- Pushes for high performance standards
- Helps the team use its time and resources
- Freely shares all relevant information with the team



Team Building

Collaborator

- This team player emphasizes the overall purpose of the team
- Helps the team establish goals and clarify tasks
- Sees the “Big Picture” reminds the team to stay on track and focused on the target
- Pitches in to help out other team members when needed
- Flexible and open to new ideas



Team Building

Communicator

- This member encourages positive interpersonal relations and group processes
- Emphasizes team process
- Believes in an interpersonal "glue"
- Listens well and periodically summarizes discussion
- Encourages everyone to participate
- Helps team members relax and have fun



Team Building

Challenger

- This style asks the tough questions and pushes the team to take reasonable risks
- Questions goals and methods
- Willing to disagree with the leader
- Encourages the team to take well-conceived risks
- Honest about progress and problems
- Asks “why?” and “how?” and other relevant questions



Team Building

Four Guidelines for Effective Communication

- Focus on the behavior or problem, not on the person. People become defensive when criticized personally. Keep the discussion focused on the task and the issues.
- Make sure what you say and what you do are giving the same message. In other words, keep your verbal and nonverbal language on the same page. This limits confusion.



Team Building

- Validate others' contributions. Compliment team members on good ideas and suggestions. This makes them feel a part of the team and encourages future participation.
- Make sure everyone has a chance to speak. Encourage team members to express opinions and share ideas. Don't let specific team members dominate the conversation. Ideas are lost this way.



Team Building

ORGANIZATIONAL TOOLS

Teams should use some tools when first organizing:

- Establishing Roles and Responsibilities
- Establishing Ground Rules
- Teams should use other tools at every meeting to maintain focus and effectiveness: Meeting Agenda
Meeting Summary



Team Building

Preventing Problems: Use norms and roles;
behavioral expectations (norms) and timekeepers
/ scribes (roles)

1. Timeliness
2. Quorum
3. No side conversations
4. Staying on the agenda
5. Everyone participates
6. Parking lot (table)

Ways to engage:

1. Smaller teams and goals
2. Sponsors iterate the importance
3. Understanding of mission/goal
4. Get acquainted period
5. Role definition
 - a. Champion, "Sponsor, team lead, facilitator, timekeeper, scribe, team members
 - b. Team structure
6. Work out decision-making issues
7. Set the norms together
8. Team objective definition; project plan; schedule
 - i. Team Objectives: SMART WAY (Specific, Measurement, achievable, realistic, time, worthiness, assign responsibility, yield return)



Team Building

- Affinity Diagram (organize into categories)
 - Organizes ideas and data (e.g.: Problem with meetings)
- Nominal Group Technique (prioritizes)
 - Problem ID: Brainstorm; round robin; discussion; vote
- Pareto Chart (organizes and presents)
 - 80/20 Rule (outcomes v causes); identify which initiative to prioritize for greatest impacts
- Flowchart (document process steps)
- Interrelationship Digraph (Cause and Effect)
 - <https://asq.org/quality-resources/relations-diagram>



Team Building

- Review, Evaluate, and Reflect (Plan, Do, Check, Act)
- Implement and Monitor the Solution
- Develop a Solution and Action Plan
- Identify the (Root) Direct / Contributing Cause(s) of the Problem
- Describe the Current Process
- Define the Problem Tools (purpose) Brainstorming (generate lists of ideas)



Questions

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