



Leading and Developing High Performing Teams

Larry D. Coble & Ann W. Davis
School Leadership Services

Tree
Shoe
Car
Rock
Glass
Fish
Sky
Hen
Ball
Jump





Tree
Shoe
Car
Rock
Glass
Fish
Sky
Hen
Ball
Jump



- **List three characteristics of a person you trust.**

- **Develop a definition of team trust.**



Work
Group

Team

High
Performing
Team

- *Independent*
- *Interdependent*
- *Shared Goals*
- *Shared Accountability*



Teams vs. Traditional Organization

- Organizational structure is flat rather than layered.
- Team is responsible for “whole” —processes/multiple tasks.
- Administrators coach, advise, facilitate.
- Teams are accountable for planning, controlling, improving their work.
- Leadership is shared.
- Information is shared.
- Rewards become team based.



Training Content for Teams

- Understanding group dynamics (self-understanding)
- Listening
- Giving/receiving feedback
- Reacting constructively to others' ideas
- Valuing individual differences
- Conflict management
- Problem-solving
- Decision-making



Perceptions

- 76% - Teams improved employee morale.
- 62% - Teams improved management morale.
- 80% - Teams contributed to increased profits.
- 90% - Teams have improved the quality of products and service.
- 85% - Teams have improved level of customer service.
- 81% - Teams have improved productivity.

*Good News
About Teams!*



A Team Is...

What images come to mind when you hear the word “Team”?



A Team Is...

“...a group of individuals who work together to produce products or deliver services for which they are mutually accountable.”

– *Mohrman et al.*

“...a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

– *Katzenbach and Smith*

“...two or more people who must coordinate their activities to accomplish a common goal.”

– *Shonk*



Identify the kinds of teams that exist in your school.



Teams vs. Groups

- Teams generally have a stronger sense of identification among their members than do groups.
- Teams have common goals or tasks, which may range from the development of a new product to an athletic league championship.
- Task interdependence typically is greater with teams than with groups.
- Team members often have more differentiated and specialized roles than group members.



Group Norms

...are the informal rules groups adopt to regulate and regularize group members' behaviors.

Although norms are only infrequently written down or openly discussed, they nonetheless often have a powerful and consistent influence on behavior.



(Hackman, 1976).

Group Norms

...do not govern all behaviors, just those a group feels are important. Norms are more likely to be seen as important and apt to be enforced if they

- facilitate group survival;
- simplify or make more predictable what behavior is expected of group members;
- help the group avoid embarrassing interpersonal problems; or
- express the central values of the group and clarify what is distinctive about the group's identity



8 Key Characteristics

Clear vision

High performance standards

Leaders take stock

Leaders assess the technical skills

Leaders secure resources and equipment

Planning and organizing

Task
Accomplishment

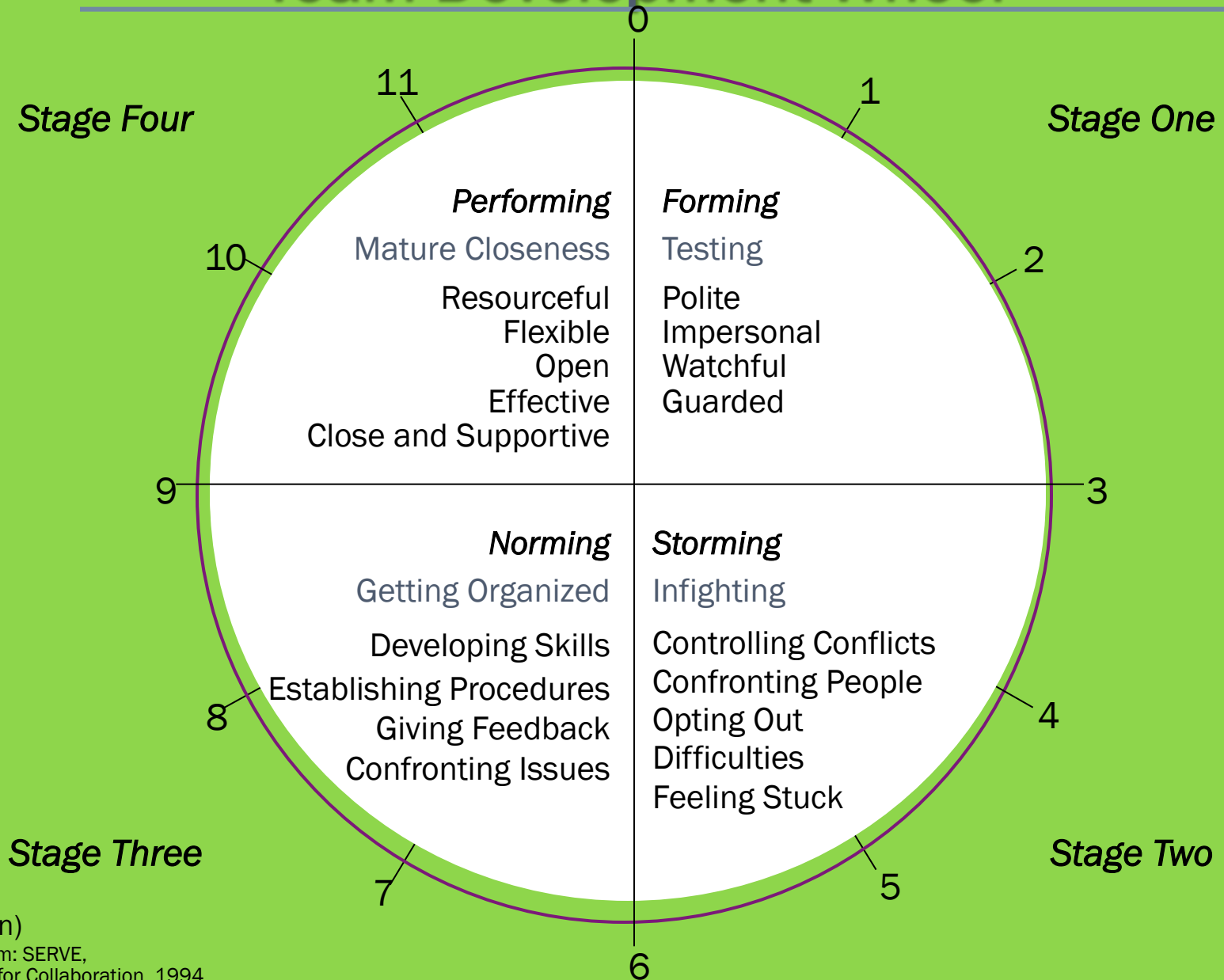
High levels of communication

Minimized interpersonal conflict

Interpersonal



Team Development Wheel



(Tuckman)
Adapted from: SERVE,
Leadership for Collaboration, 1994.

Stages of Team Development

Forming

- Dependent on leader
- Concern about clarity of task

Storming

- Conflict with members, leader, and task

Norming

- Cohesiveness
- Shifting leadership

Performing

- Interdependency
- Creativity
- High Productivity

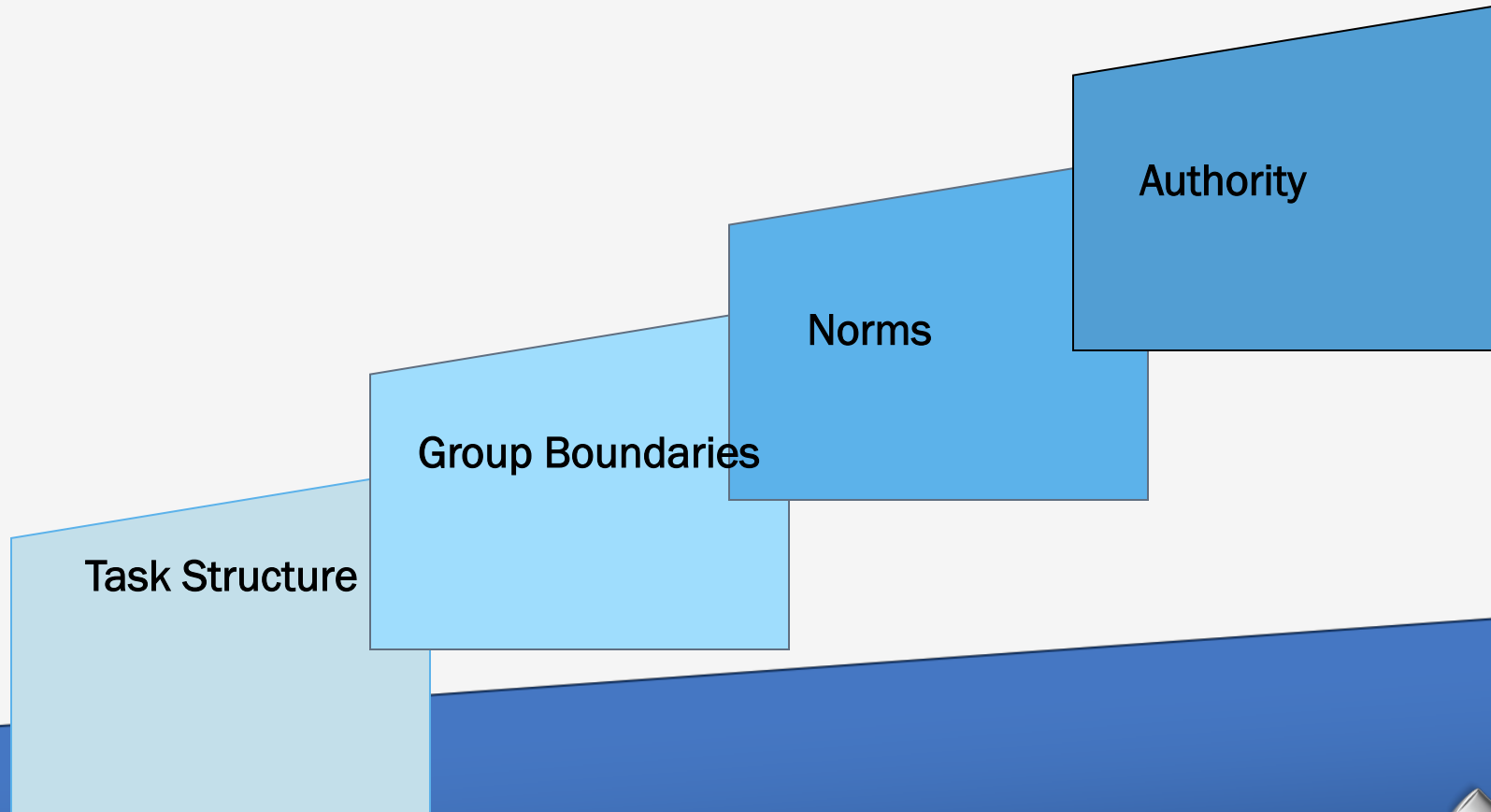


Principles for Effective Teamwork

- All team members share responsibility for the team.
- The entire team should support team decisions.
- Use methods that allow as many of the team members to participate as possible.
- Be flexible in rules, agenda, and in all procedures.
- Cut down the threat to individual members.
- Evaluate team progress continually.
- Be conscious of the importance of the roles you and each team member play.
- Let the team be active.



Get Off to a Good Start



Exercise:

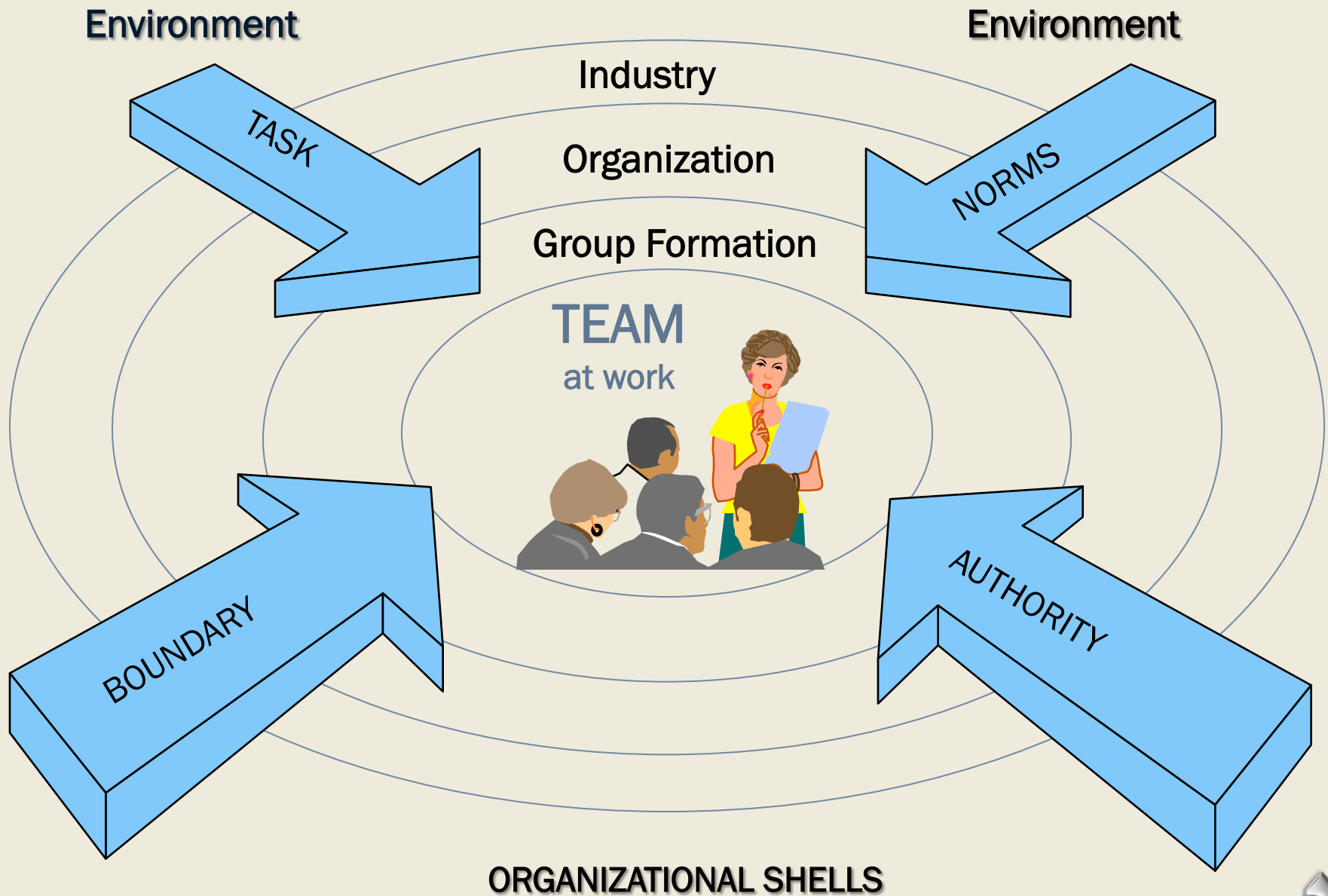
PARKER TEAM PLAYER STYLE INVENTORY



You Need a Team When...

- You have an ambiguous, complex task with a common goal [not for a routine task].
- It is a situation where differentiated roles are required [different people needed to do different things].
- You need input from multiple perspectives [interdependence is required for success].





What Distinguishes a High-Performing Team from a Regular Team?

Significant task

Good leadership

Commitment

Clear mission

Think/Act creatively

Relationships

Recognize each other's expertise

Sense of individual satisfaction

Synergy



TEAM CREATIVITY VIDEO



Work Group

Team

High Performing Team

- *Independent*

- *Interdependent*
- *Shared goals*
- *Shared accountability*

- *Significant task*
- *Good leadership*
- *Commitment*
- *Clear mission*
- *Think/Act creatively*
- *Relationships*
- *Recognize each other's expertise*
- *Sense of individual satisfaction*
- *Synergy*



Authority Continuum

Laissez-Faire

Democratic

Autocratic

— Empowerment —

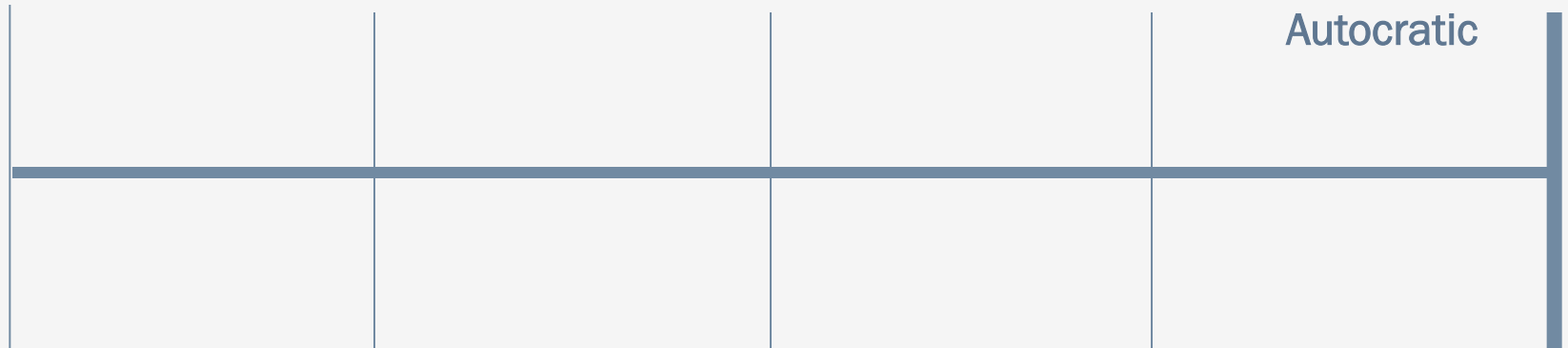
Anarchy

Totalitarian

Democratic to Autocratic is where effective leadership occurs.



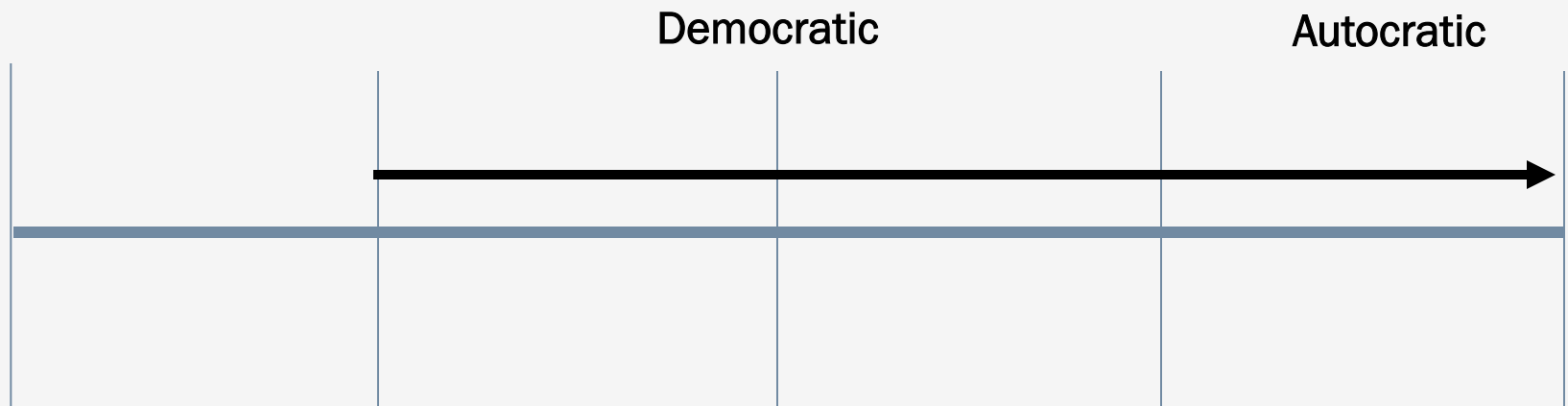
Team Leadership is Situational



- Autocratic team leadership is the best style in a CRISIS.
- **A crisis** is the **only** time autocratic team leadership is more effective than democratic.



During the first meeting, the Team Leader should demonstrate the whole range of styles -- from Democratic to Autocratic.



Norms

Norms: Unwritten, but very powerful, rules of behavior

Team Leader should get two or three very important and powerful norms in place at the beginning.



Outputs

A team is effective if:

- its productive output (goods, services, decisions) meets the standards of quantity, quality, and timeliness of the people who use it;
- the group process that occurs while the team is performing its task enhances the ability of the members to work together as a team in the future; and
- The team experience enhances the growth and personal well-being of the individuals who comprise the team.



Exercise:

At your table groups, tell one another, in “round robin” fashion, a “story” about the BEST team of which you have ever been a part.



Exercise:

- The listeners are to search for the characteristics that made these teams successful.
- Jot these characteristics down individually.
- Compare notes and develop a consensus listing of characteristics of successful teams.



Leader's Impact on Teams

Research on effective and ineffective teams shows some teams work remarkably well and some don't work at all.

Why?

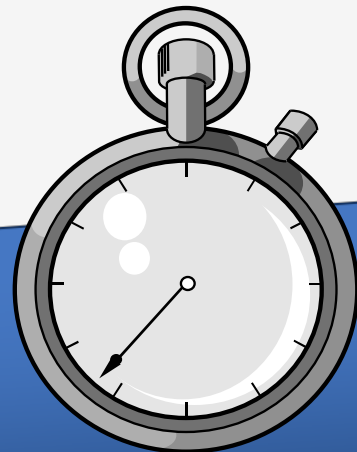
The leader is a powerful factor.

Some are great.

Some you can't stand to be around.

You can tell the difference between good ones and bad ones, and it's mostly by gut feel.

It takes 8 seconds to 5 minutes to size 'em up.



Exercise:

- Go back to the “Best Team” of which you’ve ever been a part.
- Describe the BEHAVIOR of the leader(s).



Team Leadership

The Team Leader's job is to create conditions for the team to function effectively—must give enough information about the task(s)—not too little or too much.



Team Leadership

Team Leadership is a “front-loading” opportunity: taking the time to clarify tasks, goals, and roles UP FRONT creates an environment for effective teamwork.



Effective Leaders of High Performing Teams Do These 4 Behaviors All the Time:

1. Spend time “up front” creating the team.
2. Learn from mistakes.
3. Stay calm when “the going gets rough.”
4. Develop team members through effective coaching.



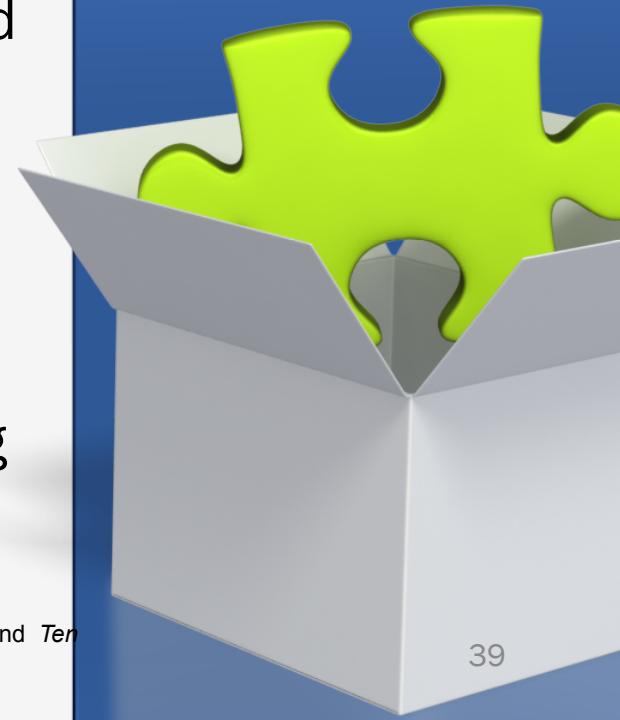
Top Ten Leadership Techniques for Building High-Performing Teams

Define a very clear picture of the future - a vision for the team.

- This is crucial – consider the old expression: "If you don't know where you are going, any road will get you there."
- Keeping teams informed on where they're headed and how best to get there means leaders must be prepared to acknowledge and adapt to changes in operational conditions and even objectives.
- Leaders cannot sit back and watch, but instead must create and recreate the vision and team spirit that stops people losing heart and becoming lost.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



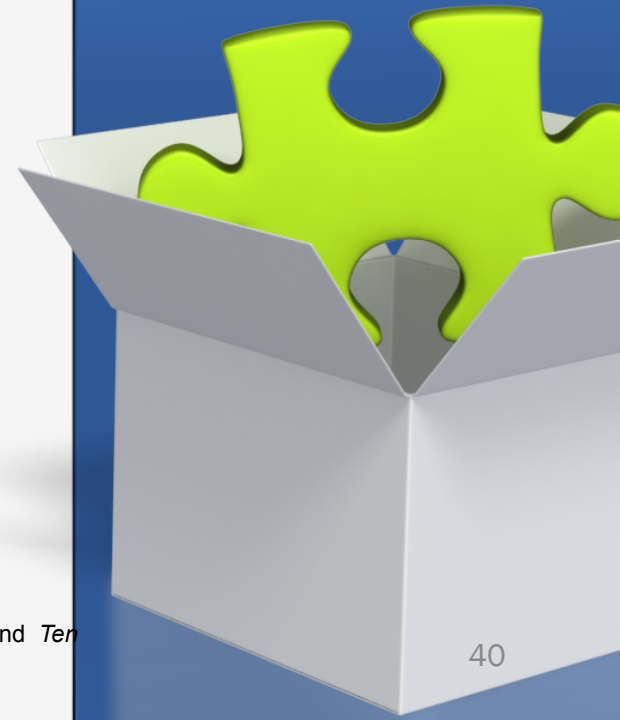
Top Ten Leadership Techniques for Building High-Performing Teams

Be genuine, even if it means lowering your guard.

- Leaders will reveal their own vulnerabilities at the right time to gain the respect of those around them.
- They are not concerned about projecting a perfect image: they know that high-impact leaders get results by laughing at their own flaws.
- They don't play make-believe, knowing it's more important 'to be' than to 'seem to be'.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



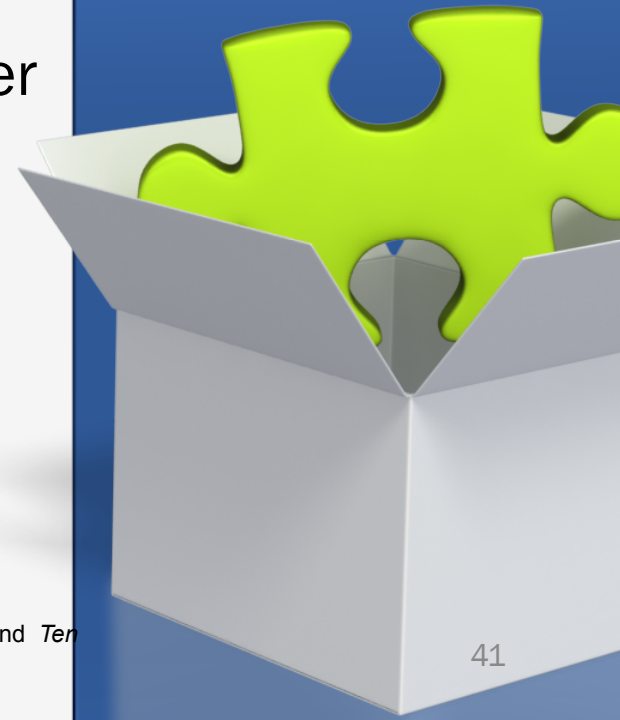
Top Ten Leadership Techniques for Building High-Performing Teams

Ask good questions.

- They use enquiry and advocacy in such a way as to keep them abreast of what is really going on.
- Use the 70-20-10 rule in conversations: 70 per cent listening, 20 per cent enquiring with just the right amount of advocacy, and 10 per cent tracking (i.e., summarizing and synthesizing information, and providing possible courses of action).



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



Top Ten Leadership Techniques for Building High-Performing Teams

Talk about things - even the hard things.

- A leader who gets their team to click is not afraid to talk about the tough stuff. They find ways to have the difficult conversations in the knowledge that burying problems doesn't make them go away. They also know that if they, as leader, don't talk about things, no-one will and, pretty soon, a culture will develop in which too many things are left unsaid.
- You can always tell when teams are dysfunctional by measuring the amount of stuff not talked about, or the "let's not go there" issues.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



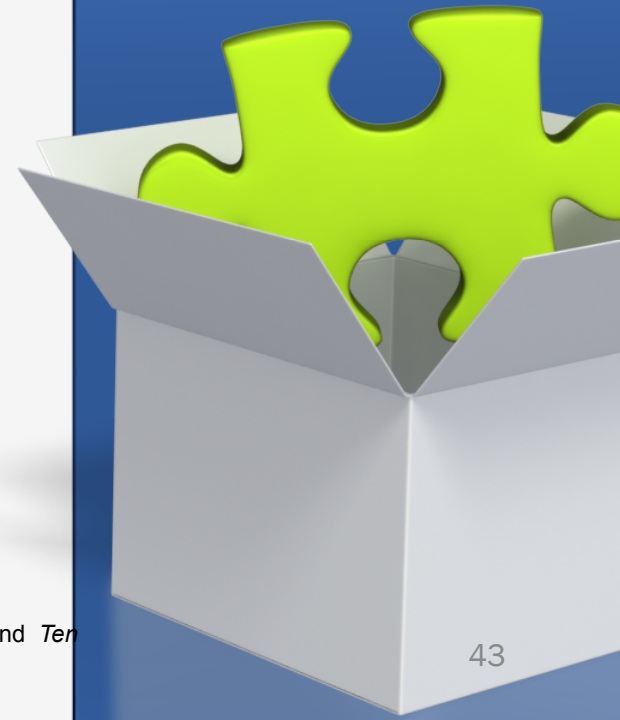
Top Ten Leadership Techniques for Building High-Performing Teams

Follow through on commitments.

- Leaders of high-performing teams find ways to build trust and maintain it, especially by making teams hold to their commitments and keeping the team's view of its goals clear.
- However, they also know how to distinguish professional trust from blind loyalty.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



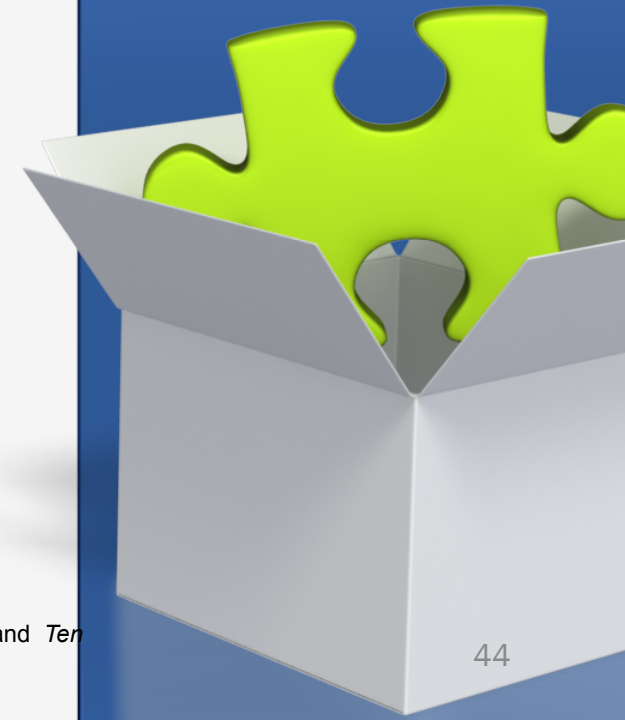
Top Ten Leadership Techniques for Building High-Performing Teams

Let others speak first.

- In high-performing teams, members see themselves as equal in terms of communication.
- Leaders should therefore encourage this by putting the other person's need to express their agenda ahead of their own.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



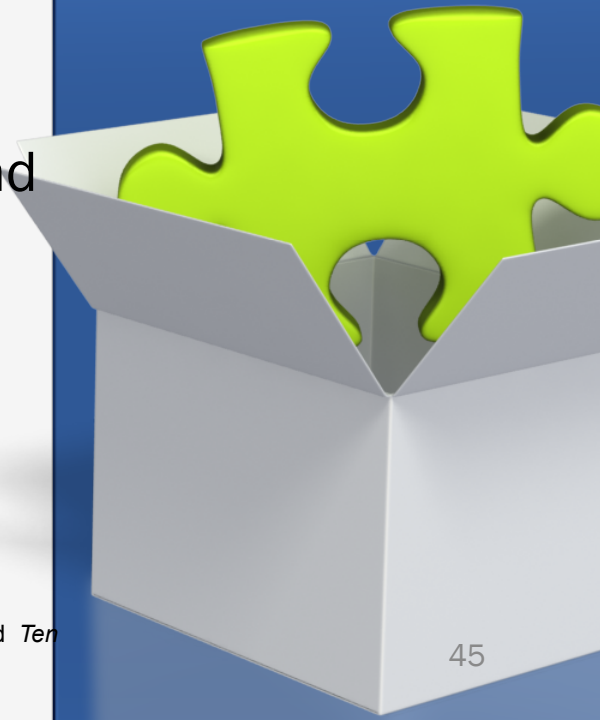
Top Ten Leadership Techniques for Building High-Performing Teams

Listen.

- High-performing teams comprise people who have mastered the art of listening without fear, of allowing others to speak without reacting strongly or negatively to what is being said, or what they anticipate will be said.
- The leader fosters and honors this attribute within the team by quickly putting a stop to bad conversational behavior that cuts other people off and implies that their ideas are not valued.
- The leader knows that achieving higher levels of innovation requires team members to be unafraid to express unusual ideas and advocate experimental processes.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



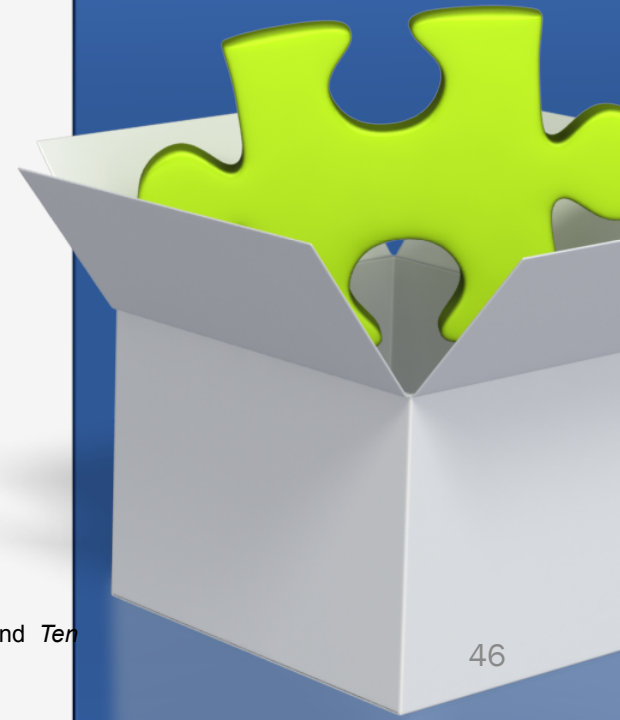
Top Ten Leadership Techniques for Building High-Performing Teams

Face up to non-performing players.

Leaders do not tolerate players who pull the team apart.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



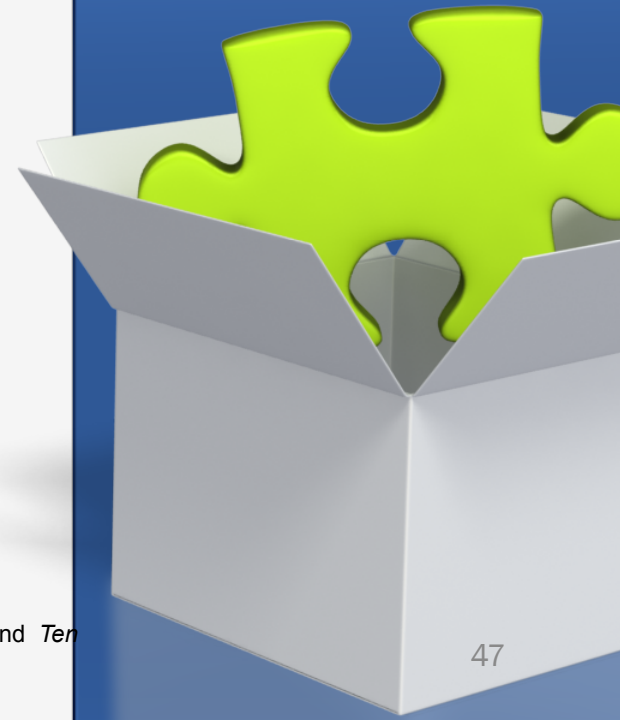
Top Ten Leadership Techniques for Building High-Performing Teams

Have fun, but never at others' expense.

- High-impact leaders steer clear of sarcasm: they always take the high road.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



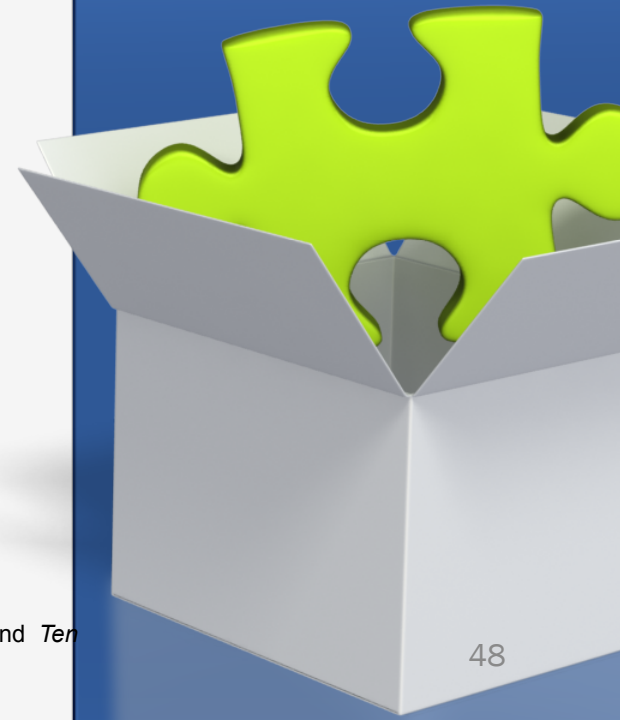
Top Ten Leadership Techniques for Building High-Performing Teams

Be confident and dependable.

- Leaders do this by preparing their conversations and not backing away from, or skimming over, real issues and problems, even difficult or confronting ones.
- Leaders are known as straight shooters - people who play hard, fight fair, and never, never give up. At the end of the day, team members know that, whatever happens, their leader will be left standing. This gives them confidence that they will be standing, too.
- They also know that, should things get really bad, their leader will not desert them or try to shift the blame, but seek to protect them, even if it means standing in the line of fire.



Adapted from *The One Minute Manager Builds High Performing Teams*. K. Blanchard 2009; and *Ten Commitments for Building High Performing Teams*, T. Massey 2010.



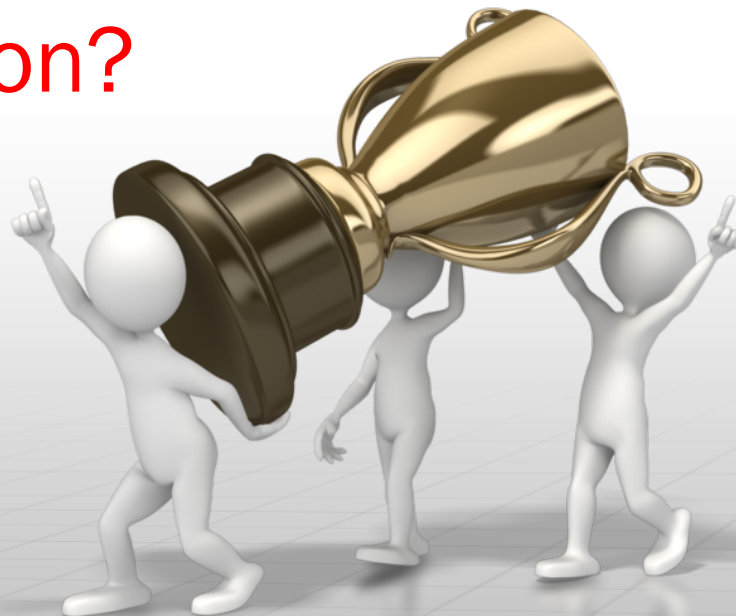
Exercise:

Describe your vision for your work team.



Back Home Applications

How will I foster and encourage
TEAM DEVELOPMENT for continuous
improvement in my school or
organization?



Questions? Comments?

