

Developing Your Team

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OFFICE OF HUMAN RESOURCES





Primary Objectives

- Opportunities to enhance teamwork
- Learn to recognize sources of dysfunction
- Share ideas about workable approaches
- Team Formation
- Trust
- GRPI

Agenda



- The team as a tool for the organization
- Stages of team development
- A framework for team development
- Introduction to Five Dysfunctions of a Team
- The importance of trust
- GRPI Model

A Business and its Beliefs

TJ Watson Jr., 1963



“to survive and succeed, any organization must have a sound set of beliefs on which it premises all its policies and actions”

from 1946-92

- Respect for the individual
- Superior customer service
- Excellence in everything we do

Our Mission



WUSM - Our Mission:

Washington University School of Medicine will lead in advancing human health through the best clinical care, innovative research and the education of tomorrow's leaders in biomedicine in a culture that supports diversity, inclusion, critical thinking and creativity

Department of Pediatrics - Our Mission

To improve the health of children and adolescents through excellence in patient care, research, teaching and community service - is embraced by our faculty and staff who are deeply committed to the welfare of children and adolescents.

Teamwork in the Department



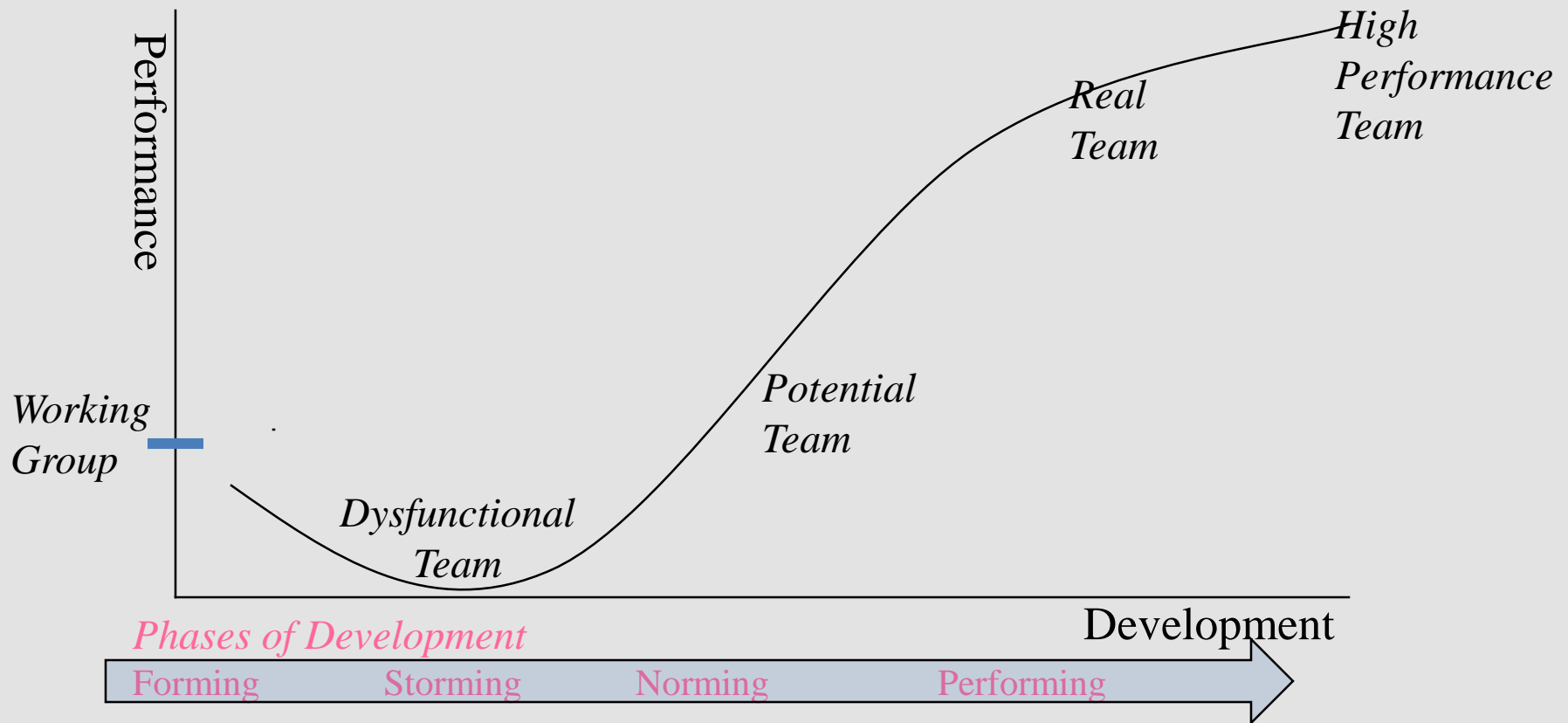
- Identify and describe a high performing AND a dysfunctional team focused on:
 1. Patient care
 2. Research
 3. Teaching
 4. Community Service
- What factors contributed to the success? To the failures?



Modes of Collaboration

- **Working group:** a collection of people who can accomplish their work as a combination of individual inputs.
 - *Share information and ideas*
 - *Communicate and coordinate decisions*
- **A team:** a small number of people with complimentary skills working toward a common goal with a common working approach and mutual accountability
 - *A collective work product*
 - *Synergy*

Team Development



Teamwork in the Department



- Identify and describe a high performing AND a dysfunctional team focused on:
 1. Patient care
 2. Research
 3. Teaching
 4. Community Service
- What factors contributed to the success? To the failures?
- **What stage of team performance?**

Team Development

“Great people don’t equal great teams.” –Tom Peters



Stages of team building:

1. Stage 1- Forming :Team acquaints & establishes ground rules.
2. Stage 2 – Storming : Members resist control by group leaders and show hostility.
3. Stage 3 – Norming : Members work together developing close relationships & feelings of camaraderie.
4. Stage 4 – Performing : Team members work toward getting their job done.
5. Stage 5 – Adjourning : Team may disband on achieving their goals or because members leave.

Stages of Team Development Behaviors



Stage	Theme	Task - Orientation	Relationship -Orientation
1	Awareness	Commitment	Acceptance
2	Conflict	Clarification	Belonging
3	Co-operation	Involvement	Support
4	Results	Achievement	Pride
5	Separation	Recognition	Satisfaction

The Five Dysfunctions Model



Teams

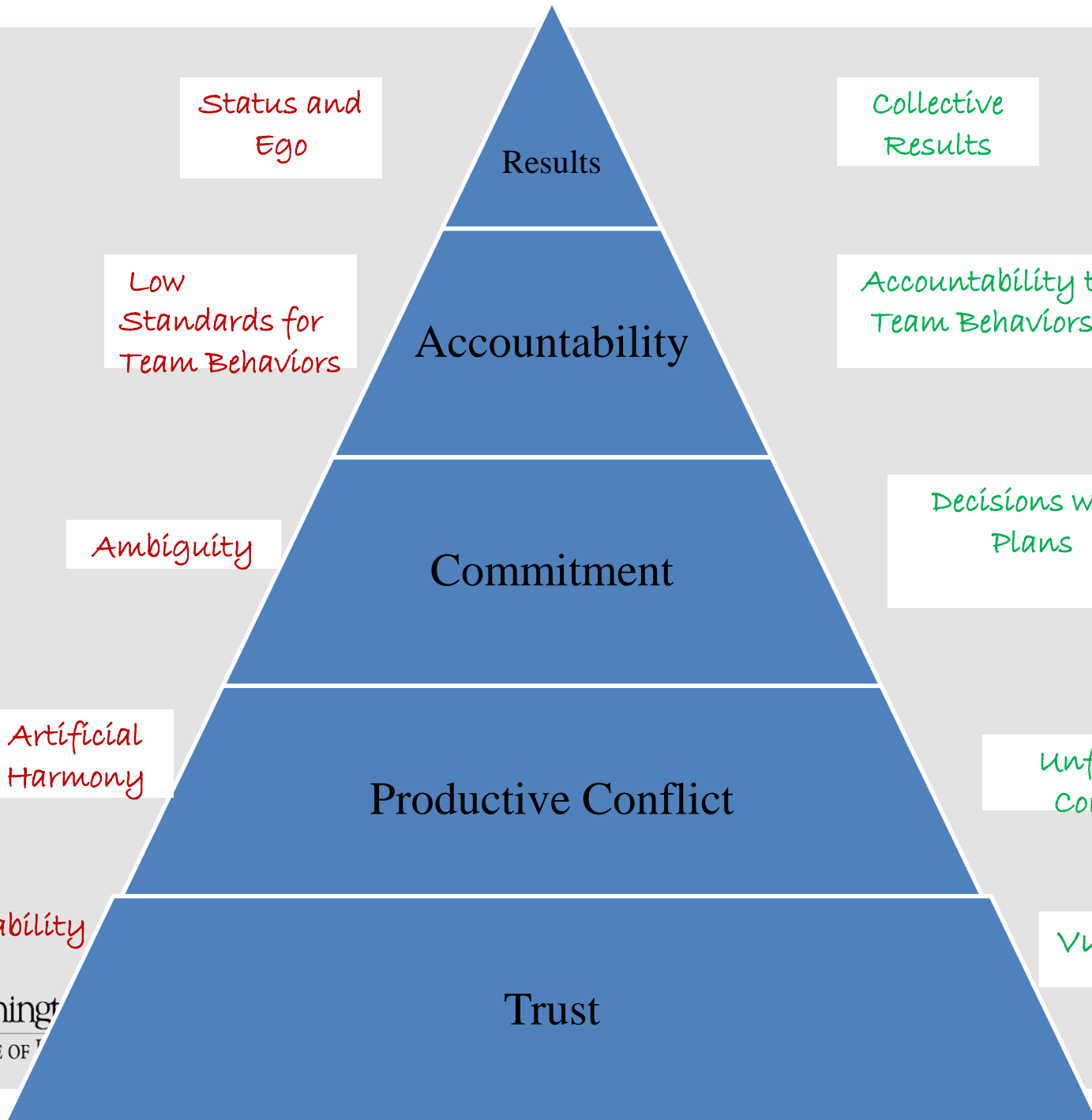


- “ In this age of informational ubiquity and nanosecond change, teamwork remains the one sustainable competitive advantage that has largely been untapped.” *Patrick Lencioni*

The Power of Team Work



- The power of team work can not be denied. When people set aside egos and personal agendas great things can happen.
- Lencioni on Teamwork
- <https://www.youtube.com/watch?v=iJTtIKV-bhQ>



Status and Ego

Collective Results



Low Standards for Team Behaviors

Accountability to Team Behaviors

Ambiguity

Decisions with Plans

Artificial Harmony

unfiltered conflict

Invulnerability

vulnerability

Trust



https://www.youtube.com/watch?v=3bKOBmLV0_Y

Trust Pact



- Part 1 – Give each person five large “post-it” notes. Ask participants to write one TRUSTBUILDING behavior per post-it.
- Using “round robin” technique, ask each person to share one behavior; if others have the same behavior on a post-it, put it aside. Continue until all behaviors are stated.

Trust Pact



- Part 2 – Do the same thing, only focused on “TRUST BUSTING” behaviors.
- As a group, discuss and agree up the TRUST BUILDING behaviors to do and TRUST BUSTING to avoid that everyone can live by.

Vulnerability Based Trust



- People who can admit the truth about themselves do not engage in political behaviors that wastes everyone's time and energy and makes the accomplishments of results unlikely



Fundamental Attribution Error



- We often attribute other people's success to their environment and our own success to our character.

Personal Histories Exercises



- Where did you grow up?
- How many siblings do you have and where do you fall in the sibling order?
- What was your first job? What was your worst job?
- What was your best job?



Building Trust in Teams

- Develop clear rules of behavior
- Set some short term goals
- Spend time together
- Recognize and build on victories
- Establish a culture of learning
- Recognize and thank team members

Goal Roles Process and Interpersonal Relations (GRPI)



- Richard Beckhard first introduced the GRPI model in 1972.
- GRPI - four critical and interrelated aspects of teamwork
- Help team leaders ensure productivity, efficiency and quality

Goals



Goals

- Sets direction for a team
- Helps them define where they want to be
- Unites each individual effort in getting there
- Without a common goal
 - any impact on the team would be limited.
 - SMART Goal specific, measurable, attainable, relevant and time bound

Roles



- A role statement:
defines each team member's authority,
responsibility and the tasks that need to be
aligned in order to support the defined goal.



Process

- Processes overcome inefficiencies in the areas of decision-making, control, coordination and communication (Wong, 2009)
- Clear and frequent communication
- Constructive ways of dealing openly with inevitable conflict
- As well as elegant processes for group decision making.



Interpersonal Relationship

- The interpersonal relationship is about establishing trust, open communication and feedback in order to support a sound working environment
- It encourages creative and diverse contributions
- Discourages groupthink
- Understand strengths of individuals
- Can be developed by simple gestures
- Negative behaviors can immediately affect the relationship

GRPI



- Ensure that a project team is productive, minimizing ramp-up time and rework
- Take the model in order
- Establish absolute clarity at each level

The Power of Teams



- <https://www.youtube.com/watch?v=iJTtIKV-bhQ>

Climate of Mutual Respect in the Workplace



- We value each other's work and our roles
- We recognize and value our differences as well as our similarities
- We empower ourselves and others
- We encourage team work

Thank You!



Our purposeis to recognize each other, to learn to see the other and honor them for who they are .

- Hermann Hesse

Types of Organizational Change



- Developmental
- Transitional
- Transformational

Changes Within the Organization



- What did we hear?
- What kinds of changes were represented?

Developmental Change



- Developmental change involves adjustments to
 - The existing operations or improving a skill, method, or process that does not currently meet the agency's standard
 - Is the least threatening to employees and the easiest to manage
 - Examples include problem solving, training, and improving communications

Transitional Change



- Transitional change involves implementing something new
 - and abandoning old ways of functioning
- This change moves through a transitional period to a new future state requires patience and time
- Examples
 - Includes reorganizations, new technology systems and implementing a new program

Transformational Change



- The most extreme form of change is *transformational change*
 - requires major shifts in vision, strategy, structure, or systems

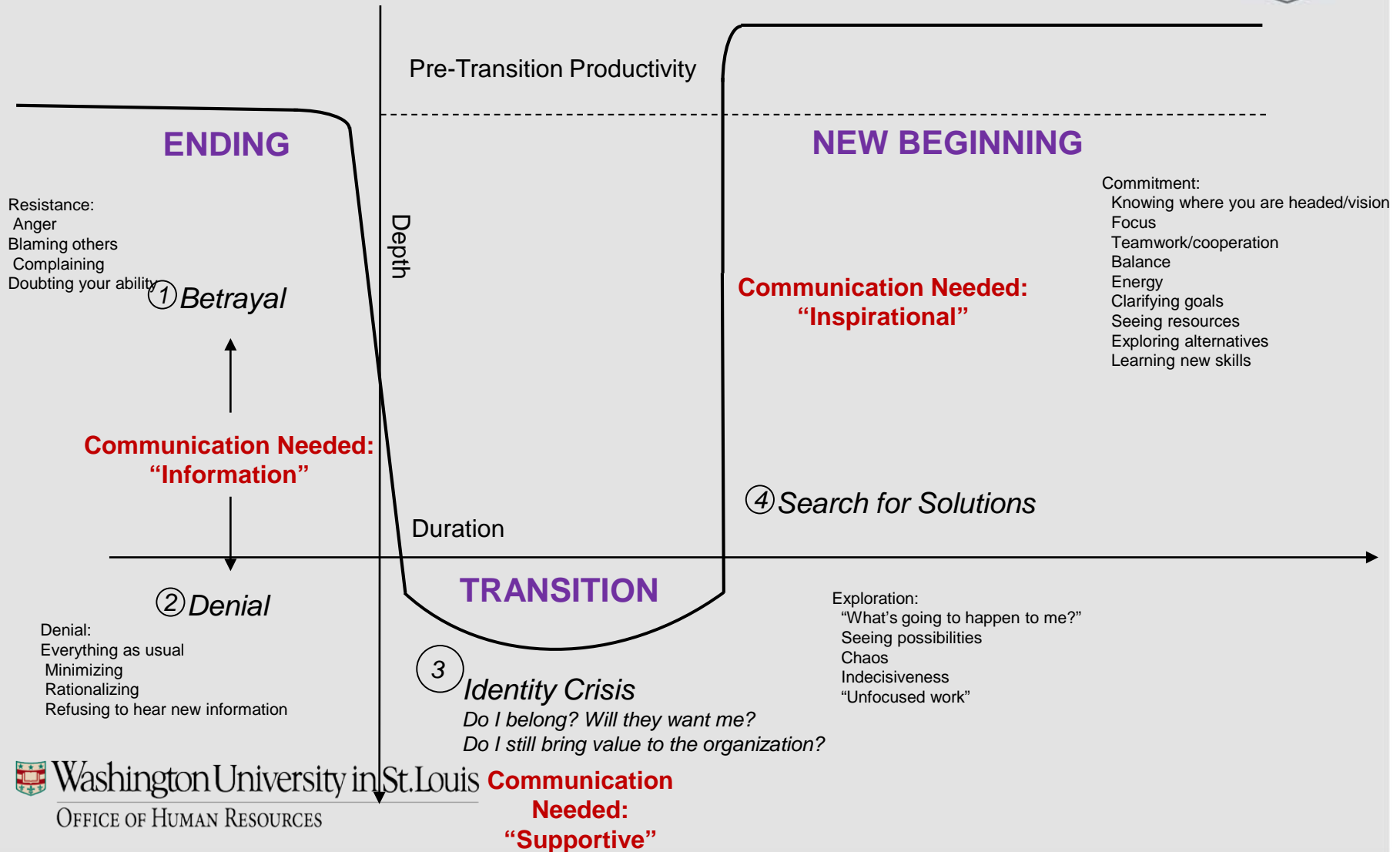
Change Literature



- Pritchard and Associates Business as Unusual 1998
 - Productivity Curve of Change
- William Bridges Transitions: Making Sense of Life Changes 1991



Curve of Change





- *It's not so much that we're afraid of change or so in love with the old ways, but **it's that place in between we fear.** It's like being between trapezes. It's Linus when his blanket is in the dryer. **There's nothing to hold on to.***

-Marilyn Ferguson, American Futurist

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Explaining implementation success



- The concept of “Psychological Safety”
 - “People in this unit are comfortable checking with each other if they have questions about the right way to do something”,
 - “The people in our unit value others' unique skills and talents”,
 - “Members of this team are able to bring up problems and tough issues.”

