Developing Your Team

Lynn Dull – Applied Leadership Consultant
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
“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
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

Phases of Development
- Forming
- Storming
- Norming
- Performing

Working Group

Dysfunctional Team

Potential Team

Real Team

High Performance Team
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

<table>
<thead>
<tr>
<th>Stage</th>
<th>Theme</th>
<th>Task - Orientation</th>
<th>Relationship -Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Awareness</td>
<td>Commitment</td>
<td>Acceptance</td>
</tr>
<tr>
<td>2</td>
<td>Conflict</td>
<td>Clarification</td>
<td>Belonging</td>
</tr>
<tr>
<td>3</td>
<td>Co-operation</td>
<td>Involvement</td>
<td>Support</td>
</tr>
<tr>
<td>4</td>
<td>Results</td>
<td>Achievement</td>
<td>Pride</td>
</tr>
<tr>
<td>5</td>
<td>Separation</td>
<td>Recognition</td>
<td>Satisfaction</td>
</tr>
</tbody>
</table>
The Five Dysfunctions Model

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results
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=iJTtlKV-bhQ
The image is a diagram that outlines a hierarchy of team behaviors. The levels from the bottom up are:

1. **Trust**
2. **Productive Conflict**
3. **Commitment**
4. **Accountability**
5. **Results**

Each level has associated terms:

- **Trust**: Vulnerability, Unfiltered Conflict, Decisions with Plans, Accountability to Team Behaviors, Collective Results
- **Productive Conflict**: Invulnerability, Artificial Harmony, Ambiguity
- **Commitment**: Status and Ego, Low Standards for Team Behaviors
- **Accountability**: Results
- **Results**:
Trust

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

• 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=iJTTlKV-bhQ](https://www.youtube.com/watch?v=iJTTlKV-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
Our purpose ....is 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

ENDING

Pre-Transition Productivity

Communication Needed: “Information”

Resistance:
- Anger
- Blaming others
- Complaining
- Doubting your ability

DENIAL

- Everything as usual
- Minimizing
- Rationalizing
- Refusing to hear new information

TRANSITION

Identity Crisis

Do I belong? Will they want me?
Do I still bring value to the organization?

- Exploration:
  - “What’s going to happen to me?”
  - Seeing possibilities
  - Chaos
  - Indecisiveness
  - “Unfocused work”

Search for Solutions

Communication Needed: “Inspirational”

- Commitment:
  - Knowing where you are headed/vision
  - Focus
  - Teamwork/cooperation
  - Balance
  - Energy
  - Clarifying goals
  - Seeing resources
  - Exploring alternatives
  - Learning new skills

NEW BEGINNING

Communication Needed: “Supportive”

- Commitment:
  - Knowing where you are headed/vision
  - Focus
  - Teamwork/cooperation
  - Balance
  - Energy
  - Clarifying goals
  - Seeing resources
  - Exploring alternatives
  - Learning new skills

Washington University in St. Louis
Office of Human Resources
• 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
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
Our purpose ….is to recognize each other, to learn to see the other and honor them for who they are.

- Hermann Hesse
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.”

- Team meetings
- Solicited staff feedback
- Dry runs …