

Developing Your Team

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**If you could get all the people in an organization rowing
in the same direction, you could dominate any industry,
in any market, against any competition, at any time.**

From introduction to The Five Dysfunctions of a Team — Patrick Lencioni

Information requested from first session on team building



- Different teams/management styles
- Hire the right people
- Identify strengths/areas to grow
- How to influence with authority
- Teambuilding
 - Mediate conflict
 - Maximize output
 - Encourage/ motivate people
 - Fix dysfunctions
 - Facilitating communication
 - Small team how to support be productive

Agenda



- Leadership styles for team development
- Influence without authority
- Change Management
- GRPI
- Conflict
- S.O.A.R
- Seeker model and Repairr
- The use of stories to motivate and inspire

Group Development Forming



Group

- The group first time
- members are being polite
- sizing each other up
- little unity
- potentially limited buy-in to the group's goals.

Leader

- Director/commanding officer /Directive
- Create structured meetings
- What are the group's objectives ?
- Keep everybody on target
- Set expectations
- Note team's strengths, preferences skill sets and communication styles

Group Development

Storming



Group

- Members reveal their true opinions
- conflict arises between members
- Conflict arises with leadership.

Leader

- Coach
- Control the chaos
- Listen to people's input
- instruct group members on the best way to function as a team
- Provide time to air out feelings and concerns
- Encourage and support
- Clarify purpose of group
- Retaining authority until the group is in better alignment and ready for some autonomy is key.

Group Development Norming



Group

- Solidify behind team goals
- Build trust between each other.
- Agree around work styles
- Agree about responsibilities.

Leader

- Collaborator
- Let off the reins a bit
- Delegate responsibilities
- Identify those who are ready for complicated
- Involve team in problem solving, conflict resolution and high level decisions
- Always assessing

Group Development Performing



Group

- Team is well oiled
- Members work well together
- Trust allows more autonomy.
- Constructive criticism is embraced as beneficial
- Goals are achieved.

Leader

- Visionary
- Visionary who is looking to outside trends
- Cultivate leadership talent
- Focus on continual improvement and growth
- Analysis of feedback data and performance indicators to continuously refine the team's approach and keep things optimized



- SEEKER Model
- REPAIRR



Influence Without Authority

- Center for Creative Leadership Harold Scharlatt
- Three kinds of influencing tactics:
 - Logical
 - Emotional
 - Cooperative



Influence Without Authority

- *Logical appeal* taps into people's reason and intellect.
- Present the best choice of action based on organizational benefits
 - Objective, factual, handling organizational problems or concerns
- Personal logical appeal
 - Benefit a person's career long term
 - Help the person gain more visibility and a better reputation within the organization
 - Make a job easier or more interesting



Influence Without Authority

- Emotional Appeal
 - Connects your message, goal or project to individual goals and values.
 - Link your request to a clear and appealing vision the other person can fully support.
 - Describe the task with enthusiasm
 - Express confidence in the person's ability to accomplish it.
- An idea that promotes a person's sense of well-being, service or belonging has the best chance of gaining support.

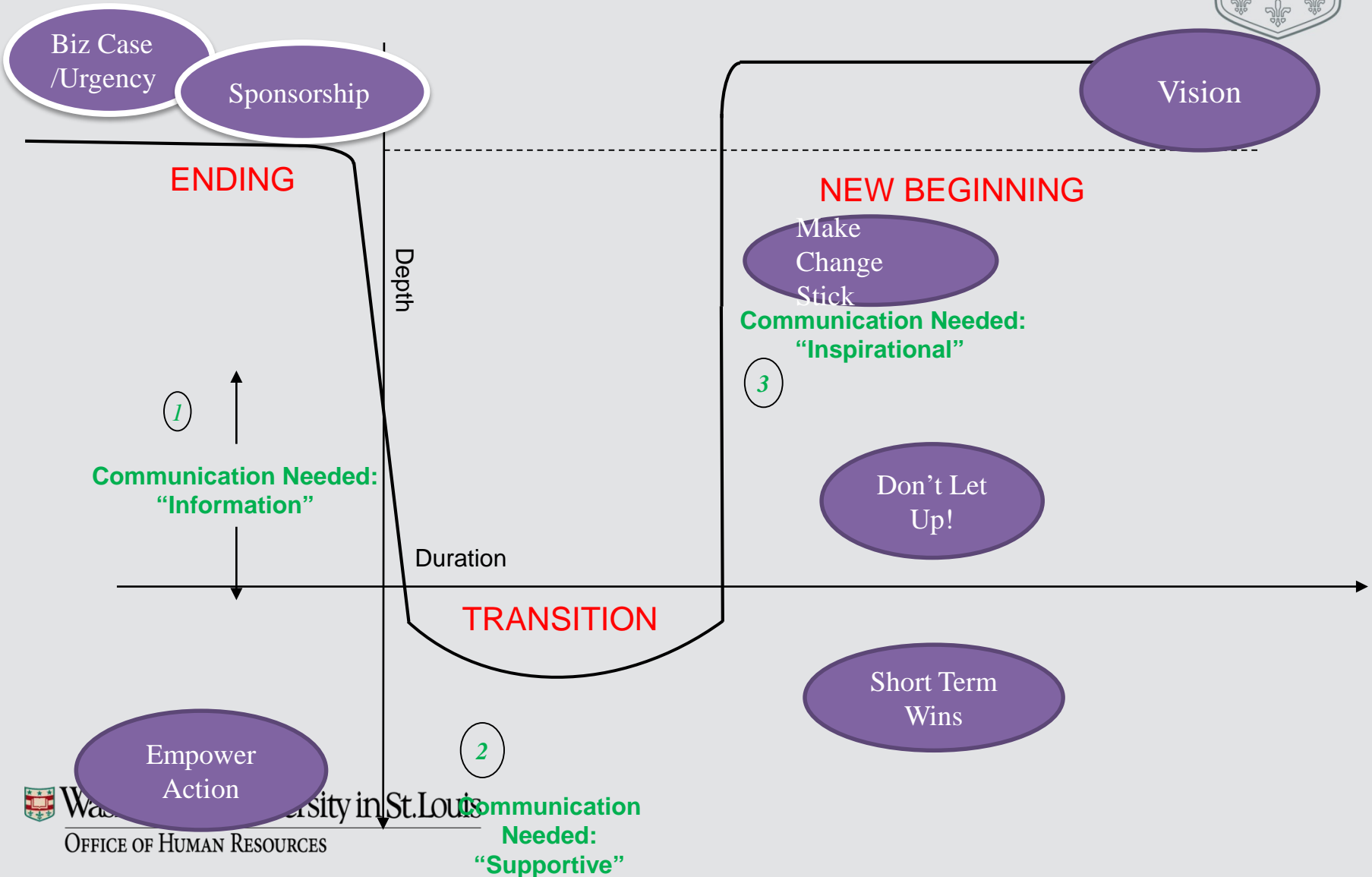
Influence Without Authority



- Cooperative appeal builds a connection between you, the person you want to influence and others, to get support for your proposal
 - collaboration (figuring out what you will do together)
 - consultation (finding out what ideas other people have)
 - alliances (drawing on whoever already supports you or has credibility you need).

Curve of Change

John Kotter, *Pritchard and Associates* and *William Bridges*



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

Comfort with Conflict



On a scale of 1- 10, with 10 being the most comfortable; how comfortable are you with conflict?

Conflict Continuum

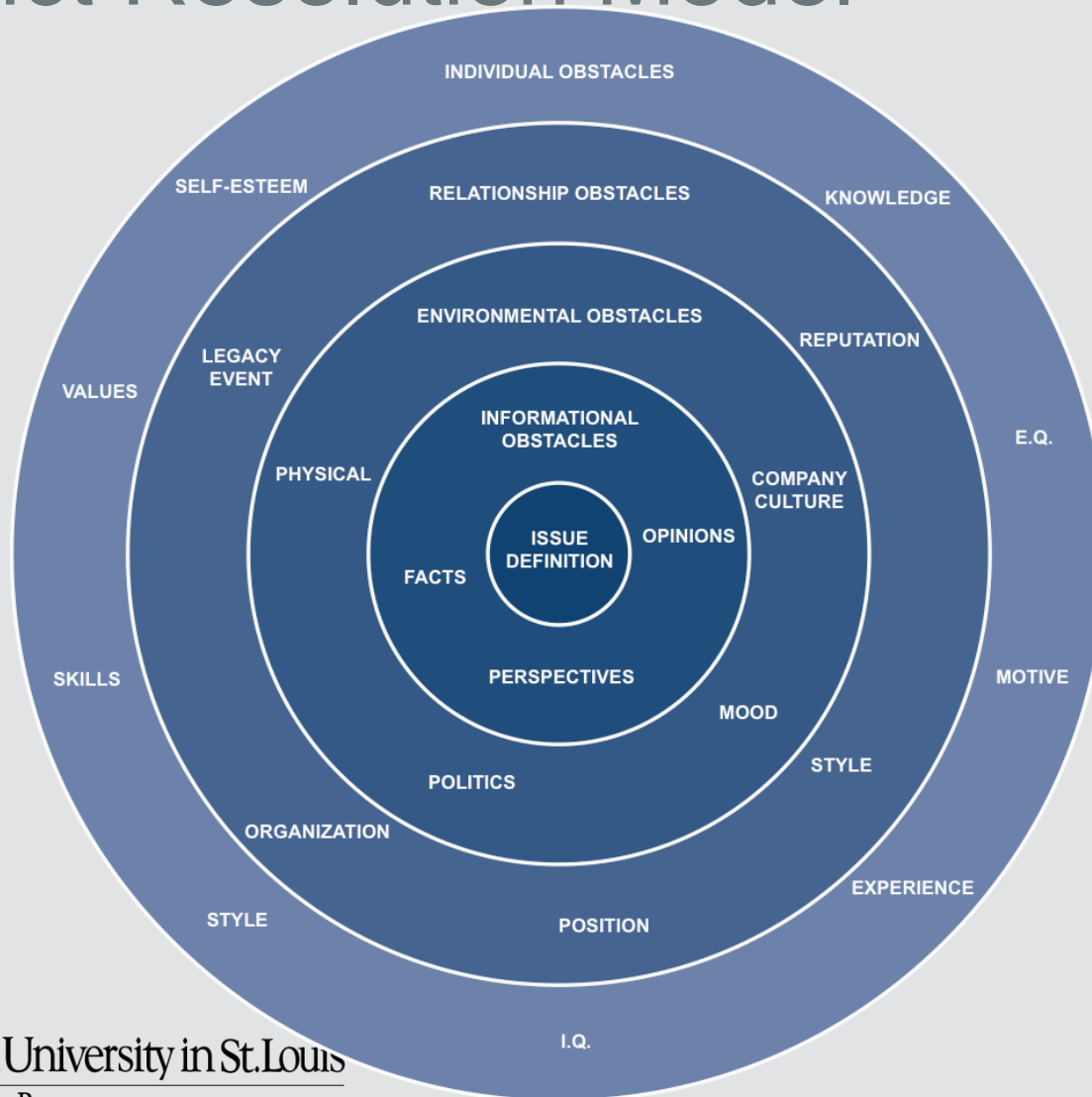


No conflict/
artificial
harmony

Constructive

Mean
spirited/harsh
conflict

Conflict Resolution Model





Conflict Mode Rules

- Don't make it personal
- Objective - Solution to be reached. Context always surrounds better decisions, desired outcome or result.
- Spirited, passionate debate or language is permitted: Peer to Peer communication
- Everyone's opinion should be expressed; participation required
- Be sensitive to others conflict style.
- Understand this is a safe environment; no fear of reprisal for your opinion.



What Is S.O.A.R.?

- **Strengths**
 - *What can we build on?*
- **Opportunities**
 - *What are our stakeholders asking for?*
- **Aspirations**
 - *What do we care deeply about?*
- **Results**
 - *How do we know we are succeeding?*

SWOT vs SOAR



- **SWOT**

- Analysis Oriented
- Weakness and Threat focus
- Competition focus- *Just be better*
- Incremental improvement
- Top down Engagement at all levels
- Focus on analysis Planning
- Energy depleting- *There are so many weakness and threats!*
- *Attention to Gaps*

- **SOAR**

- Action Oriented
- Strengths & Opportunities focus
- Possibility focus- *Be the best!*
- Innovation breakthroughs
- Engagement at all levels
- Focus on Planning Implementation
- Energy creating- *We are good and can become great!*
- *Attention to Results*

SOAR: A New Approach to Strategic Planning



- SOAR- Strengths, Opportunities, Aspirations and Results
 - A more strength-based spin than SWOT (Strengths, Weaknesses, Opportunities and Threats)
- A strategic planning framework that...
 - Focuses on strengths
 - Seeks to understand the whole system by including the voices of the relevant stakeholders.
- Helps organizations focus on:
 - What they are doing well,
 - What skills can be improved and
 - What is most compelling to stakeholders.
- Pushes organizations to develop strategic plans that are more dynamic, creative and optimistic.

Developing Strengths



- Describe examples or stories that shows the organization at its best and when you felt proud to be part of it



What is going well for you or your organization?

AND

Why do you care about the future of your organization?

Cleveland Clinic empathy video



https://www.youtube.com/watch?v=cDDWvj_q-o8

