Team Dynamics in Process Simplification

Understanding the Basics of Team Development
Teams are all around us...
Each team should:

- Define their principles in alignment with organizational vision
- Clarify roles and responsibilities
- Identify key customers
- Develop a balanced scorecard
- Analyze current work processes
- Prioritize and work on most critical problems
- Give recognition
- Evaluate periodically
These teams can live as:

- **Permanent** and therefore ongoing throughout the life cycle of the project as the primary or foundational team.
- **Temporary** within the scope of the effort – then disbanding when work is complete.
- **Evolving** with members coming in and out as needed.

Team Formation:
- Functional team
- Cross-functional team
- Multi-functional team
Team Functions

- Define requirements of their work
- Study and improve processes
- Develop scorecards and set performance goals
- Solve problems
- Develop and implement action plans
Common questions people have during team formation...

- Who are these people?
- Who are we together?
- Why should we be a team?
- What if we aren’t all alike?
- Whom do we trust?
- Where are we going and what is our path?
- How can we work together?
- What lies ahead?
- How can we support each other?
Critical Success Factors

- Results Based
- Customer Focused
- Team Scorekeeping
- Continuous Improvement
- Reward and Recognition
- Systems Alignment
The Five Dysfunctions of a Team

- Inattention to RESULTS
- Avoidance of ACCOUNTABILITY
- Lack of COMMITMENT
- Fear of CONFLICT
- Absence of TRUST
Building A Team

- Clear sense of purpose
- Clear performance goals
- Understand value of a team
- Sense of interdependence
- Hold each other accountable
Team Activities

- Consistent time and place for team meetings
- Purpose and principles
- Ground rules and begin using action record
- Identify customers
- Identify products and services
- Roles and responsibilities
- Identify key players
- Interview customers
Team Activities

- Identify key processes
- Analyze processes
- Identify business measures
- Analyze customer feedback
- Develop scorecard
- Monitor results
- Recognition
How Good Groups Work

(outlined by Douglas McGregor, drawn from his observations of the management of large companies)

- Informal atmosphere
- Discussion where everyone participates
- Clearly defined objective
- Active listening by all members
- Disagreement exists
- Decisions reached by consensus
- Criticism is frequent and relatively comfortable - no personal attack
- Free expression in feeling and/or ideas on the problem
- Clear assignments are made and accepted
- The leader of the group does not dominate
- The group is conscious of its own operation.
Phases of Team Development

- FORMING
- STORMING
- NORMING
- PERFORMING
Role of a Facilitator

Facilitation is a way of providing leadership without taking the reigns and a facilitator’s job is to get others to assume responsibility and take the lead.

• In meetings, two things are going on and need to be managed
  – Content = tasks, subjects, problems
  – Process = How things are discussed

• As a facilitator, your job would be to:
  – Meet members needs and interests
  – Engage members
  – Ensure members have a voice
  – Ensure productive outcomes
Essential Attributes of Effective Meetings

- Start and end on time
- Only the people who need to be there
- Clear, meaningful purpose
- Realistic agenda
- Individuals understand/agree on roles and responsibilities
- Honest, respectful expression
- Ground rules for interaction and process
- Understood decision-making process
- Leadership
Prepare Your Opening Carefully

As a facilitator, starting the meeting in a well thought-out manner will impact the team’s ability to reach goals. Meeting participants should understand:

- What the event is
- The reasons they are present
- What the group is expected to do
- How long they will be there
- How they will work together
- Ground rules
Making Interventions

There are often various roles people fall into naturally based on their personality, place in the organization, status, expertise, or relationship to the work at hand. A skilled facilitator must be able to “manage” various aspects of the discussion as they are brought into play during the meeting.

Dealing with ideas not in line with meeting objectives:

- Accept an idea without agreeing or disagreeing
- Legitimize the idea by writing it down
- Decide as a team whether it is a priority
- Deal with it or defer the idea to the “parking lot”

Review of Common Disruptive Behaviors
Bringing Groups to Closure

A facilitator should be aware of the elements necessary to bring a meeting to closure:

- Summarize decisions/areas of agreement
- Identify unfinished business
- Assign or go over responsibilities and commitments
- Decide on the follow up
- Next steps (future session planning, etc)
- Thank participants for contributing to the success of the meeting