

The Truth About Team Building

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Patrick Lencioni on teams

- * When people come together and set aside their needs for the good of the whole they eliminate the politics and confusion that plague most organizations. They get more done in less time with less cost. And as a result they gain a sense of connection, belonging and fulfillment in their work.

Assignments	Made by boss	Team and team leader
Communication	Top Down	Open to all team members
Roles	Boss makes assignments	Team members initiate actions
Critical feedback	Rare and anxiety provoking	Regarded as important for improvement
Conflict	Avoided or smoothed over	Worked through- regarded as enriching
Accountability	Boss is responsible for final decision	Team takes responsibility for the decisions

Eric Hoffer on Leaders

- * “In a time of drastic change, it is the learners who inherit the future. The learned find themselves equipped to live in a world that no longer exists”.
- * Hoffer speaks to the need for leaders to lead from the inside out through learning about themselves.

Leaders

- * Support when needed
- * Delegate responsibility
- * Make decisions when necessary
- * Facilitate group dynamics
- * Models behaviors

Primal Leadership

Emotional Intelligence

- * **Self awareness-** understanding ones own emotions and being clear on one's purpose
- * **Self management-**control own feelings
- * **Social awareness-**empathy -listening!
- * **Relationship management-**conflict
- * **management;** building rapport

Teamwork Pattern	Team Member Behavior	Leader Tasks
<p><i>Forming</i> “Don’t rock the boat.”</p> <p>“Avoid getting too involved”</p>	<ul style="list-style-type: none"> • Polite • Unsure of task • Agree without commitment 	<ul style="list-style-type: none"> • Define purpose • Empower members • Assist in establishing guidelines for accomplishing tasks • Solicit group’s views
<p><i>Storming</i> “I say and you do.”</p> <p>“What can you do for me?”</p>	<ul style="list-style-type: none"> • Members begin to express opinions- some dominate • Arguments, increased frustration • Challenge leadership 	<ul style="list-style-type: none"> • Understand this is normal • Deal directly with conflict • Remain objective, even when you are the target • Call in 3rd party to resolve hot issues • Set up procedures for resolving issues

Teamwork Pattern	Team Member Behavior	Leader Tasks
<p>Norming</p> <p>“Let’s build friendly team relationships.”</p> <p>“I may not agree with you but I trust you.”</p>	<ul style="list-style-type: none"> •Establish norms for how to handle crises, decision making, tasks •Candid, open communication begins to develop •Confides in each other •Leadership emerges among members 	<ul style="list-style-type: none"> •Continue activities that create trust, provide vision •Help build skills in decision making and conflict management •Help set priorities •Team leader- miner of conflict
<p>Performing</p> <p>“Lets’ work together to achieve results.”</p> <p>“We can achieve the best results through team work.”</p>	<ul style="list-style-type: none"> •Freely shares information •Probes others’ ideas •Uses conflict as a springboard to greater creativity 	<ul style="list-style-type: none"> •Keeps people involved and informed •Lets people know how they are doing •Manage the interface with other parts of the organization •Remember that groups recycle through these stages •

Inattention
to
RESULTS

Avoidance of
ACCOUNTABILITY

Lack of
COMMITMENT

Fear of
CONFLICT

Absence of
TRUST

Five
Dysfunctions of
a Team
by
Patrick
Lencioni

* Name

* Library

* Person who has most influenced you in your library career

Titles and Tools for Building Teams and Team Leaders

- * Primal Leadership- Goleman, Boyatzis, McKee
- * Overcoming the Five Dysfunctions of a Team- Field Guide and Text- Patrick Lencioni
- * Coaching for Commitment- Kinlaw , 2nd or 3rd edition
- * Coaching for Performance- Whitmore

- * Flawless Consulting- Peter Block or anything else by him!
- * www.personalitypage.com
- * www.PersonalityType.com
- * Thomas-Kilmann Conflict Mode Questionnaire