

Welcome to:

Building Effective Work Teams

Pro Aquatics Conference

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Building Effective Teams

Learning Objectives

- ✓ **Identify characteristics of effective teams**
 - ✓ **Dealing with conflict within the team**
 - ✓ **Leadership tips**
 - ✓ **Causes of Team Failure**
 - ✓ **Evaluating team performance**
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Building Effective Teams

Definition of a team:

A group of interacting individuals sharing a common goal and the responsibility for achieving it.



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The Benefits of Teams:

- The synergy of teamwork creates better ideas than are generated by individuals working on their own
 - There is a greater commitment and accountability because of the goal of the team is created by it's members
 - Teams help create a learning culture
 - Teams bring together diverse skills and create a richer resource for the organization
 - When employees are more empowered and accountable, it reduces the need for excessive management and supervision
-



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The Benefits of Teams

Good Old Canadian Geese:

- When geese fly in formation, they travel about 70% further than when they fly alone. As each bird flaps its wings, it creates an uplift for the bird following.
 - Geese share leadership. When the lead goose tires, it rotates in the “V” and another flies forward to become the leader.
 - When a sick or weak goose drops out of the flight formation, at least one goose joins to help and protect.
 - Words of encouragement and support (honking from behind) help keep the pace in spite of fatigue.
-



Building Effective Teams

Four Steps to Building Effective Teams:



Building Effective Teams

Step #1: Vision / Mission

Step #2: Communication & Conflict Management

Step #3: Leadership & Coaching

Step #4: Trust and Collaboration



Building Effective Teams

Step #1

Vision

Creating a vision and getting your team to buy into your vision





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Examples of Vision Statements:

Dofasco Steel

- Our product is steel; our strength is people

Saturn

- A different kind of company, a different kind of car

Microsoft

- To empower people through great software – anytime, anyplace, and on any device

Nestle

- To delight our consumer every day – better than our competitors
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Vision

- Not a description of a current situation; a look at what and where we want to be
 - Embodies organization's values, mission, and beliefs
 - Focus on critical values and inspire followers to take action
-



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Vision - How to create one?

- ✓ Meeting with supervisor to get their “buy in”
 - ✓ Meeting with team to develop “vision”
 - ✓ developing short and long term goals
 - ✓ Keep it visually present
 - ✓ Talk about it at staff training, meetings, evaluations etc.
 - ✓ Walk the talk; behaviour must be consistent with vision
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Group Task:

- Within your groups please decide on what type of work-team you are and prepare a vision statement for your work team – to be shared with the rest of the group.
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Have you created a vision for your work teams and if so how have you gone about it?



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Step #2

Communication & Conflict Management

Creating an environment where communication is encouraged and flows in all directions. Conflict is not always viewed as a bad thing is managed effectively.





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Communication

- ✓ Communication is open and honest, team members listen to each other and attempt to build upon one another's contribution
 - ✓ Information is shared freely – up and down and sideways
 - ✓ Problems are solved collectively
 - ✓ Individual ideas, thought, and perspectives are listened to respected and given appropriate consideration
 - ✓ Consensus decision making is used whenever possible
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Conflict

- Situations in which the concerns of two people appear to be incompatible

Costs of Conflict

- Wasted Time, energy, money and resources
 - Team morale is affected
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Conflict is not all bad...

- Conflict occurs when people feel strongly about something – this commitment is better than apathy
 - Conflict can be the springboard to a creative solution or improved process
 - Conflict once resolved often results in a strengthened relationship
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Conflict Resolution Protocol

In the early forming stages of the team when members are friendly and accommodating, the team needs to develop a conflict resolution protocol



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A conflict resolution protocol is a code of conduct that team members must follow when conflict occurs:

- the goal of the protocol is to result in a win/win resolution of conflicts
 - all code of conduct decisions must be made by consensus
 - talking behind somebody's back (Triangling) and holding grudges (Stamp Collecting) are discouraged during the conflict resolution
 - swearing and yelling is not allowed
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Conflict resolution process:

Step 1: Open the Discussion

- acknowledge there is a problem
 - agree to resolve it
 - stick to the facts
 - ask for what you want
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Conflict resolution process:

Step 2: Hear the Other Side

- use listening and questioning skills
 - get a clear understanding of their position
 - ensure they stick to the facts
-



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Conflict resolution process:

Step 3: Work together to solve the problem

- Reinforce mutual commitment to resolving the problem
 - find common ground
 - be creative, use “what if” statements
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Conflict resolution process:

Step 4: Follow Up

- once resolved, work out a plan to check that the solution is working
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How do we ensure effective communication and manage conflict in our work teams?



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Survival Rankings by Experts

Item #1 Oxygen

Item #2 Water

Item #3 Map

Item #4 Food

Item #5 FM Receiver

Item #6 Rope

Item #7 First Aid Kit

Item #8 Parachute

Item #9 Raft

Item #10 Flares

Item #11 Pistols

Item #12 Milk

Item #13 Heating Unit

Item #14 Compass

Item #15 Matches



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Step #3

Leadership & Coaching

The Coach “Approach”

- is an interactive style, used to support a team member towards improved performance
 - promotes self awareness and ownership on the part of the team member
 - is helping others to learn rather than teaching them
-



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Leadership & Coaching

The Coach “Approach” can be used to:

- motivating staff**
 - delegating**
 - problem solving**
 - resolving relationship issues**
 - team building**
 - promoting staff development**
-



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Step #4

Leadership

7 secrets to being an effective leader!!





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Secret #1

Take the time to talk to and get to know your team!!



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Secret #2

Be a problem solver and not a complainer!!



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Secret #3

Reward your team as often as possible!!



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Secret #4

“Don’t sweat the small stuff”!!



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Secret #5

Don't be the leader that always says No – rather try and figure out how you can say Yes!!



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Secret #6

Be honest when things are good
and it will be a lot easier to be
honest when things need
improvement!!



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Secret #7

Be the great leader that everyone who has worked for you compares everyone else to!!



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Leadership

When the people have a bad leader they say “He is a bad leader.”

When the people have a good leader they say “He is a good leader.”

But when the people have a great leader they say
“We did it ourselves.” - Lao Tzu



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Step #4

Trust and Collaboration

- **Trust is not “instantaneous” it must be earned and built**
 - **effective communication is critical to building trust**
 - **trust can feel “risky”, uncomfortable**
 - **some people trust more easily than others**
-



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Interpersonal Behaviours Which Help Build Trust...

- Initiating communication with others
 - eye contact
 - communicating clearly
 - giving and receiving feedback
 - listening empathetically
 - expressing your personal feelings
 - being present and involved
 - Acting consistently
-



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Interpersonal Behaviours Which are counterproductive to a trusting team environment...

- Agreeing with everything
- Attacking personality
- Being inconsistent
- Chatting
- Complaining
- Criticizing
- Displaying Anger
- Escaping (taking call, texts, emails)
- Interrupting
- Missing meeting
- Not completing tasks on time
- Talking too much



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What is your trust level?

The following survey presents you with a series of descriptive statements.

- If you **Strongly Agree** with the statement write number 4 in the box following it
- If you **Agree** with the statement, write the number 3
- If you **Disagree** with the statement, write the number 2
- If you **Strongly Disagree** with the statement, write the number 1

Note: The “right” answers are obvious. The key learnings for you will come only if you complete the survey honestly



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What your score indicates about your trust relationship with your staff:

- 10-20 In this range your trust quotient is low. You have real concerns about the quality of your communication with your staff, and you question the level of trust that exists in these relationships
 - 21-25 In this range your trust quotient is a little below average. You are concerned about your working relationships with some of your staff, and you may feel a need to improve your capability to work toward common goals
 - 26-34 In this range your trust quotient is somewhat above average. You feel that you have adequate working relationships with your staff, and you believe that you can function well as a team
 - 35-40 In this range your trust quotient is very high. You have a strong trust relationship with your staff, you feel that you communicated well with them, and you are confident that your team works together cohesively.
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Major Causes of Team Failure:

- The team lacks support and commitment from top management
 - The team experiences poor leadership
 - Lack of effective communication
 - Lack of a clear vision or mission or lack of buy-in from team members
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Setbacks

Six Silly Setbacks to
developing a great team



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Setback #1

Willy the Whiner!!

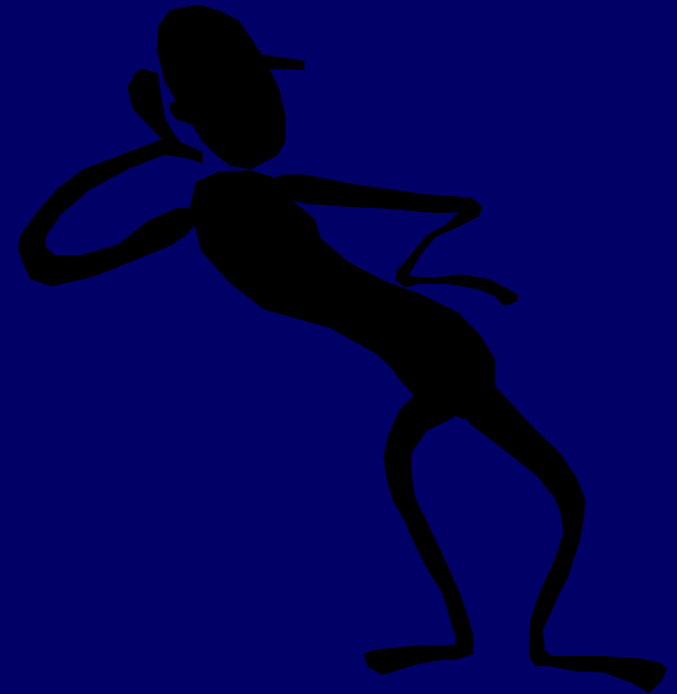




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Setback #2

Gabby the Gossip!!

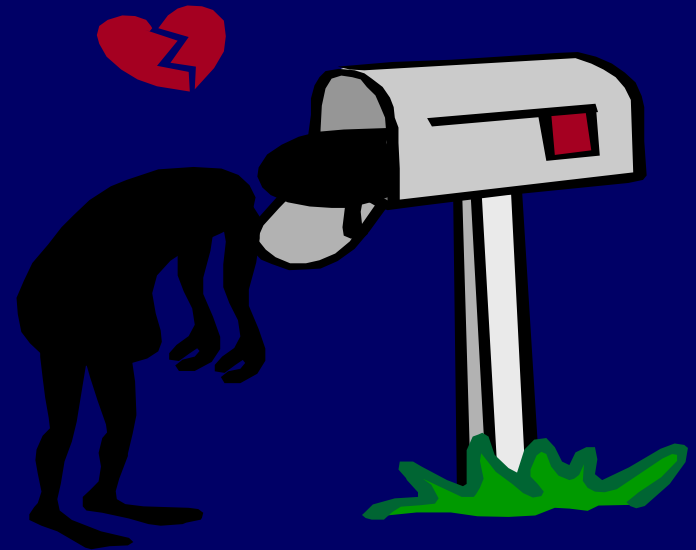




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Setback #3

Larry the Loner!!





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Setback #4

Lazy Leslie!!

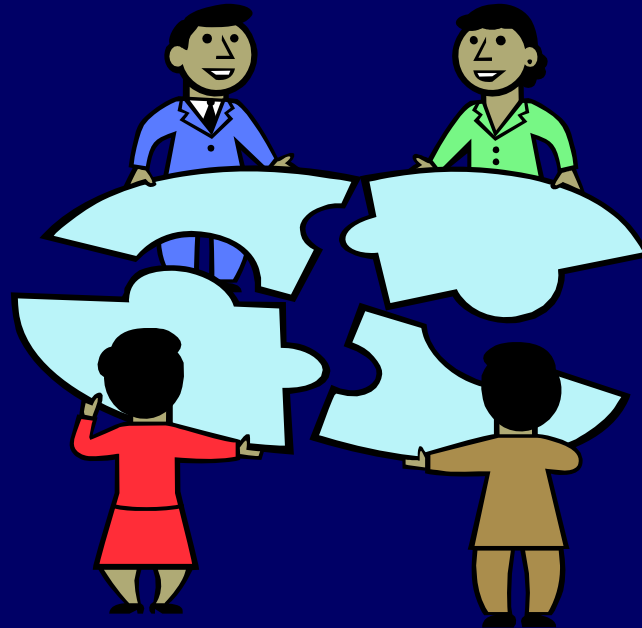




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Setback #5

Silly Silo's!!





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Setback #6

Barry the
busy body
boss



Group Task – Setback Exercise



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Evaluating Performance

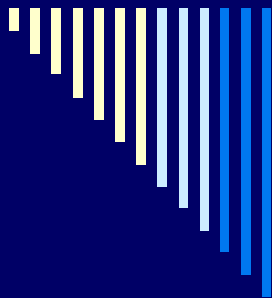
How do we evaluate our teams performance?



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Evaluating Team Performance

Refer to handout



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Team vision is clear.	1	2	3	4	5
2. Rules are understood explicit and followed.	1	2	3	4	5
3. Team strengths and resources are utilized effectively.	1	2	3	4	5
4. Roles and responsibilities are understood.	1	2	3	4	5
5. Members take personal responsibility and accountability.	1	2	3	4	5
6. Shared leadership is valued and encouraged.	1	2	3	4	5
7. Communication is effective.	1	2	3	4	5
8. Collaborative problem solving & consensus decision making are used.	1	2	3	4	5
9. Conflict is viewed as healthy and resolved.	1	2	3	4	5
10. Learning and experimentation are encouraged.	1	2	3	4	5
11. Trust levels are high	1	2	3	4	5
12. Ongoing evaluation and monitoring are present.	1	2	3	4	5



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Evaluating Performance

**How do know when your team
is not functioning effectively?**



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Resources:

- The Team Building Toolkit Second Edition
Deborah Mackin, AMACON
 - 6 Habits of Highly Effective Teams Stephen E. Kohn and Vincent D. O'Connell, Career Press
 - Overcoming the Five Dysfunctions of a Team
Patrick Lencioni, Jossey-Bass
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