

BUILDING TEAMWORK WORKBOOK

A BASIC BUSINESS VICTORY GUIDE

This book was developed by James H. Saylor

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FORWARD

This basic business workbook is part of the VICTORY Basic Business series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY™ is this system. The MANAGING FOR VICTORY™ system includes:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

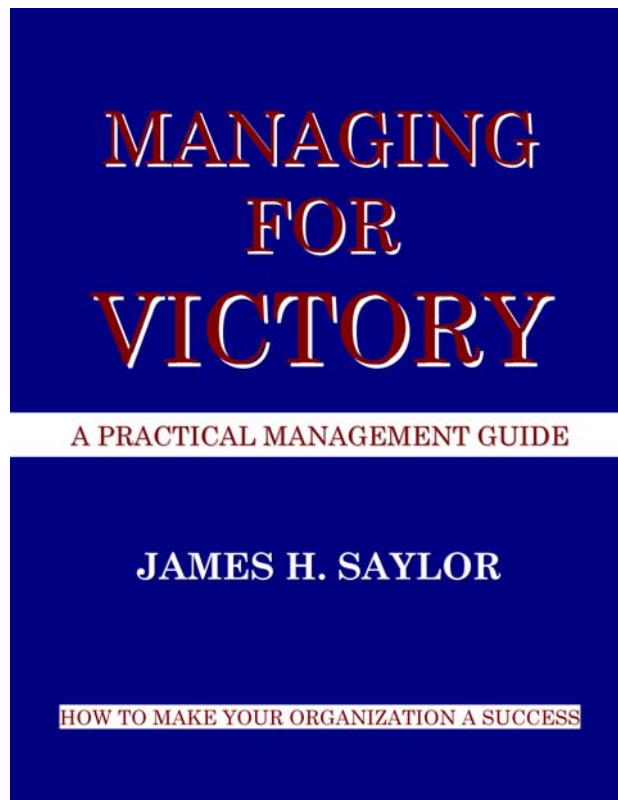
Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY



ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, an organization focusing on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of *TQM Simplified*, and co-author of *Customer-Driven Project Management* published by McGraw-Hill. Jim's latest book is *MANAGING FOR VICTORY™*. For further information about Jim's books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org or email coachjim@thebusinesscoach.org.

BUILDING TEAMWORK

Teamwork is the technique where individual team members work together to achieve a common goal. This involves cooperative relationships, open communications, group problem-solving, and consensus decision-making. Teamwork can only be effective in an environment of honesty, trust, open communications, individual involvement, pride of workmanship, and commitment.

Teamwork involves team members trusting each other to do whatever is necessary within their defined boundaries. Action through cooperation is practiced within the team. Problem-solving and decision-making are natural activities. Effective, open, and full communication, especially listening, is prolific. The leader and the members possess a positive "can do" attitude even during difficult times. Team members motivate, respect, and support each other and manage conflict. Team members build each others self-esteem and motivate other team members. They all contribute their technical competence. Effective teams realize diversity, individuality, and creativity are their greatest advantages. Individual and team contributions are rewarded and recognized appropriately. The team takes ownership and pride in their performance. Everyone is totally committed and focused on a common purpose.

Teamwork Considerations

Trust

Effective communication, especially listening

Attitude positive "can do"

Motivation to perform and improve

We mentality

Ownership of process with pride in accomplishment

Respect and consideration of others

Keeping focus

Teams Are The Organizational Structure of Choice

Today, teams are the organizational structure of choice to meet the challenges of the global environment. People working together in teams for a common goal are absolutely essential to success. Teams maximize the use of human resources in the organization. Teams provide better decisions and the motivation to carry them out. Everyone can participate in a team. Relationships are nurtured for improved working coordination. Working together for a common goal leads to increased job satisfaction and rewards in the work itself. Teams foster freer contribution of information through more active communication. Further, the organization is thrust toward a common goal and an organization-wide perspective is fostered through teamwork. Teams provide the rapid, responsive organizational structure that is necessary for any organization to compete successfully in the ever-changing economic environment of today and the future.

- Empowering
- Nurturing constructive relationships
- Visionary
- Innovative
- Rewarding
- Open and honest
- Nurturing pride of ownership
- Meaningful
- Enterprising
- New Challenges
- Trusting

Check or add the items that you would like in your organization's environment.

Why Teams?

Benefits of Teams

- B**etter decisions and motivation
- E**veryone can participate
- N**urtures improved working relationships
- E**ncourages rewards in the work itself
- F**reer contribution of information
- I**ncreases communication
- T**hrusts an organization towards common goal
- S**upports an organization-wide perspective

What Benefits Could Teams Provide Your Organization?

In the space below, describe the benefits that you could enjoy in a team environment in your organization.

What Makes Teams Work?

Making teams work requires teamwork. Teamwork depends on the competencies of the team, the team leader, and the team members.



Instructions:

In your experience, you have been exposed to effective teams, team leaders, and team members. In the table below, list the characteristics that you have observed that makes these "best" teams, team leaders, and team members.

The "Best" Team	The "Best" Team Leader	The "Best" Team Members

What Will It Take To Make Your Team a Success?

In order for your team to be the best, you need to develop teamwork. Using your list of "best" characteristics, the teamwork considerations from page 1 of this book, and your knowledge of your organization, you can determine the barriers to teamwork in your organization and possible actions to overcome or reduce the barriers.



Instructions:

First, brainstorm current barriers to developing teamwork in your organization. Write this list in the right column below. Second, determine possible actions to overcome the barriers. Write this list of possible actions to develop teamwork in the left column below.

Goal: Build Teamwork

Actions	Barriers

Understanding Team Dynamics

Each must understand that although they are unique, all teams normally go through four distinct stages before they are truly performing as a team. The four stages of team development are commonly called: forming, storming, norming, and performing.

Below is a general description of each of the stages of team development.

Stage 1 - Forming

During the first stage, the team is becoming acquainted with each other and teamwork. Members are building rapport, honesty, trust, and open communication. They are trying to determine what it takes to fit in. The team members usually have great enthusiasm for the project. However, they do not know how to work as a team to accomplish it. During this stage the team is deciding what they need to accomplish and who needs to accomplish it.

Stage 2 - Storming

Stage 2 is characterized by being overwhelmed by the information and task. Sometimes power struggles, emotions, and egos become evident. This stage is the most difficult to overcome. Some teams never progress past this stage. If this happens, they should be disbanded. To move forward to the next stage, the team must find some small success as a group. Once the team understands they can perform as a team, the team usually progresses to the next stage.

Stage 3 - Norming

During Stage 3 the team moves toward the mission. In this stage customer contact and measurements can help the team members start to assist each other and focus on the mission. This is the first stage where the team is actually working as a team. Here the team knows how to operate as a team.

Stage 4 - Performing

Finally in stage 4 the team becomes effective. The team members work together to achieve the mission.

✎ Identify what stage of team development your team is in.

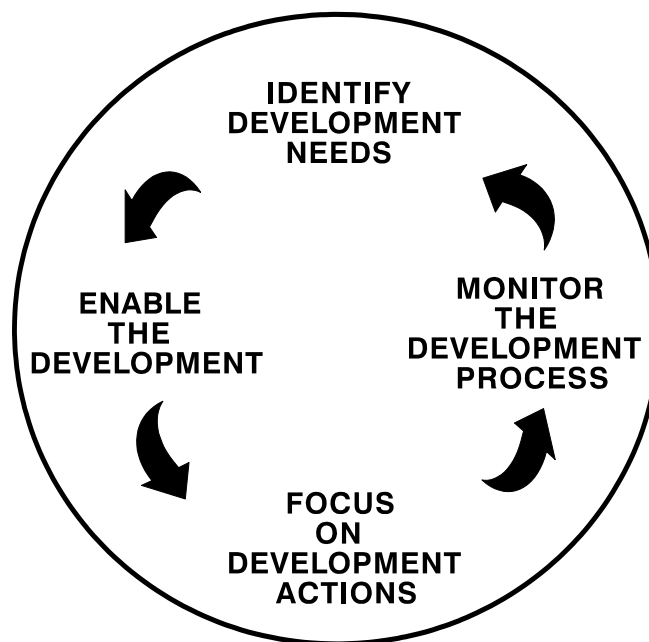
My team is in the _____ stage.

Teamwork Development Process

The team's effectiveness is directly tied to the effectiveness of the leader and members. This requires the development of teamwork. Teamwork does not just happen. It must be developed over a period of time.

In general, the teamwork development process involves the following:

- ☞ **Identify development needs.**
 - ☐ Determine where you are now
 - ☐ Envision where you want to be in the future
- ☞ **Enable the development.**
 - ☐ Establish a plan for you to get from here to there
- ☞ **Focus on development actions.**
 - ☐ Take action on the plan
- ☞ **Monitor the development process.**
 - ☐ Monitor progress through results



How to Use the Teamwork Development Process

Specifically, the teamwork development process consists of the following:

☞ **Identify development needs.**

1. Determine where you are now. It is important to determine the current capabilities of the organization/team. This can be done by questionnaire or performance measures.
2. Determine where you want to be. The ideal organization/team exercise provides additional information to initiate the development process.

☞ **Enable the development.**

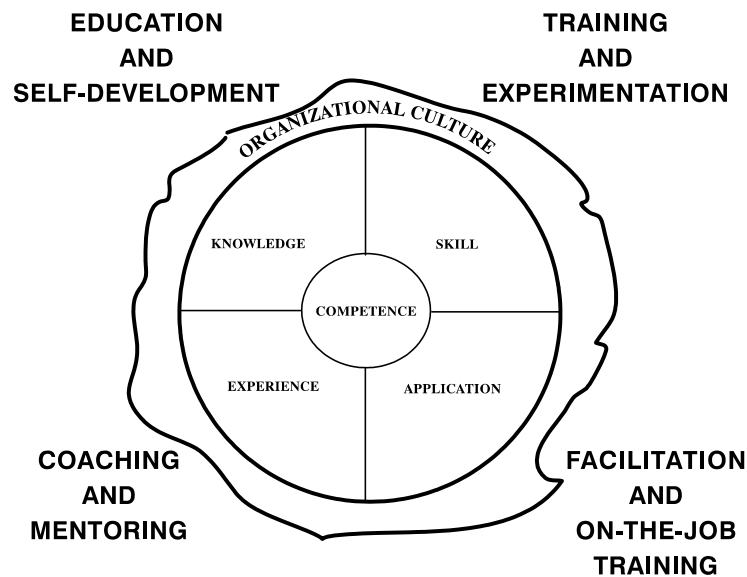
1. The team determines high priority *development* and *growth* needs during the action planning process.
2. The Action Plans are continuously reviewed and updated by the team. The Action Plans provide the what (development actions), when (status), and how (develop/growth)(education, training, coaching, mentoring, facilitating, monitoring, on-the-job training).

Teamwork Action Plan

Development Action	Develop	Growth	Status

☞ **Focus on development actions.**

During this process, the modern leader takes appropriate action which helps build teamwork to improve the organization's/team's effectiveness. This process is similar to developing the modern leader except when developing teamwork the modern leader must provide the appropriate development action to the team.



☞ **Monitor the development process.**

The team regularly reviews progress on the Teamwork Action Plan. Periodically, the cycle is repeated to adapt to changing conditions.

The monitoring process involves:

- ❑ Continuous gathering of information on the changing organizational environment.
- ❑ Continuous gathering of information on the ability of the team.
- ❑ Deciding if you should take action and if so what action to take.

Teamwork Development Worksheet

Identify Development Needs

First, we will identify where you are now based on the teamwork considerations in your organization.

Note:

This worksheet provides the outline for the process of teamwork development. Although the information contained in this worksheet is based on past experience with effective teams and you do modify the information based on organizational information, this worksheet will help you approximate what it takes to build and maintain teamwork in your organization. This is not a scientific assessment and it may not be totally accurate for your organization. Your organization may want to develop their own techniques based on specific organizational competencies for a successful team in your organization. However, we have found this sufficient in most organizations.

Where Do You Stand Now?

Instructions:

Please complete the questionnaire on teamwork as you view your organization/team today. Write the resulting grade in each category space below.

<u>Grade</u>	<u>Category</u>
_____	T rust
_____	E ffective communication, especially listening
_____	A ttitude positive "can do"
_____	M otivation to perform and improve
_____	W e mentality
_____	O wnership of process with pride
_____	R espect and consideration of others
_____	K eeping focus

Identify Where You are Now

Based on the teamwork questionnaire and your view of your present organization/team, determine where the organization/team is now.

☺ What are the organization's/team's specific strengths?

☹ In what areas do you think you need to pay more attention to improvement?

✌ What are the five critical areas requiring improvement immediately in your current situation?

1.

2.

3.

4.

5.

Identify Where You Want To Be In the Future

During this section, you are going to collaborate your information with others in the organization to determine what it takes to be a successful team in your organization.

EXERCISE

What would be the ideal team of the future in your organization?



Instructions:

In this exercise you will work in teams with other modern leaders in your organization. You will form at least two teams to brainstorm ideas to help formulate a verbal picture of the ideal team in your organization.

One team or group of teams will brainstorm the characteristics of the "ideal" team in your organization. The other group will determine what the barriers are at your organization preventing a team from becoming the "ideal" team in your organization.

Sequence of Activities:

1. Break into at least two small teams. One of the teams works on the "ideal team" list and the other team works on the "barriers to becoming a ideal team" list.
2. Each of the two teams work on their specific goals separately.
3. Each team determines the top-five items on their specific list.
4. Each teams makes a presentation of their top five items to the group.

Note: If there is more than one team for each item. At the end of the individual team presentations, the group decides on the overall top five items in each category.

☞ List the top five barriers to becoming an ideal team in your organization.

1. _____
2. _____
3. _____
4. _____
5. _____

☞ List the top five characteristics of the ideal team in your organization.

1. _____
2. _____
3. _____
4. _____
5. _____

☺ What are your organization's/team's specific strengths in comparison to the ideal?

☹ What are the specific barriers you must overcome to develop a successful team in your organization?

☺ In what areas do you need to pay more attention to improve to overcome barriers?

✌ What are the five critical areas requiring improvement immediately in your current situation?

1.

2.

3.

4.

5.

Enable the Development Process

Create a Teamwork Action Plan. The team determines the organization's/team's *development* and *growth* needs during the action planning process. Development action items are items requiring attention within the next six months. Growth items are items focusing on the future.

Teamwork Action Plan

Development Action	Develop	Growth	Status

Focus on Development Actions

During this process, the team takes appropriate action which helps build the organization's/team's competence to improve their effectiveness. The following methods help focus on competence.

- ☞ Education and self-development
- ☞ Training and experimentation
- ☞ Facilitation and on-the-job training
- ☞ Coaching and mentoring

Which methods will you use to help your organization/team become competent?

Monitor the Development Process

The team regularly reviews progress on the Teamwork Action Plans. The following questions will help you with your monitoring activities.

What are the specific outcomes you want to monitor to reflect the competence of the organization/team?

What are the sources of information to use for monitoring?

What specific actions can you take immediately to institute the monitoring process?
