

# Building and Maintaining Highly Effective Teams

Presented by:  
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Holloway Group



# Exercise – Warm-up



## Warm-Up

- Think of a time you were a member of a team that was **not functioning well**. What made the team dysfunctional? Describe your experience – what words or phrases come to mind?
- Think of a time when you were a member of a **high-functioning team**? What made it high-functioning?
- When you think of your experience leading a team, or being a member of a team, what have you done well? What **strengths** do you have? What **challenges** have you faced, or observed? What would you **do differently** next time, if anything?



# *Learning Objectives*

What would make this workshop worthwhile? What are you hoping to learn?

# Objectives

- Understand what a team is and the differences between a group of individuals and a team.
- Describe “teamness.”
- Discover the basics of good teamwork.
- Explore required team skills.
- Learn the importance of team alignment.
- Describe the components of a Team Charter.
- Describe the stages of team development.
- Learn leadership roles and responsibilities through the stages of team development.
- Discover the traits of highly effective team members.
- Explore emotional intelligence and the components of an emotionally intelligent team.

# Objectives

- Define the characteristics of a high-performing team.
- Define the characteristics of a dysfunctional team.
- Explore trust and the signs and symptoms of an absence of trust.
- Define team psychological safety.
- Learn what it takes to build a healthy climate



*Anonymous*

Wearing the  
same shirts  
doesn't  
make you a  
team.



**How would you  
define a team?**



## A Team Is.....

### What is a Team?

1. A small number of people
2. With complementary skills
3. Who share a common purpose and goals
4. A commitment with a common vision of progress.
5. And mutual responsibility

Source: Katzenbach & Smith, 1993

## Individuals vs. Team

**There is no "I"  
in  
TEAMWORK**



**"The strength of the team is  
each individual member...  
the strength of each  
member is the team."**

Negative	Neutral	Positive
Individuals/Isolation/Silos	Cliques/Groups/Limited Sharing	Team Synergy/Cohesion/Unity
Hostility/In-fighting/Coldness/Distance (Conflict, Compete, Confront, Compare, Complain, Criticize & Condemn)	Limited Interaction/Impersonal/ Aloof/Low Understanding-Empathy	Affinity/Positive Regard/ Collaboration/Warmth/Identification
Fearful/Suspicious/Defensive Attitudes	Boredom/Inattention/Disinterest	Trust/Credibility/Openness
High Stress/Pressure/Tension	Fatigue/Weariness/Apathy	Engagement/Motivation/Creativity
Negative Emotions/Pessimism	Mixed Emotions/Moodiness	Positive Emotions/Optimism
Focus on Yesterday/Blame/Regret	Focus on Current Issues/Concerns	Focus on Vision/Improvement
Individual Achievement/Rewards	Stars & Others/Insiders & Outsiders	Intrinsic & Extrinsic Team Rewards
Reserved/Formal Communication	Information Creates Power	Open Sharing & Participation
Tentative/Disengaged/Low Effort- Energy	Confusion/Chaos/Ambiguity	High Effort & Involvement/Risk Taking/ Enthusiasm/Celebration
Fear of Failure/Insecurity	Inattention/Affective Withdrawal	Team Spirit, Utilization & Care
Hired Guns (WIIFEM)/Work is Hard/	Tentative-Limited Commitment/Low	Dedication/Performance is Fun/

# Why TEAMwork?

## Together Everyone Achieves More

*Never doubt that a small group of thoughtful, committed people can change the world: indeed, it is the only thing that ever has.*

*Margaret Mead*

*Innovation is simply group intelligence having fun!*

*Tom Peters*

# “Teamness”

- ▶ Not found in the dictionary
- ▶ Useful in a discussion about building effective teams
- ▶ For this purpose it means: A state or level of effective and meaningful productivity among a group of persons engaged in a common goal



# What Makes Good “Teamness”?

**Complete these  
two sentences:**

I feel most a part of  
a team in my  
workplace  
when.....

I believe the three  
most important  
elements in  
building effective  
teams are.....

Team building is not about getting everyone to see things the same way.

An effective team leverages each team member's **unique way** of **seeing, thinking and acting** in order to illuminate all possibilities, minimize risk and produce **effective results**.

Source: Katzenbach & Smith, 1993

**"The strength of the team is each individual member. The strength of each member is the team."**

***--Phil Jackson***



# Required Team Skills



**Technical/Functional**

**Problem-Solving/  
Decision-Making**

**Interpersonal**

# 😊 EFFECTIVE TEAMS

VS.

# ☹️ INEFFECTIVE TEAMS

Trust their colleagues & leaders



Seek out ways to help each other succeed



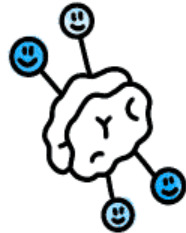
Are resilient & engaged in their team's efforts to meet their goals & KPI's Team members are motivated to take an active role in problem solving



Find ways to succeed on a regular basis, and learn from successes & failures



Collaborative knowledge sharing for team growth & shared wins



Are cynical or suspicious of their colleagues' motivations & agendas



Undermine their colleagues & dominate their team to elevate their own standing



Are apathetic about their team's success. They leave problem-solving to others to figure out



Accomplish big wins, but burn out or exhaust their resources without documenting any lessons learned for future projects



Knowledge hoarding for preservation & individual recognition

# Characteristics Of Effective And Ineffective Teams

## Effective

### Information

- Flows freely up, down,
- Full sharing
- Open and honest

### People Relationships

- Trusting
- Respectful
- Collaborative
- Supportive

### Conflict

- Regarded as natural, even helpful
- On issues, not people

## Ineffective

- Flows mainly down weak horizontal
- Hoarded, withheld
- Used to build power
- Incomplete, mixed messages

- Suspicious and partisan
- Pragmatic, based on need or liking
- Competitive
- Withholding

- Frowned on and avoided
- Destructive
- Involved personal traits and motives

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The background of the slide is a warm, orange-toned sunset. The sun is a bright, glowing orb positioned slightly to the right of the center. Below the sun, the dark silhouettes of a mountain range or hills stretch across the horizon. In the foreground, the silhouettes of four people are visible, standing on what appears to be a beach or a flat shore, looking out towards the water. The overall mood is serene and collaborative.

# PULLING TOGETHER

10 RULES FOR HIGH PERFORMANCE TEAMWORK

# Exercise – Basics of Teamwork

If you were going to identify the basics of good teamwork, what would need to be in place?



# Basics of Good Teamwork

1. **Goals:** What we're trying to accomplish together
2. **Roles:** Who does what, and how we handle overlaps and interdependencies
3. **Process:** How we run our 'business' and how we work together
4. **Relationships:** Communication and influence skills for getting work done



# Characteristics of Effective and Great Teamwork



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Good communication

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Individual talent

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Team sense of belonging

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Strong leadership

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Clear structure

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Achievable goals

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Feedback

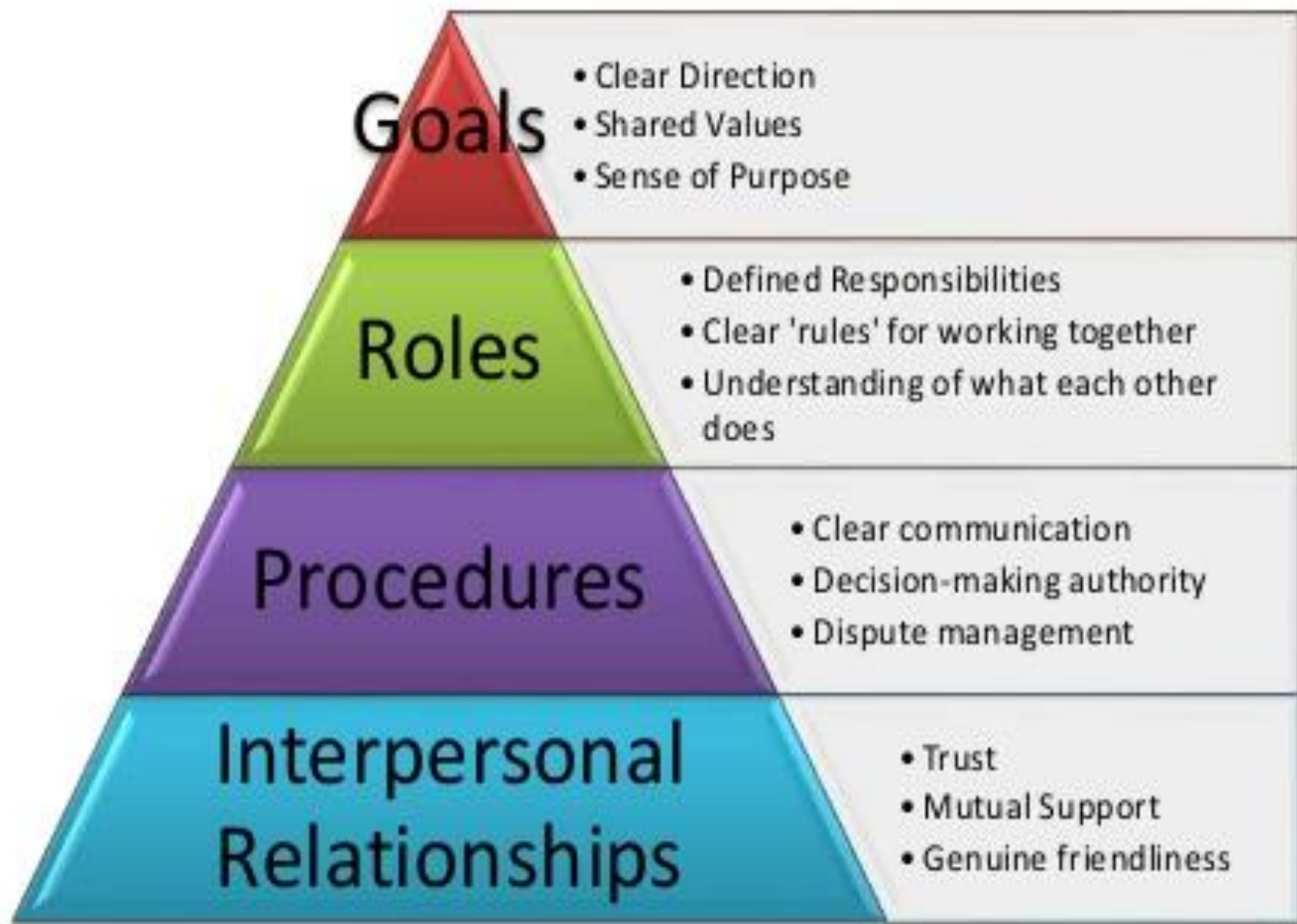
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Positive attitude

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Solution-focused teams

# 4 'Pillars' of High Performance: The GRPI Model



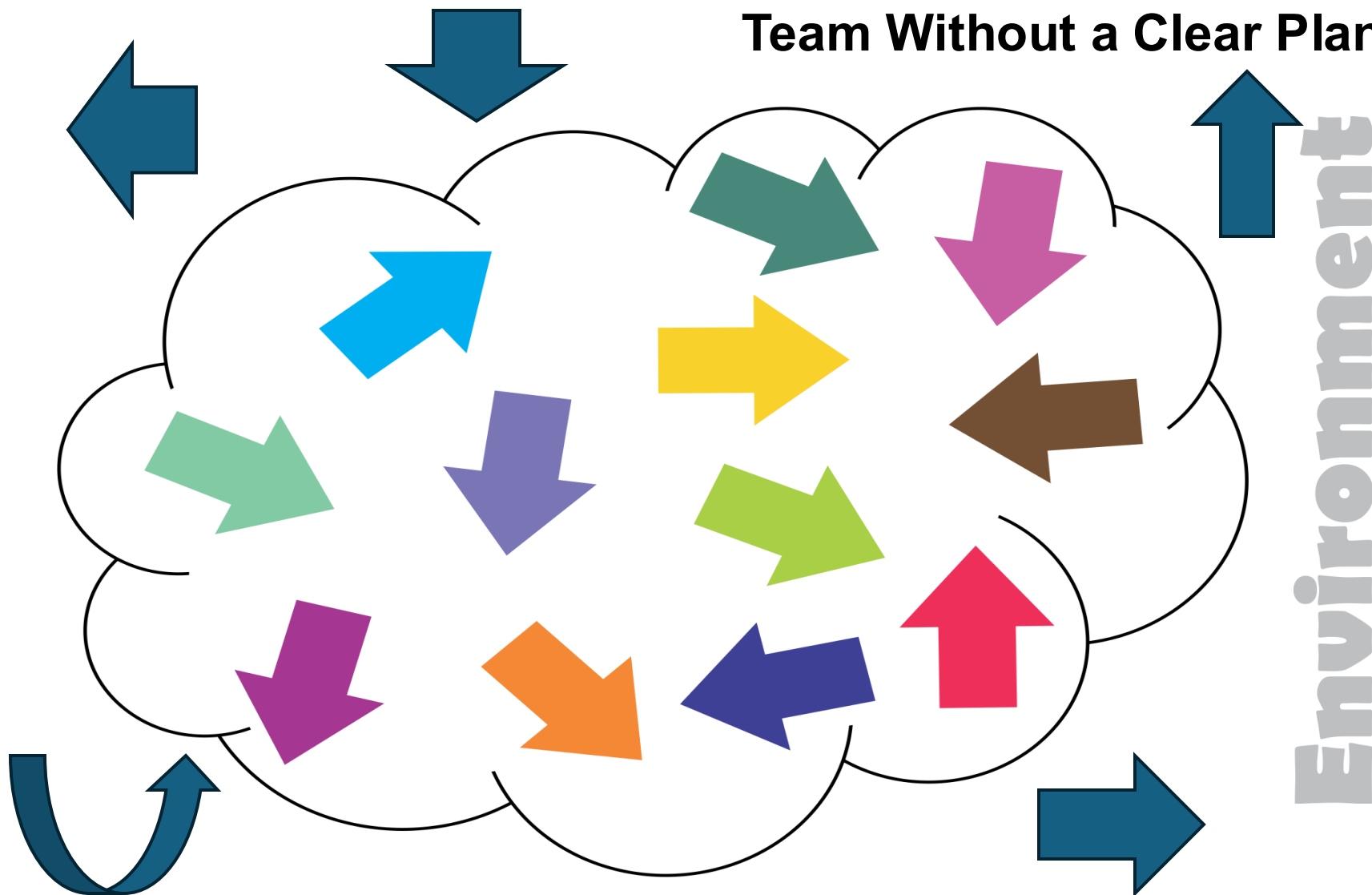
# Seven Teamwork Skills

- 1. Communication**
- 2. Time management**
- 3. Problem-solving**
- 4. Listening**
- 5. Critical thinking**
- 6. Collaboration**
- 7. Leadership**

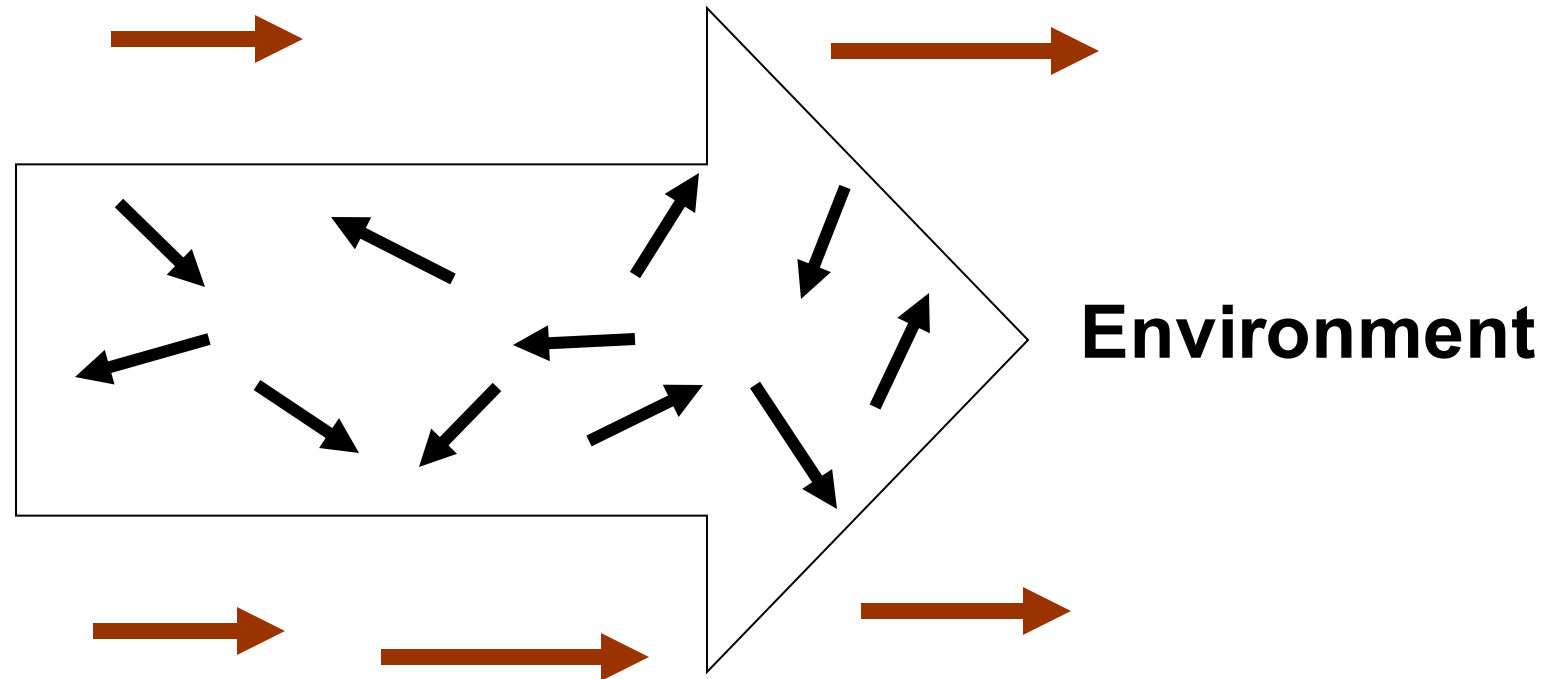


# MISALIGNED

Team Without a Clear Plan

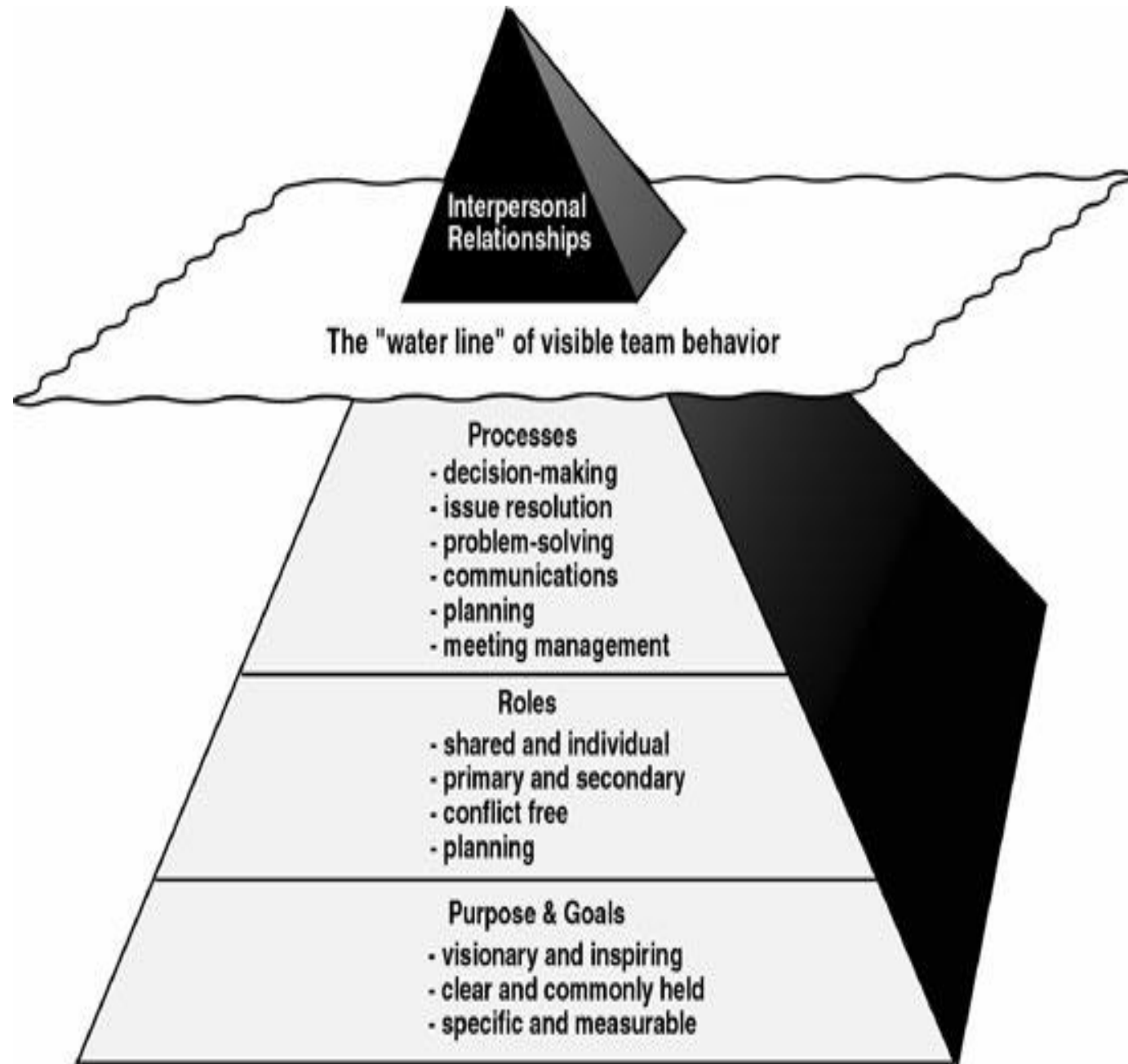


# Team With a Plan But Members Not Aligned

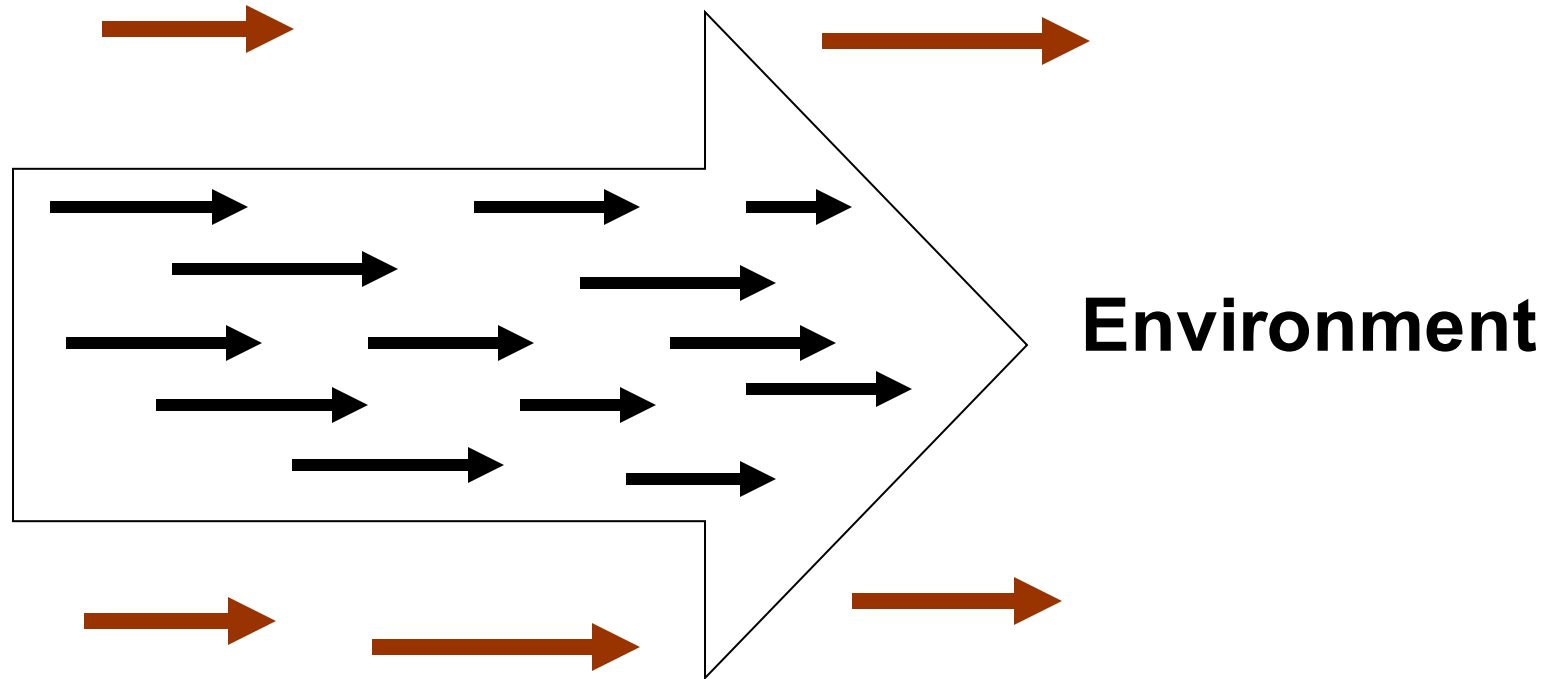


# Team Alignment

**The first stage of team alignment is very often the most important. The investment in aligning a team is essential in creating the foundation for excellent performance. Most team problems can be traced back to unresolved initial issues such as unclear goals, lack of commitment, role confusion, inadequate communication, misunderstanding about the decision-making process, and other factors that can be discussed and resolved in an initial 'chartering' process.**



# A Team With Both a Plan and Members Aligned



# The Four P's...

Purpose

Picture

Plan

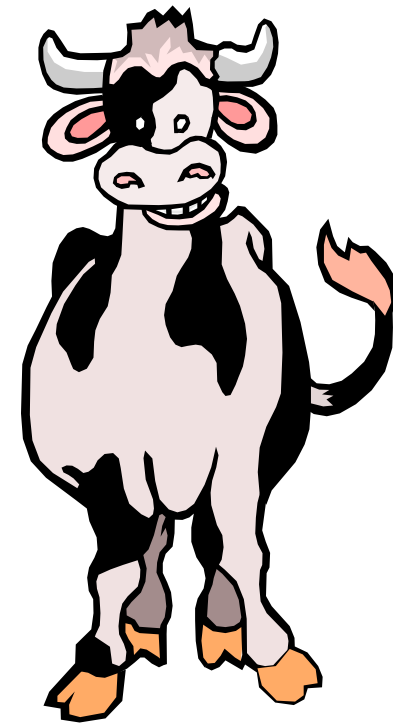
Play

The best teams invest a tremendous amount of time exploring, shaping and agreeing on a purpose that belongs to them collectively and individually.

- The best teams translate a **common purpose into specific performance goals**...without these team members become confused, pull apart or revert to mediocre performance.
- Effective teams develop a **strong commitment** to a common approach, that is how they will work together to accomplish their performance.
- When a team shares a common purpose, goals and approach, **mutual accountability grows** as a natural counterpart.

**People who want milk  
should not seat themselves  
in the middle of a field  
in the hope that a cow  
will back up to them.**

Elbert Hubbard



# Planning



*“Teamwork is taught. You don’t just lump a group of people together in a room and call them a team and expect them to behave like one”*

Pat Summit, Basketball Coach



# Stages of Team Development

- Independent behaviors by team members
- Focused on themselves
- Unclear on objectives
- Best behavior

## Forming

## Storming

- Form opinions of others on team
- Begin to challenge others who they see as not contributing

- Common purpose is clear
- Relationship has increased
- Shared responsibility
- Greater tolerance of other team members' quirks
- Norms are established

## Norming

## Performing

- Team members are self-organizing and can make decisions
- Full engagement of team members
- Embrace differences w/higher empathy
- Delivering valuable results

# Discussion



What do you think about what you have heard?

What questions are you pondering?

Can you see application for what you are learning?

TIME FOR A  
*Break*

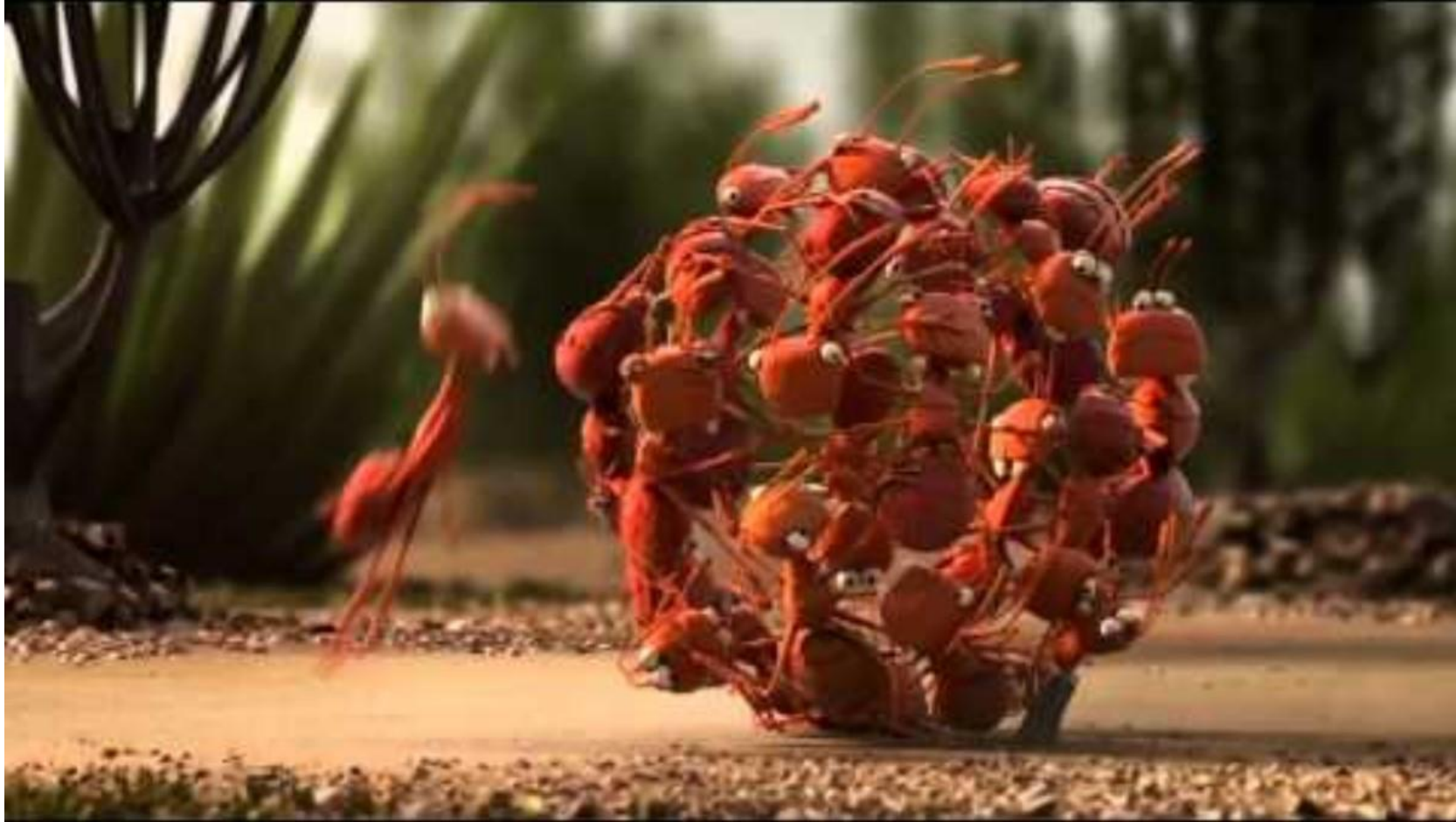


# High Performance Teams



To improve our teamwork, only three of the chutes will open.

# Teamwork



# What is the Definition of a High-Performing Team?



A high performing team is a group of people who share a common vision, goals, metrics and who collaborate, challenge and hold each other accountable to achieve outstanding results. You know a high performing team because the members: Have a clear vision of where they are headed and what they want to accomplish.



# CCL - Team Effectiveness Framework

## 4 COMPONENTS OF BUILDING HIGH-PERFORMING TEAMS

1. **CORE:** A team's people, purpose, and practices.
2. **COLLECTIVE MINDSET:** How team members work together.
3. **COHESIVE RELATIONSHIPS:** How team members relate interpersonally.
4. **CONNECTION:** Relationships across the organization and beyond.

# 10 Attributes of High-Performing Teams

1. Clear and aligned purpose
2. Clear roles and responsibilities
3. Build trust through relationships
4. Communicate frequently and effectively
5. Collaborate often





6. Appreciate & encourage diverse thinking
7. Manage conflict constructively
8. Learn and adapt
9. Celebrate successes and show appreciation
10. Measure outcomes and success – We can tie back our work to our purpose and goals in a way that allows us to feel, see and understand the broader impact we make



## What High Performing Teams Do

# High Performance Team

1. Clear Sense of Purpose
2. Informal Climate
3. Participation
4. Listening
5. Disagreement
6. Consensus



# High Performance Team

7. Open Communication
8. Clear Roles and Work Assignments
9. Shared Leadership
10. External Relations
11. Style Diversity
12. Self-Assessment





# Self-Assessment

## High - Performance Teamwork



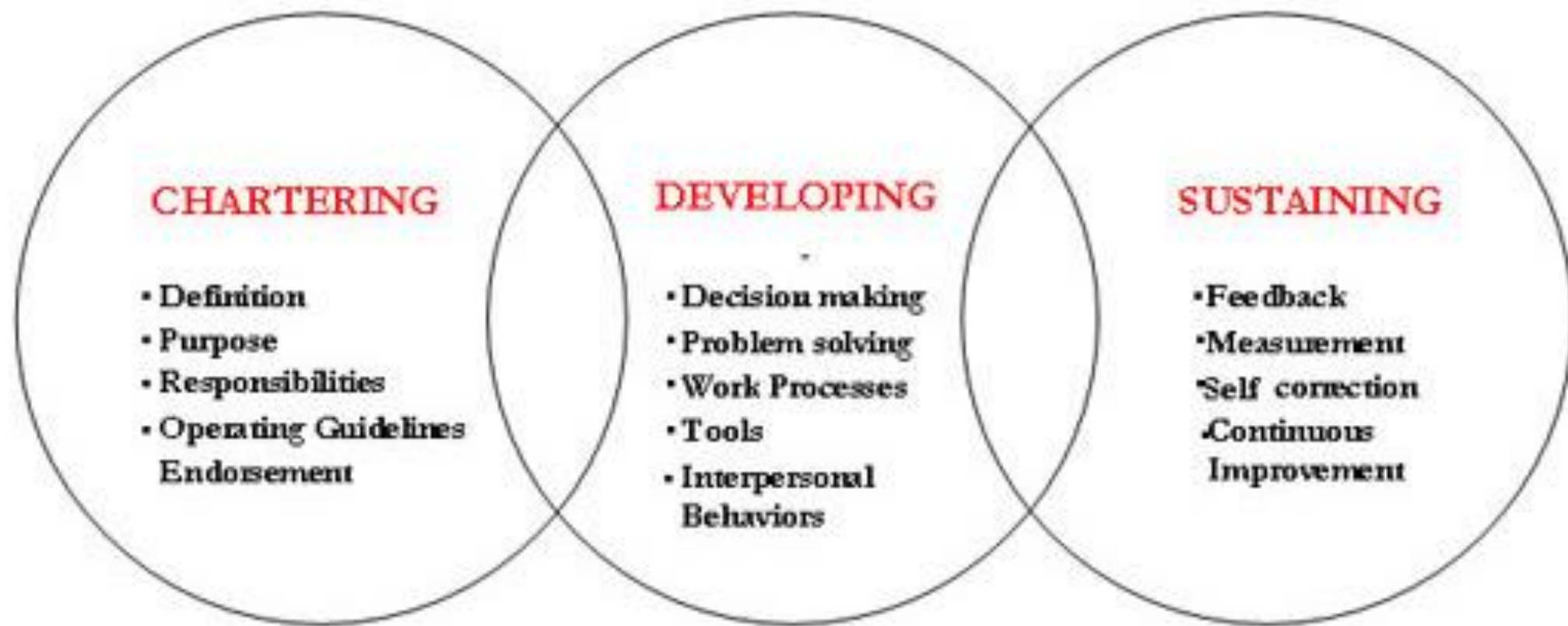
Great teams don't just *happen*.  
They are *developed*.

**Becoming a high-performing team doesn't happen by  
itself.  
It requires focused attention and skillful guidance.**

# Creating And Developing Your Team



# Creating the High Performance Team

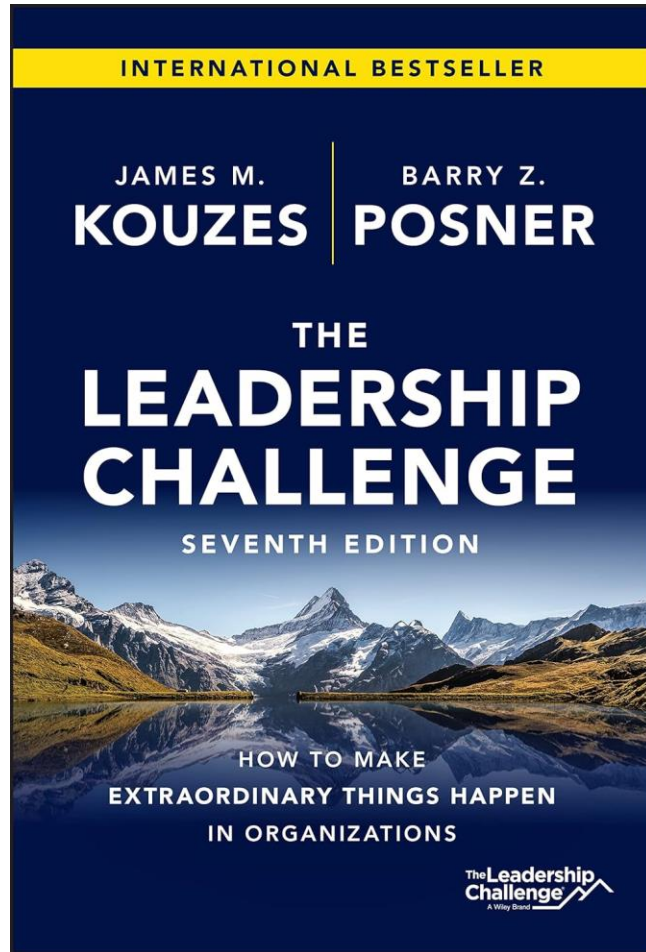


# Team Charter



**What do you look for in a Leader,  
someone whose direction you  
would willingly follow?**





*The Leadership Challenge* is a field guide for becoming the kind of leader that other people want to follow.

The Leadership Challenge has its origins in a research project that Kouzes and Posner began over 40 years ago – they wanted to know **what people did when they were at their personal best in leading others.**

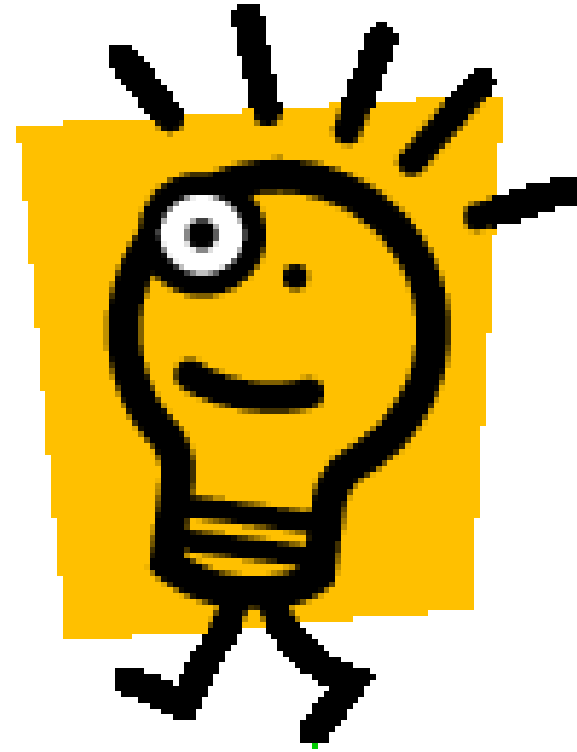
# The Leadership Challenge

## Kouzes and Posner (2017)

- 21% Ambitious
- 40% Broad-minded
- 20% Caring
- 66% Competent
- 28% Cooperative
- 22% Courageous
- 33% Dependable
- 24% Determined
- 42% Fair-minded
- 71% Forward-Looking
- 88% Honest
- 23% Imaginative
- 6% Independent
- 65% Inspiring
- 47% Intelligent
- 14% Loyal
- 17% Mature
- 8% Self-controlled
- 34% Straightforward
- 35% Supportive

# Admired Leaders

1. Honest
2. Competent
3. Inspiring
4. Forward-Looking



# Five Principles of Outstanding Leadership

They talk about the Five Principles of Outstanding Leadership, which will enable you to develop the qualities of leadership that lead to success. The five principles of outstanding leadership are:

- 1. Set an example**
- 2. Be inspirational**
- 3. Challenge the status quo**
- 4. Empower others to act**
- 5. Lead with heart**



# Personal Characteristics

- **Enthusiasm**
- **Energy**
- **Hope**  
*(Unwarranted optimism)*

*Kouzes and Posner The Leadership Challenge*



# Credibility is the Foundation of Leadership

Now that we have a better idea of what the majority of people see as the characteristics of an admired leader, the question is: *how can individuals work towards embodying those qualities in both work and life?*

The answer, according to Kouzes and Posner, is **credibility**. Credibility is the foundation of leadership.

And what is credibility behaviourally? Kouzes and Posner offer the acronym DWYSYD: Do what you say you'll do.

MY TOP 3

# LEADERSHIP TRAITS



# Top 11 Interpersonal Skills for Leaders

**1. Emotional Intelligence**

**2. Empathy and Compassion**

**3. Thoughtful Expression**

**4. Teamwork**

**5. Observation**

**6. Trust-Building**

**7. Constructive Feedback**

**8. Self-Awareness**

**9. Selflessness**

**10. Balance**

**11. Active Listening**

# Discussion



What do you think about what you have heard?

What questions are you pondering?

Can you see application for what you are learning?

TIME FOR A  
*Break!*





Yes, I think I have good people skills.  
What kind of idiot question is that?

Researchers have identified traits that should be avoided when interpersonal skills are important:

- Blunt
- Defensive
- Dogmatic
- Harsh
- Dominating
- Permissive
- Authoritative



# What are the traits of highly effective team members?





# Highly Effective Team Members

1. Confident, Not Arrogant
2. Get Involved
3. Good Communicator
4. Responsible
5. Loyal
6. Play Nicely With Others
7. Flexible
8. Supportive
9. Go For The Win-Win
10. Sense Of Humour

# Necessary Team Interpersonal Skills

- Diplomatic
- Helpful
- Optimistic
- Outgoing
- Assertive
- Can influence others
- Self-acceptance
- Self-improvement
- Frank
- Warmth and empathy
- Tolerant
- Flexible
- Collaborative
- Open-reflective
- Can manage stress
- Relaxed

# Effective Communicators:



**CAN EXPLAIN  
THEIR OWN IDEAS**



**EXPRESS THEIR  
FEELINGS IN AN  
OPEN BUT NON-  
THREATENING  
WAY**



**LISTEN  
CAREFULLY TO  
OTHERS**



**ASK QUESTIONS  
TO CLARIFY  
OTHERS' IDEAS  
AND EMOTIONS**



**CAN SENSE HOW  
OTHERS FEEL  
BASED ON THEIR  
NONVERBAL  
COMMUNICATION**



**WILL INITIATE  
CONVERSATIONS  
ABOUT GROUP  
CLIMATE OR  
PROCESS IF THEY  
SENSE TENSIONS  
BREWING**



**REFLECT ON THE  
ACTIVITIES AND  
INTERACTIONS OF  
THEIR GROUP AND  
ENCOURAGE  
OTHER GROUP  
MEMBERS TO DO  
SO AS WELL**

# The IDEAL TEAM PLAYER

HOW TO RECOGNIZE AND CULTIVATE  
THE THREE ESSENTIAL VIRTUES



A LEADERSHIP FABLE

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*

A TEAM IS NOT A GROUP OF PEOPLE  
WHO WORK TOGETHER.

**A TEAM IS A GROUP OF PEOPLE  
WHO TRUST EACH OTHER.**

Simon Sinek

# What is Trust?

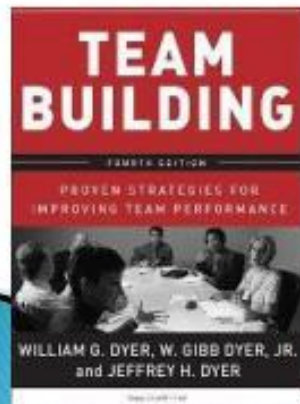
**Trust** n.& v.

1. **(a)** a firm belief in the reliability or truth or strength etc. of a person or thing  
**(b)** the state of being relied on
2. a confident expectation



# Trust

- ▶ One of the most important team competencies
- ▶ Fundamental emotion in a team is not “liking” but “trusting”
- ▶ Each team member must be both trustworthy and trusting of others
- ▶ Key to trust is making agreements and then following through on those agreements



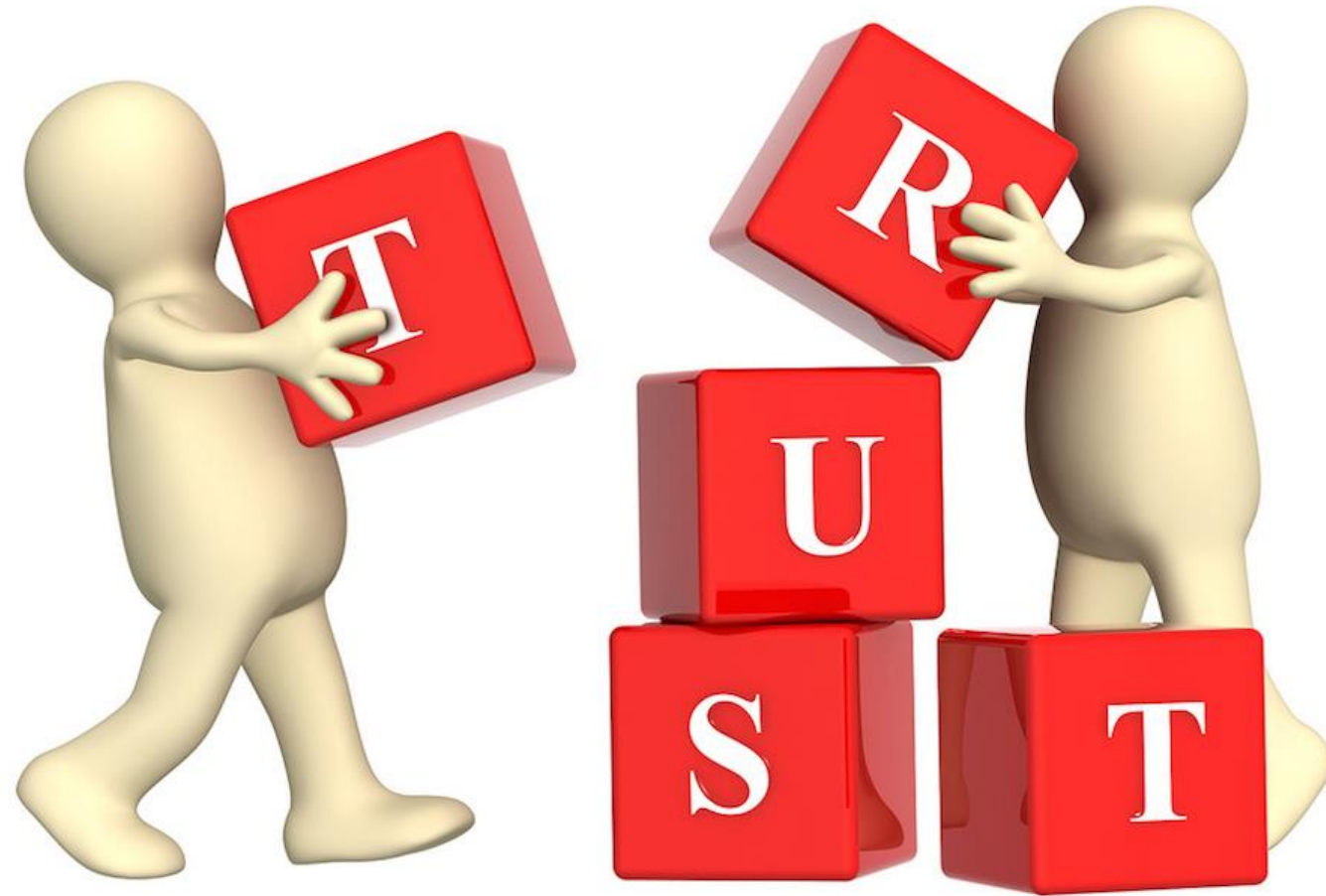
From *Team Building: Proven Strategies for Improving Team Performance*, Fourth Edition, 2007, pp. 57-59

Trust typically takes a long time to build, but can be lost quickly.



*From Team Building: Proven Strategies for Improving Team*

**What do you believe are the keys to building trust on a team?**



# Making High Performance Happen

Four keys to building trust are:

**1. Integrity**

– ‘We mean what we say.’

**2. Consistency**

– ‘We do what we say.’

**3. Reliability**

– ‘You can count on what we do and say.’

**4. Interdependence**

-- ‘We are all in this together.’

# Questions to Ask About Team Trust

**What is the current level of trust in your team?**



**What specific actions and commitments need to be made to increase trust?**



**How will your team hold team members accountable for their commitments?**



**What shall we do if someone on the team fails to keep a commitment and trust is undermined?**



**What should be our process for regaining trust in the team and in team members?**



# Climate

**How people work together and what it feels like to work where you work. It means how you treat each other – how you act on the job day to day.**

# Skills for a Healthy Group Climate

To work together successfully, group members must demonstrate a sense of **cohesion**.

Cohesion emerges as group members exhibit the following skills:

- **Openness**
- **Trust and Self-Disclosure**
- **Support**
- **Respect**



# Factors that Promote Good Working Relationships

- Staff meetings-with agenda and sufficient time to discuss
- Job descriptions with annual review
- Knowledge of others' job descriptions and responsibilities
- Common criteria for personnel evaluation
- Openness and willingness to communicate - listening
- Trust, courtesy and loyalty
- Respect for others in spite of professional differences
- Respect for professionalism regardless of person's sex, age, and race
- Recognizing talents of the others
- Giving credit
- Recognizing a job well done
- Understanding and supporting others' programs.
- Agreed upon priorities
- Circulation of pertinent information
- Willingness to talk over problems
- Adequate facilities and supplies
- Cooperation
- Sincere caring for others with a respect for privacy
- Constructive feedback

# Factors That Hinder Good Working Relationships

- Lack of understanding of others' jobs and responsibilities
- Lack of concern about total staff efforts
- Disregard for feelings of others
- Unwillingness to compromise
- Poor communication
- Competition among staff for individual prestige and recognition
- Negative and destructive criticism
- No involvement in decisions
- Lack of Leadership
- Over-sensitivity
- Lack of privacy
- Disregard for talents of others
- No job descriptions
- No opportunities for staff meetings
- Gossip, rumours
- Putting off decision-making
- Inequities
- Lack of trust
- Negative and sarcastic remarks
- Lack of common goals and philosophy
- Disloyalty to staff and organization
- No evaluation and/or feedback from Leaders
- Limited understanding of total picture
- Holding a grudge
- Poor job attitudes
- Uneven workloads
- Lack of confidence in fellow workers
- Prejudice, racism, sexism

# What is Employee Engagement?

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## Employee Engagement Definition

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

**Employee engagement** is not  
the same  
as **employee** satisfaction.



**Employee** satisfaction only  
indicates how happy or content  
your **employees** are.

# Engagement Definition

## Engaged

Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the corporation forward.

## Not Engaged

Not Engaged employees are essentially “Checked-out”. They’re sleepwalking through their workday, putting time – but not energy or passion – into their work

## Actively Disengaged

Actively Disengaged employees aren't just unhappy at work, they are busy acting out their unhappiness. Every day these workers undermine what their engaged coworkers accomplish

Gallup

# Measuring the Strength of a Workplace

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my Supervisor or someone at work seem to care about me as a person?
6. Is there someone at work who encourages my development?

# Measuring the Strength of a Workplace

7. At work, do my opinions seem to count?
8. Does the mission/purpose of the company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

**Managers account for at least 70%  
of the variance in employee  
engagement scores.**



# The Role of Managers



## GROWTH AND DEVELOPMENT OPPORTUNITIES

Prioritizing employee development can significantly impact engagement no matter what your team looks like.



## RECOGNITION AND APPRECIATION

Managers have personal relationships with their employees, so recognition from their immediate supervisors is often more meaningful and authentic.



## COMMUNICATION AND FEEDBACK

Regular one-on-one meetings are crucial for making personal, authentic connections with employees.

# Top Ten Drivers of Employee Engagement

My job allows me to utilize my strengths.

I trust our senior leaders to lead the organization to future success.

I believe this organization will be successful in the future.

I find my job interesting and challenging.

The senior leaders of this organization value people as their most important resource.

My opinions seem to count at work.

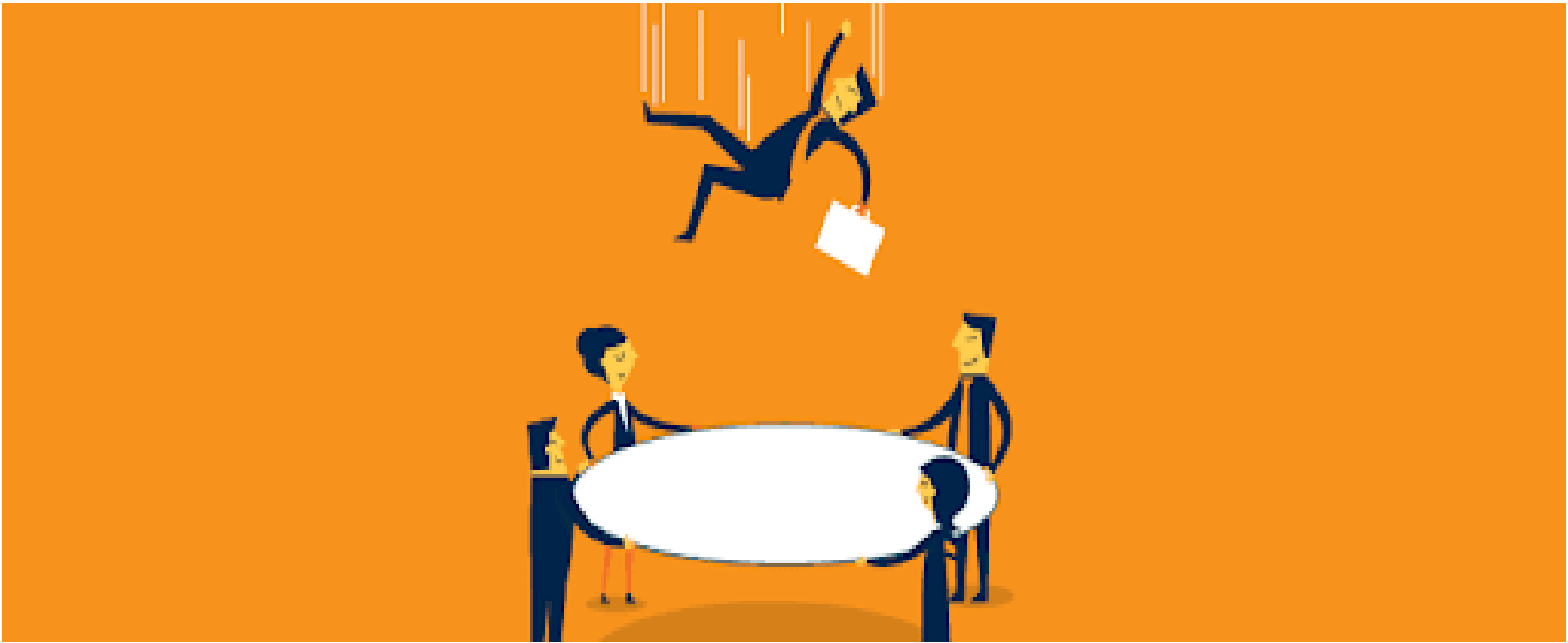
If I contribute to the organization's success, I know I will be recognized.

I see professional growth and career development opportunities for myself here.

The senior leaders of this organization demonstrate integrity.

I have the information I need to do my job well.

# Psychological Safety

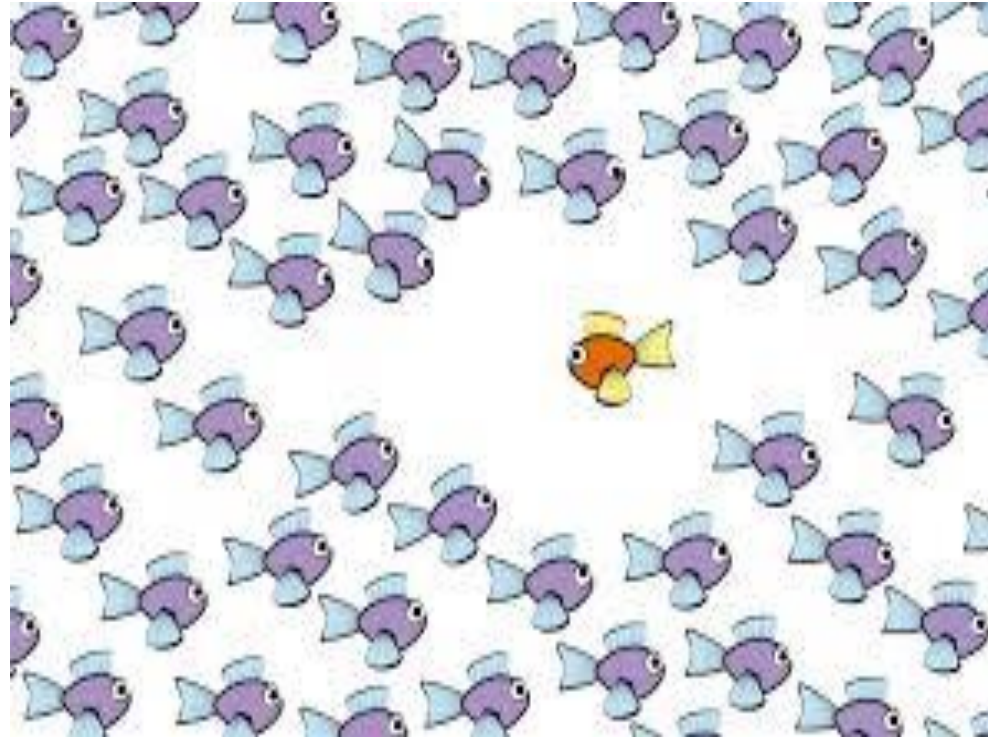


# What is Psychological Safety?

Amy Edmondson, who coined the phrase “team psychological safety”, says it’s the shared belief that it’s OK to **take risks**, **express ideas and concerns**, **speak up with questions**, and **admit mistakes** — and here’s the important part— without fear of negative consequences. It’s the assurance that **candor and transparency are welcomed and valued**, paving the way for open communication and mutual respect.

# What is Team Psychological Safety?

**A shared belief held by members of a Team that the Team is safe for interpersonal risk-taking.**



# Why Does Psychological Safety Matter?



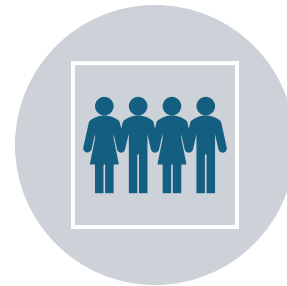
**Enhances team performance**



**Promotes learning and growth**



**Boosts wellbeing**



**Encourages inclusivity and diversity**

# Psychological Safety



# How to Increase Psychological Safety on Your Team

1. Approach conflict as a collaborator, not an adversary.
2. Speak human to human.
3. Anticipate reactions and plan responses.
4. Replace blame with curiosity.
5. Ask for feedback on delivery.
6. Measure psychological safety.



# Video

## Creating psychological safety at work



**To create this environment, Leaders must develop certain skills and take specific actions:**

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Active listening

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Open communication

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Empathy

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Trustworthiness

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Inclusiveness

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Recognition

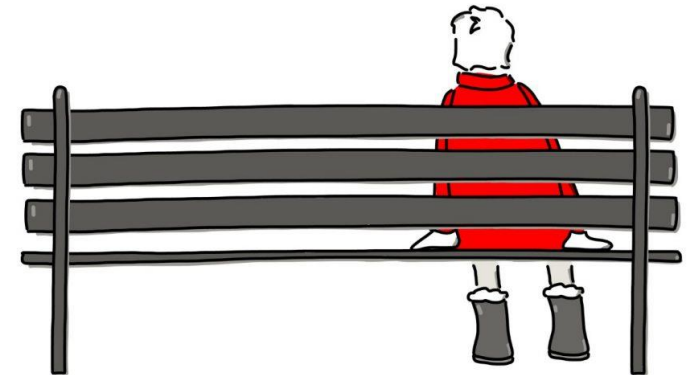
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Continuous effort

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# Truths

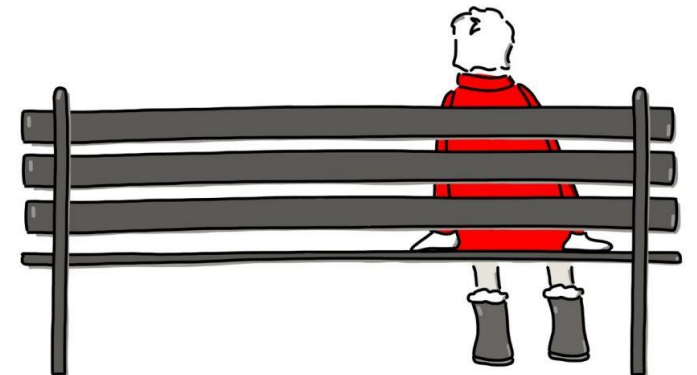
- **Who you are as a Leader has the greatest influence on a team.**
- **All teams exist within systems and power structures.**
- **Teams thrive with trust.**
- **Building teams takes time.**



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# Truths

- **The health of a meeting reflects the health of the team.**
- **A team's collective emotional intelligence is the key factor in its level of performance.**
- **Communication between team members is the thread that connects everything.**
- **Conflict is natural, normal and can be healthy, but unproductive conflict needs to be managed.**



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**What are your hopes for your team this year?**

**What, specifically, do you want to accomplish?**

**What is your preferred future for your team? For your school district?**

**How can you make this happen?**

# Prompts

- One new thing I will remember is...
- I will challenge myself by...
- I need to focus on...



Thank  
You



Holloway Group