



Blue Print for Building Winning Teams

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Building Winning Teams Workshop Overview

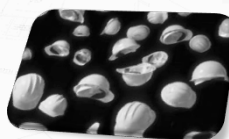
- Introductions
- Review Tuchman's model of team dynamics and how that applies to the construction business
- Discuss:
 - Examples of good and bad team teamwork
 - The importance of focusing on team purpose and goals
 - Insuring team task and human relations functions
- Participate in a competitive team activity
- Have fun!




Getting to Know You

Take 1 minute each to tell us the following information about yourself

- Name, job
- Tell us about someone in your life who has inspired you and/or has been a role model for you







"People don't care how much you know, until they first know how much you care..."



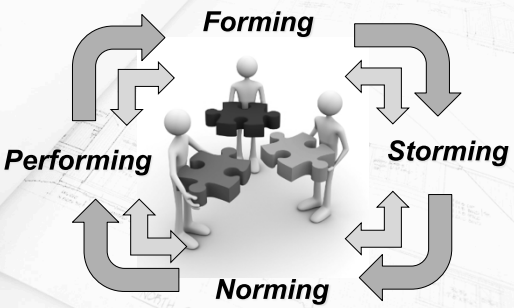

Understanding TEAM PURPOSE & GOALS

- Team Purpose
 - End Result
 - Reason for team's existence
- Team Goals
 - Objectives that support team purpose
 - Measureable performance deliverables

Understanding Team Dynamics

Adapted From Bruce Tuckman's Model of Team Development

Manufacturing Company Example


From the book *Influencer: The Power to Change Anything*

Problems with QA Program Implementation

- Poor performing team behaviors
 - Supervisor shot down innovative ideas
 - Irresponsible teammates not dealt with, so workers concluded improvement was a crock
 - Worker felt powerless to question management policies, and/or decisions that seemed to obstruct improvement efforts
- High performing teams vital behaviors
 - Stepped up to conversations that the failing teams avoided. They vigorously, but skillfully challenged supervisors
 - Candid with peers who weren't carrying their weight
 - Capable of talking to managers that the cynical teams avoided


Symptoms of Group Dysfunction

- Too much advice-giving
- Putting others down
- Taking over
- Censoring
- Persuading for self interest (my way best)
- Win -lose situation develops




Building Trust

- Openness is a primary predictor of organizational success.
- Trust is the outcome of a person's accumulated actions and behaviors
- Trust is the strongest glue binding people and teams together



Balancing Task-related and People-related Team Functions



PEOPLE FUNCTIONS	TASK FUNCTIONS
<input type="checkbox"/> Harmonizing - referee	<input type="checkbox"/> Initiating
<input type="checkbox"/> Gate keeping	<input type="checkbox"/> Info-opinion seeking
<input type="checkbox"/> Encouraging participation	<input type="checkbox"/> Info giving
<input type="checkbox"/> Supporting, validating	<input type="checkbox"/> Clarifying - Coordinating
<input type="checkbox"/> Collaborating	<input type="checkbox"/> Summarizing
<input type="checkbox"/> Standard setting	<input type="checkbox"/> Seeking Consensus

TEAM ACTIVITY

PURPOSE: Win all the points you can

RULES:


1. Every person in group must support decision
2. Once decision made, cannot be changed
3. No group is to communicate with other groups

ALL GREEN	ALL LOSE 100 POINTS	WIN ALL YOU CAN SCORING
3 GREEN, 1 RED	G + 300, R - 100	
2 GREEN, 2 RED	G + 200, R - 200	
1 GREEN, 3 RED	G + 100, R - 300	
ALL RED	ALL GET 100 POINTS	

Slide 10-10


DANGERS OF WIN/LOSE SITUATIONS

- Diverts time and energy from the main issue
- Delays decisions
- Creates deadlock
- Drives less aggressive group members to the sidelines
- Interferes with listening
- Obstructs exploration of other alternatives
- Decreases or destroys sensitivity



DANGERS OF WIN/LOSE SITUATIONS cont.

- Causes members to resign (either in body or in spirit)
- Arouses anger
- Interferes with empathy
- Leaves loser resentful
- Inclines underdogs to sabotage further proceedings
- Provokes personal abuse
- Causes defensiveness




Dungy on Winning.....

"Winning is very important; that's our job; that's what we get judged by; that's what we get paid for; but it's not the only thing, and it's not the Most important thing....

To win a Super Bowl,
but not have a team that the city can be proud of; that young Boys can look up to I have a 12-year-old now that watches a couple of our players and does everything that they do. I mean, he copies those guys, their mannerisms, what they say, how they act, and I often think how many boys are out there looking at our 53 guys and patterning themselves after them? So it's my responsibility to make sure that all 53 of those guys can be somebody that a parent would say, "Yes, that's fine. Model yourself after him." And that's the most important thing."

Tony Dungy, Coach Indianapolis Colts



Building a Winning Team

From
I
To
US
To
We



Thank-you!

And Remember
*"People don't care
how much you know,
until they first know
how much you
care...."*

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