

TEAM-BUILDER: ELEVATING COMMITTED PERFORMANCE

Air Force Identity Series
Kirtland Air Force Base
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Intention

You will leave this workshop:

- 人 Equipped to build and contribute to high-performing teams
- 人 Able to inspire team-members to clarify and pursue a common purpose
- 人 Empowered to develop structures to fulfill team promises and commitments

Introductions

- 1) What challenges do you face on the teams you are a part of either personally or professionally?
- 2) What do you already know about leading effective teams?
- 3) What would you like to learn from this workshop?
- 4) What way of participating will ensure you get what you came for?
- 5) What can we expect from you in this workshop?

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

- Andrew Carnegie

Discussion *Effective vs. Ineffective Teams*

Effective (adj.) – successful in producing a desired or intended result. (Oxford Dictionary)

Describe a team you have participated with which was effective.

- 1) In your opinion, what factors contributed to the team's effectiveness?
- 2) What result was the team designed to accomplish?
- 3) What did the interactions between the team members look like?
- 4) What structures of accountability did the team put in place to organize operations?

Discussion *Effective vs. Ineffective Teams*

Ineffective (adj.) – not producing any significant or desired effect (Oxford Dictionary)

Describe a team you have participated with which was ineffective.

- 1) What result was the team designed to accomplish?
- 2) In your opinion, why did the team fail to produce the intended effect?
- 3) What did the interactions between the team members look like?
- 4) What structures of accountability did the team put in place to organize operations?

The Nature of Effective Teams

Commitment: High-performing teams clarify and own a common commitment.

Concerns: High-performing teams contribute to the concerns of their members.

Structure: High-performing teams create a structure to take committed action.

Discussion *Creating Commitment*

Consider a team that you are currently participating with or leading.

- 1) Are you compelled by the team's commitment?
- 2) What tasks are required of that team?
- 3) What purpose do those tasks further for the individual members and the larger organization?
- 4) If the team does not have a clarified commitment, what could that commitment be?

The Nature of Effective Teams: Commitment

- 人 Desire : “The vehicle that carries a person over insurmountable odds; when implementation becomes difficult.”
- 人 Thought (Choice): “It is the mind, not the heart (i.e. feelings) that causes one to act; the heart influences the mind. The heart is heavily susceptible to an external factors; the mind is centered on the internal.”
- 人 Action : “Identifying what it takes to get it done... and doing it. Simply watching is not enough.”

The Nature of Effective Teams: Commitment

"Individual commitment to a group effort, that is what makes a team work, a company work, a society work, a civilization work."

-Vince Lombardi

- 人 Commitment must be compelling as they create the context for action
- 人 Commitments are a declaration of possibility, not an assertion of what needs to be accomplished
- 人 Commitments create a new possibility for the future

Discussion *Addressing concerns*

Consider a team that you are currently participating with or leading.

- 1) Has the team articulated a purpose that gives meaning to members' work?
- 2) Where can team members exercise autonomy on the team?
- 3) Does each team member have an opportunity to contribute?
- 4) Does each team member have an opportunity for mastery, growth, and development?

The Nature of Effective Teams: Concerns

- 人 **Purpose**: “People at work are thirsting for context, yearning to know that what they do contributes to a larger whole.”
- 人 **Autonomy (Choice)**: “This era doesn’t call for better management. It calls for a renaissance of self-direction.”
- 人 **Mastery**: “In our offices, we have way too much compliance and way too little engagement. The former may get you through the day, but only the latter will get you through the night.”

The Nature of Effective Teams: Concerns

“I think people get satisfaction from living for a cause that’s greater than themselves. They want to leave an imprint.”

- Daniel Pink, Drive

人 Individuals fully own team commitments when the team purpose contributes to what matters to them

人 What kinds of things matter to you? How does participating on teams contribute to what you care about?

Discussion

Creating Structure

Consider a team that you are currently participating with or leading.

- 1) What requests could you make to create more effective action? To members? To anyone outside the team?
- 2) What promises could you make?
- 3) Are the expectations for team behavior and interaction clear? Are there any expectations that haven't been openly discussed?

The Nature of Effective Teams: Structure

- 人 **Requests**: What you are asking another person to accomplish. Person has the opportunity to accept, decline or propose a counteroffer.
 - 人 I request you submit the final version (100% solution) of the EPR to me by Wednesday COB.
- 人 **Promises**: What you say you will do, by when it will get done, and the level of quality you intend to bring to the task.
 - 人 I will have a rough draft of the EPR (60% solution) to you by Friday at noon.
- 人 **Expectations**: Team standards members align on to govern their interactions should be explicitly stated.
 - 人 We expect all team members to be on time for all meetings or to communicate as soon as they know they will be absent or late.

The Nature of Effective Teams: Structure

“Collaboration, it turns out, is not a gift from the gods but a skill that requires effort and practice.”

- Douglas B. Reeves

人 Creating effective working relationships takes intentionality

人 What kinds of interactions further a team's commitment? What kinds of interactions undermine progress?

Discussion *Managing Structure*

Consider a team that you are currently leading.

- 1) As a team leader, are you holding others accountable for team standards?
- 2) What does it take from you to ensure expectations are met and requests and promises are honored on your team?
- 3) Are you willing to be the leader your team needs you to be?

Sharing to Complete

- 1) What is your biggest take-away from our conversation today?
- 2) Where in your life can you use what we have talked to elevate the performance of a team?
- 3) What action will you take in the next week?