

THE POWER OF TEAMS MULTIPLIED



Endeavor

What to expect

Moderated discussion 45-50 minutes

Questions addressed along the way and at end

Put questions in chat





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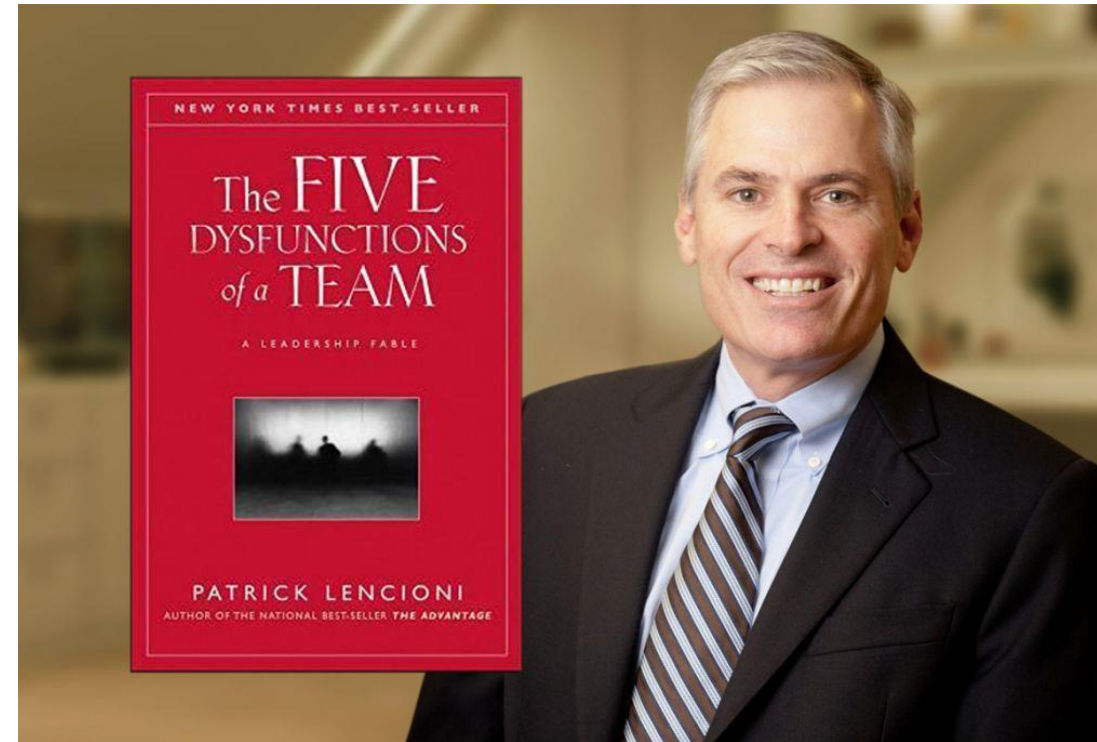
Introductions



High Performing Teams

“ In this day and age of informational ubiquity and nanosecond change, teamwork remains the one sustainable competitive advantage that has been largely untapped.”

*Overcoming the Five Dysfunctions of
a Team*
by Patrick Lencioni



What is an Ideal Team?

“A small number of people with complementary skills who are committed to a common purpose, performance, goals, and approach for which they hold themselves mutually accountable”

(Katzenbach and Smith, 1993)



What do we hear?

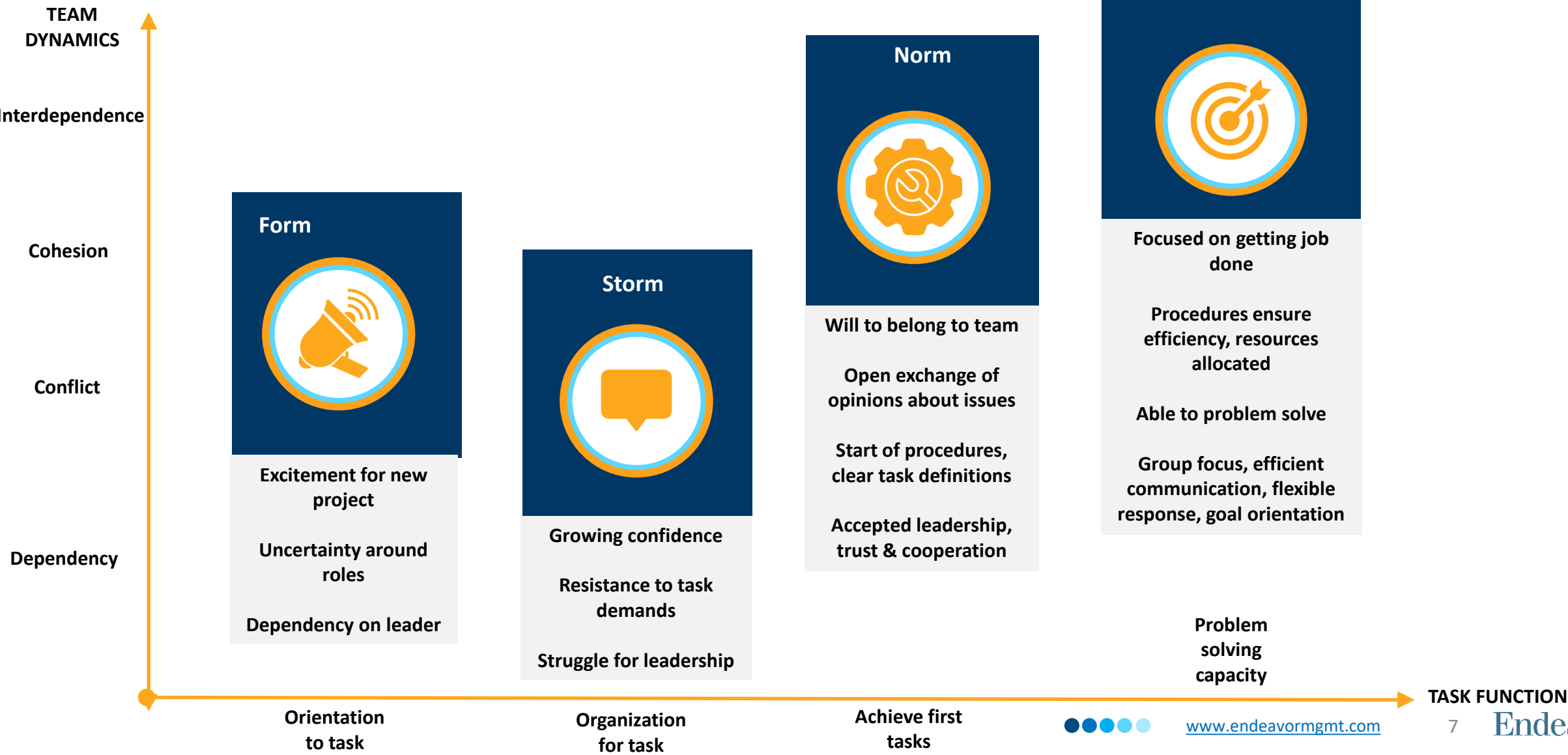
What Do Executive Teams Struggle With?

- Clear purpose
 - Why do we exist as a team...who are our customers and other stakeholders?
- Team Dynamics
 - How are we going to act towards one another...what standards of behavior are we going to set?
 - How do we build trust and handle conflict?
- Team processes
 - What work processes or tasks are we going to work together on to achieve our objectives and goals?
 - What does working together as a team, look like?






TEAM STAGES




Form



Excitement for new project
Uncertainty around roles
Dependency on leader

Storm




Growing confidence
Resistance to task demands
Struggle for leadership

Norm



Will to belong to team
Open exchange of opinions about issues
Start of procedures, clear task definitions
Accepted leadership, trust & cooperation

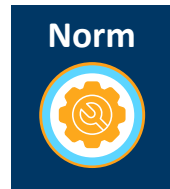
Perform



Focused on getting job done
Procedures ensure efficiency, resources allocated
Able to problem solve
Group focus, efficient communication, flexible response, goal orientation



The Five Characteristics of High Performing Teams

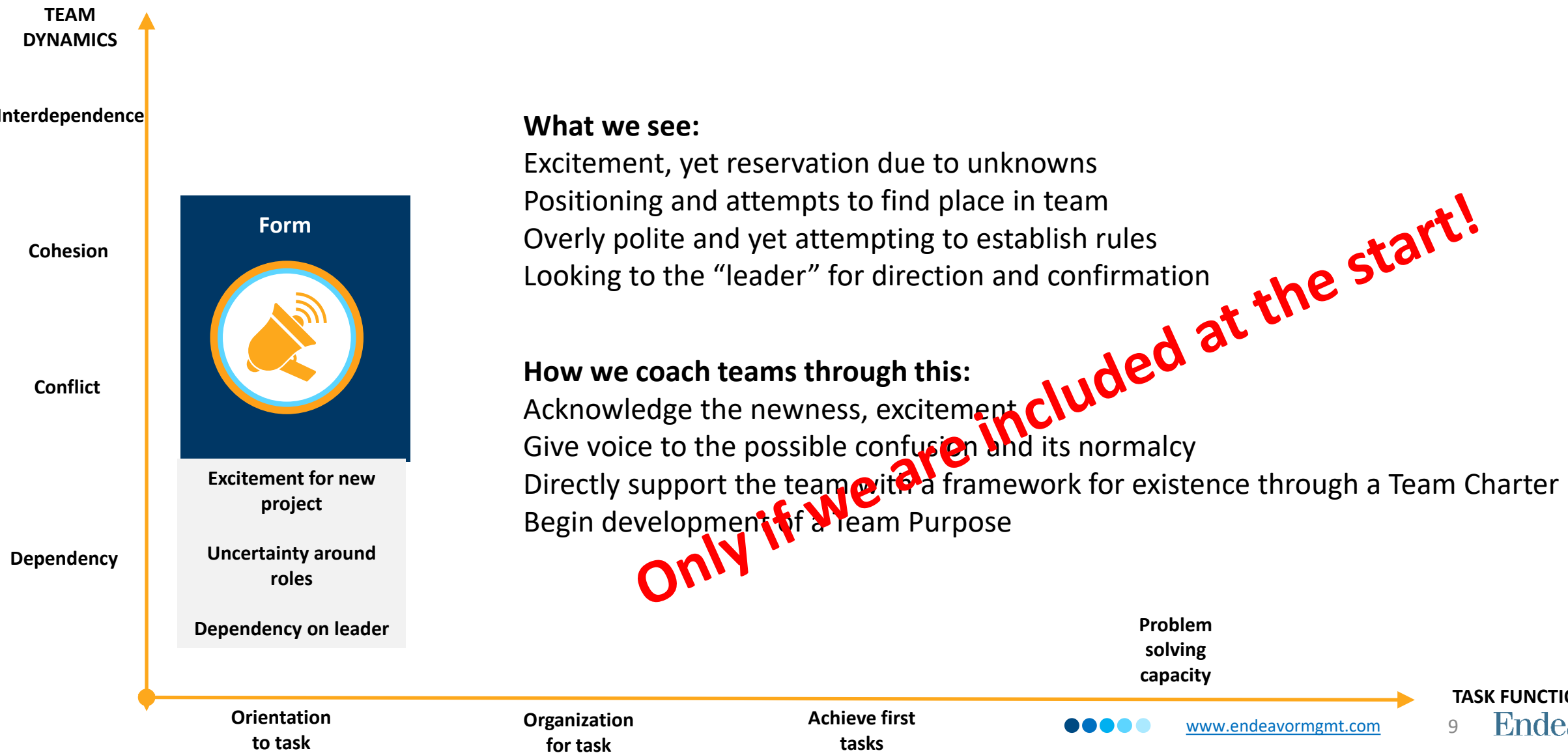


*Based on Lencioni's *Five Dysfunctions of a Team*





TEAM STAGES

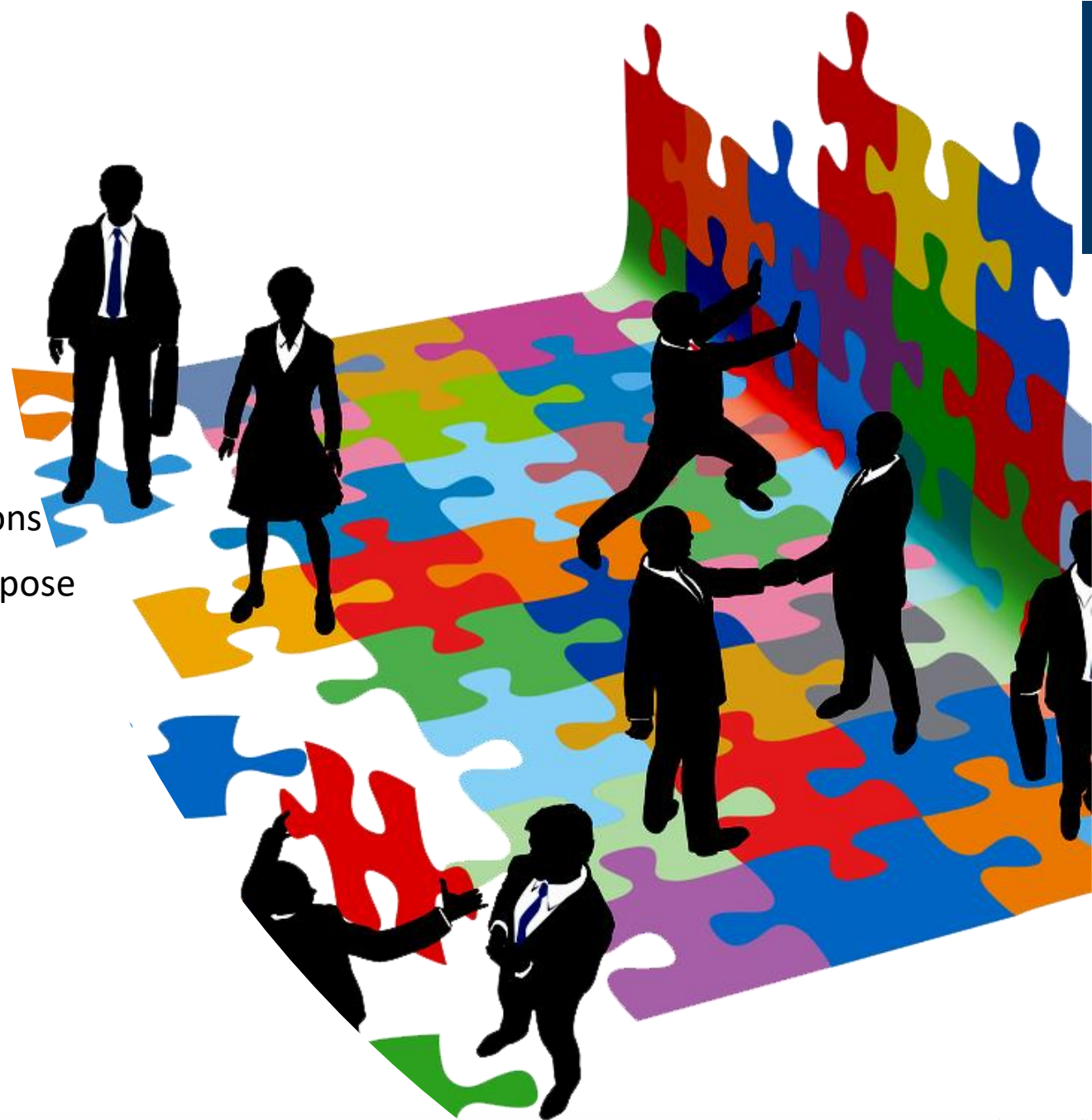




Team Charter

Guides the Team to Define Itself

1. Identify team members
2. Define Purpose of Team
3. Establish roles and responsibilities
4. Specify team behaviors and expectations
5. Determine initiatives to deliver on Purpose
6. Establish goals and milestones





Task

Purpose tied to Vision & Mission
Definition of success



Relationship

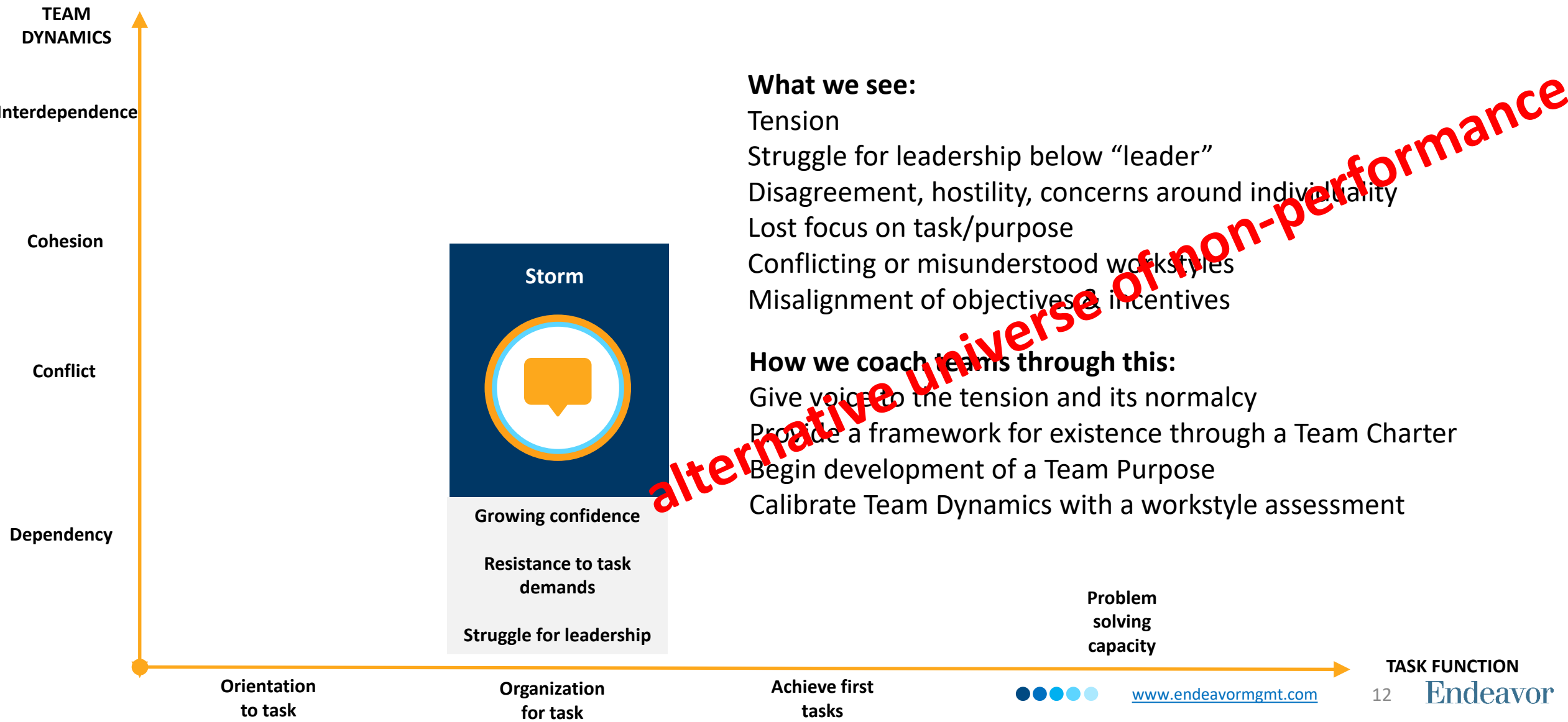
Roles & responsibilities
Group dynamics

Team Processes

Division of work
New team members



TEAM STAGES





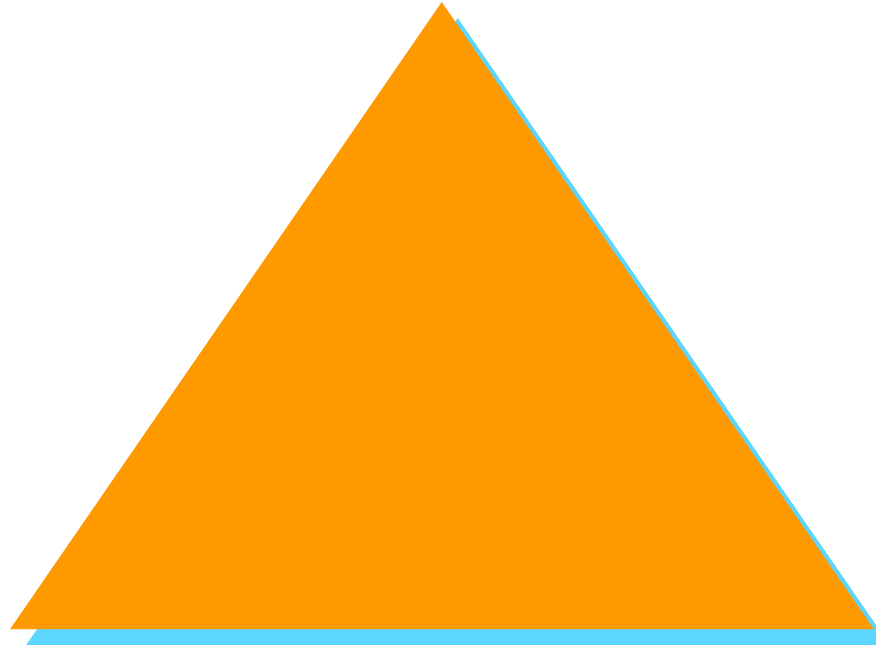
Task

Share a common purpose
Defined problem to solve

Form



Storm



Relationship

Team Dynamics
Workstyles

Team Processes

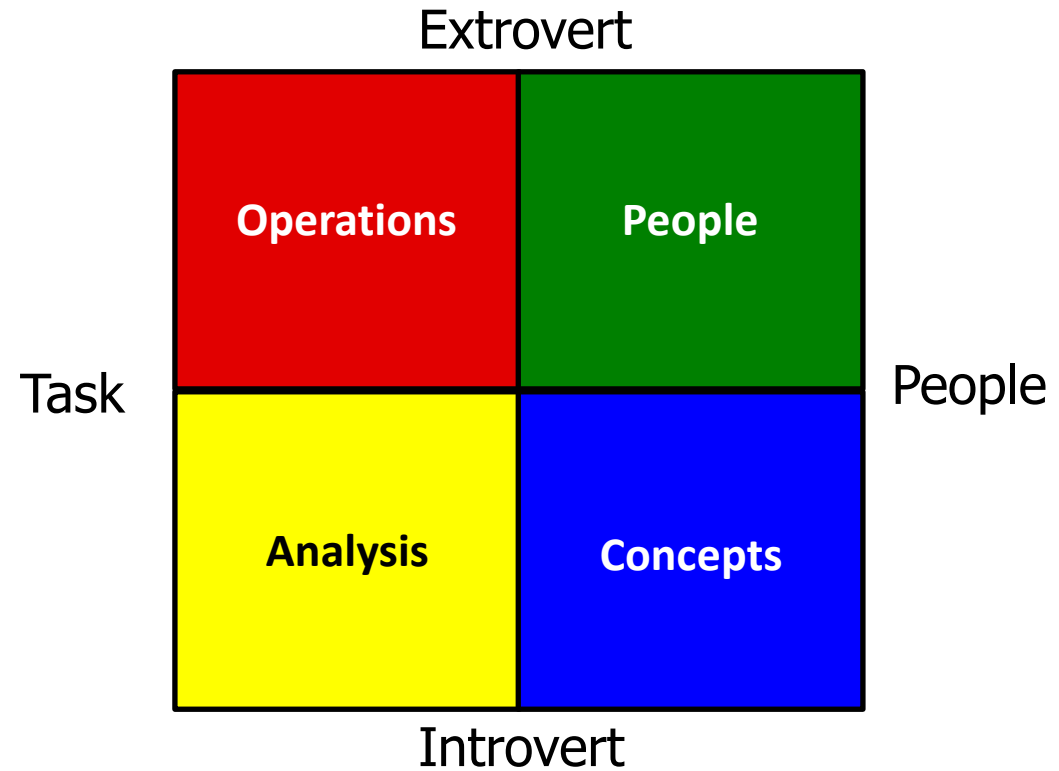
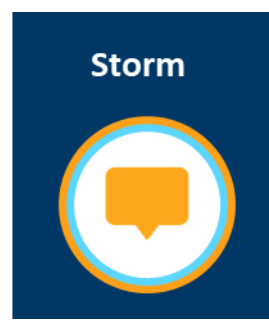
Decision making
Conflict Management



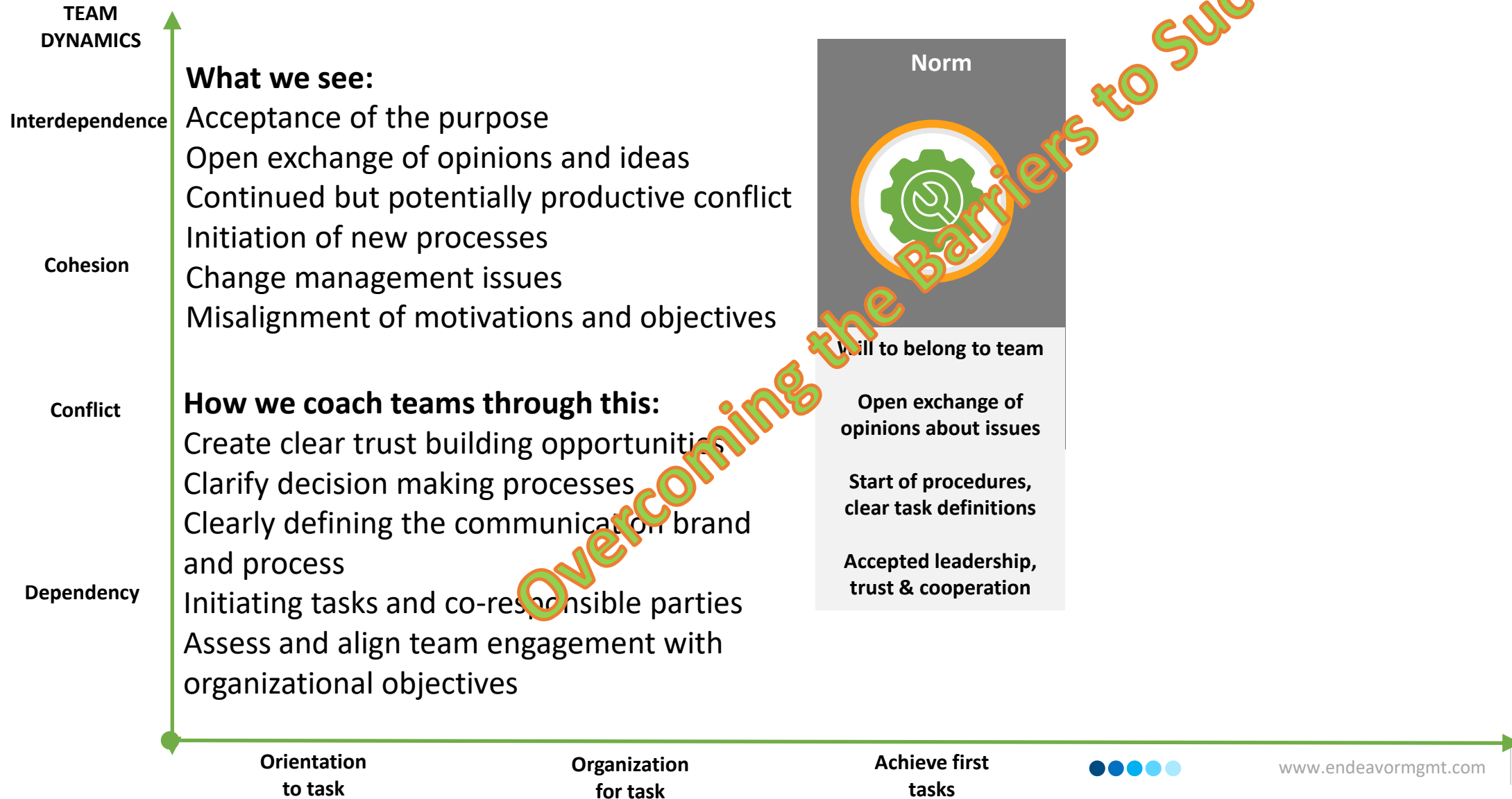


BIRKMAN MAP[®]

The Birkman measures broad occupational interests as well as workstyles and behaviors.



Team Stages



Overcoming the Barriers to Success

Task

Align tasks with purpose

Norm



Relationship

Clear roles & responsibilities
Mutual support and Accountability

Team Processes

Recognize when in agreement
Follow through on agreements





Team Behavioral Development Roadmap

External
Motivation

Behavioral Change Model in Teams

Internal
Motivation

Compliance

- Readily follow rules and procedures
- Adherence to Team norms
- Acts on information

Integration

- Positively reflects Team norms
- Seeks to understand “Why”
- Follows and accepts the experiences of leaders and managers

Internalization

- Team purpose is embedded deeply into the unconscious
- Behaviors are central to self identity
- Belief in the “Why”

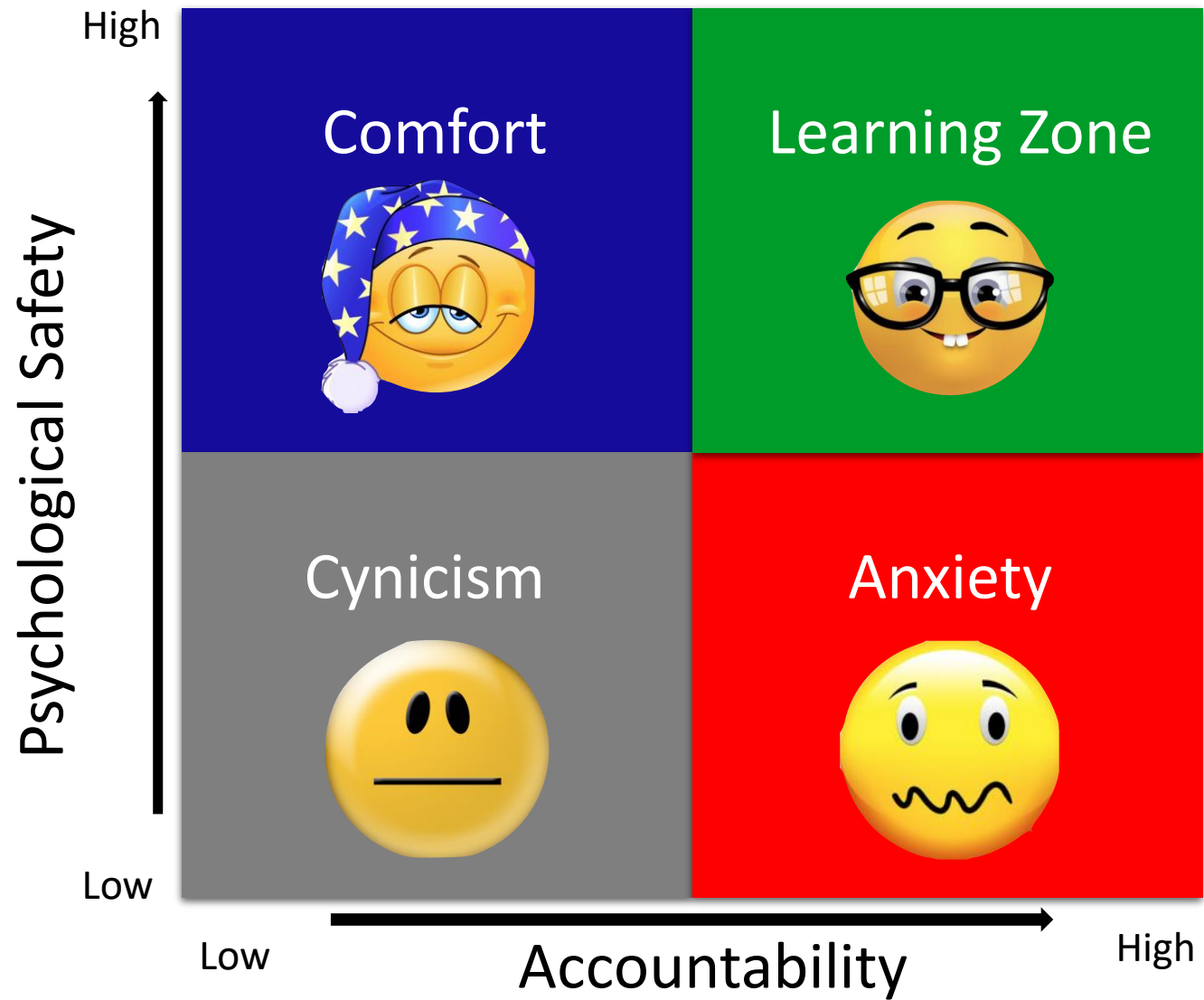


What is Accountability in a High Performing Team?

- Giving and receiving feedback for:
 - breaking a commitment
 - violating a promise
 - not living up to shared expectations
 - behaving badly
- Can be between individuals, amongst a team or other cohesive group.

“Team accountability implies an attitude that the team’s success is important to me; anything that affects the mission or success of the team, I have an obligation to raise up the concern with the team, and together, figure out a way to deal with it.”

Where is Your Team?



Team Stages

TEAM DYNAMICS

Interdependence

Cohesion

Conflict

Dependency

What we see:

Clear purpose and what each team member's role is in achieving that purpose

Joint Accountability for the process and outcomes

Processes embedded in team members jobs

Clear and efficient decision making and communication

Looking to each other for direction and confirmation

How we work with teams here:

Create and align to objectives and measures

Utilize Team Accountability to ensure progress and health communication

Help the team tell the story

Celebrate successes and replicate the experience for other teams

Perform



Focused on getting job done

Procedures ensure efficiency, resources allocated

Able to problem solve

Group focus, efficient communication, flexible response, goal orientation

Orientation to task

Organization for task

Achieve first tasks



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TASK FUNCTION

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Endeavor

Hope to see you here often

Task

Define & monitor metrics
Know their customers

Perform



Relationship

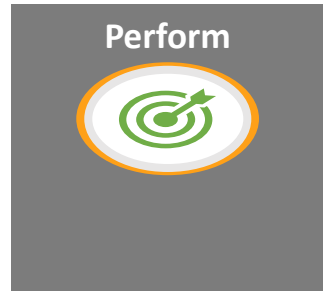
Mutual support

Team Processes

Follow through on agreements
Effective meeting management



A Summary of the Tools Endeavor Utilizes in Team Coaching



- Birkman Workstyle Assessments
- Lencioni High Performing Team Assessment
- Team Chartering
- Team interviews
- Engagement Assessments
- Observation of team in meetings
- SWOTs
- Stage Gate Decision Analysis Process
- Balanced Scorecards
- Executive, Team and Enterprise Based Leadership Simulation Training



What makes Endeavor different?

Anyone Can Say They Coach Teams

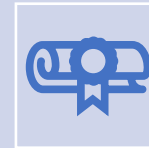
At Endeavor we distinguish our professional team coaches by:

- Experienced in team leadership, cultural change, organizational transformation and leading change both as an executive coach and as a team coach and industry leader
- Experts at working with the team (High performing team process) and the individual
- Bring business or industry experience of what it takes to lead and manage a business or department
- Requiring that our coaches have and maintain a professional coaching credential
- Certify and maintain certification with the various team, organizational and coaching tools we utilize

Experience matters:



Years of experience as a coach matter. Our coaches have seen many variations on leadership issues



Years of experience are testimony to our coaches' ability to move clients to deliver on personal, team leadership, team development and professional objectives



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Connect with us



THANK YOU

WE LOOK FORWARD TO WORKING WITH YOU



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