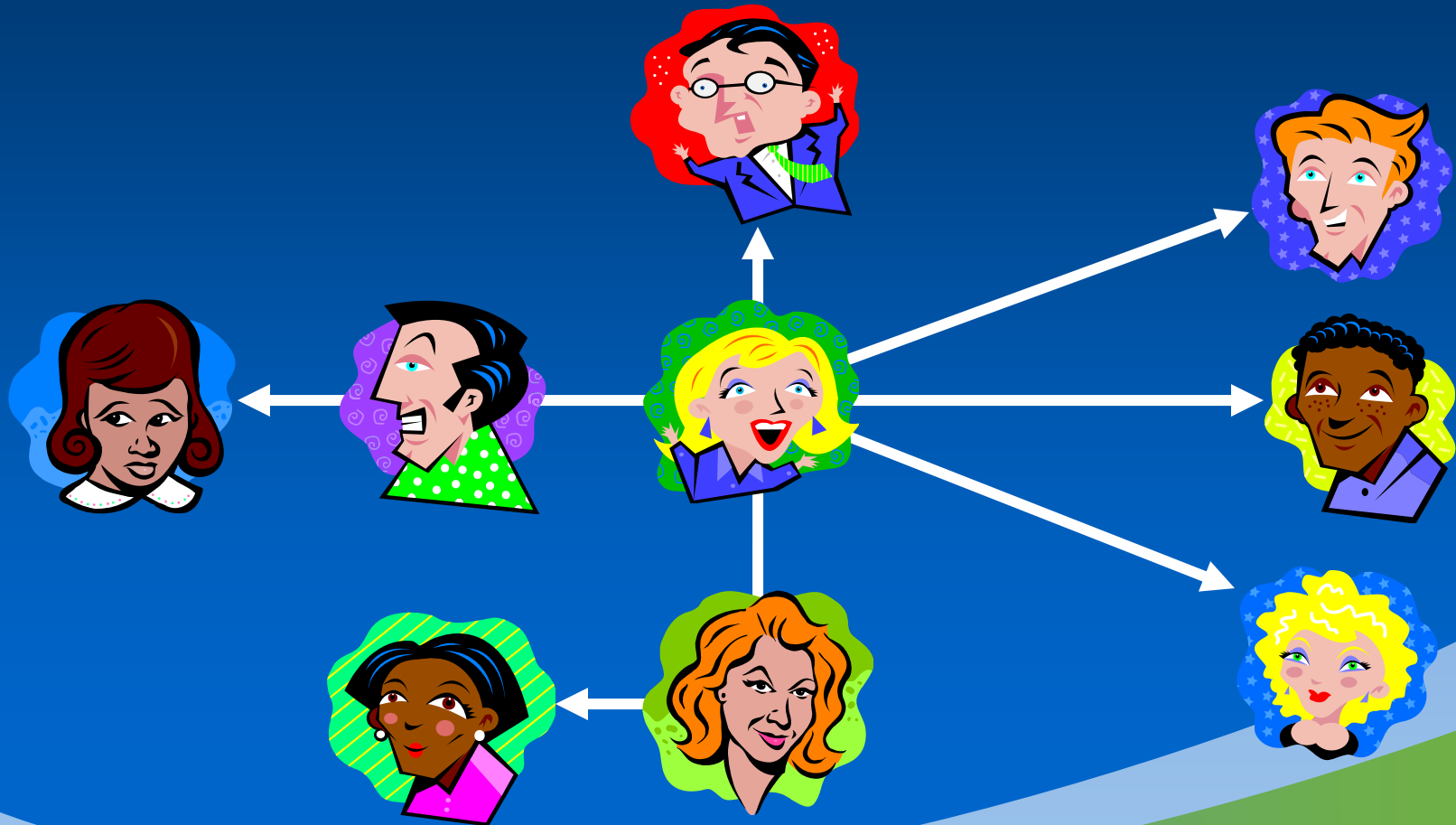




Team Dynamics in Process Simplification

Understanding the Basics of Team Development

Teams are all around us...



Each team should:

- Define their principles in alignment with organizational vision
- Clarify roles and responsibilities
- Identify key customers
- Develop a balanced scorecard
- Analyze current work processes
- Prioritize and work on most critical problems
- Give recognition
- Evaluate periodically

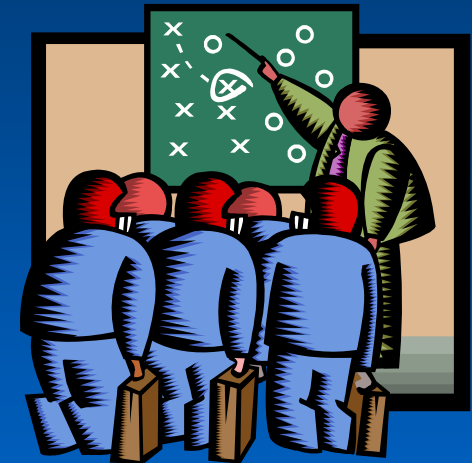
Team Lifecycles

These teams can live as:

- *Permanent* and therefore ongoing throughout the life cycle of the project as the primary or foundational team.
- *Temporary* within the scope of the effort – then disbanding when work is complete.
- *Evolving* with members coming in and out as needed.

Team Formation:

- Functional team
- Cross-functional team
- Multi-functional team



Team Functions

- Define requirements of their work
- Study and improve processes
- Develop scorecards and set performance goals
- Solve problems
- Develop and implement action plans

Common questions people have during team formation...

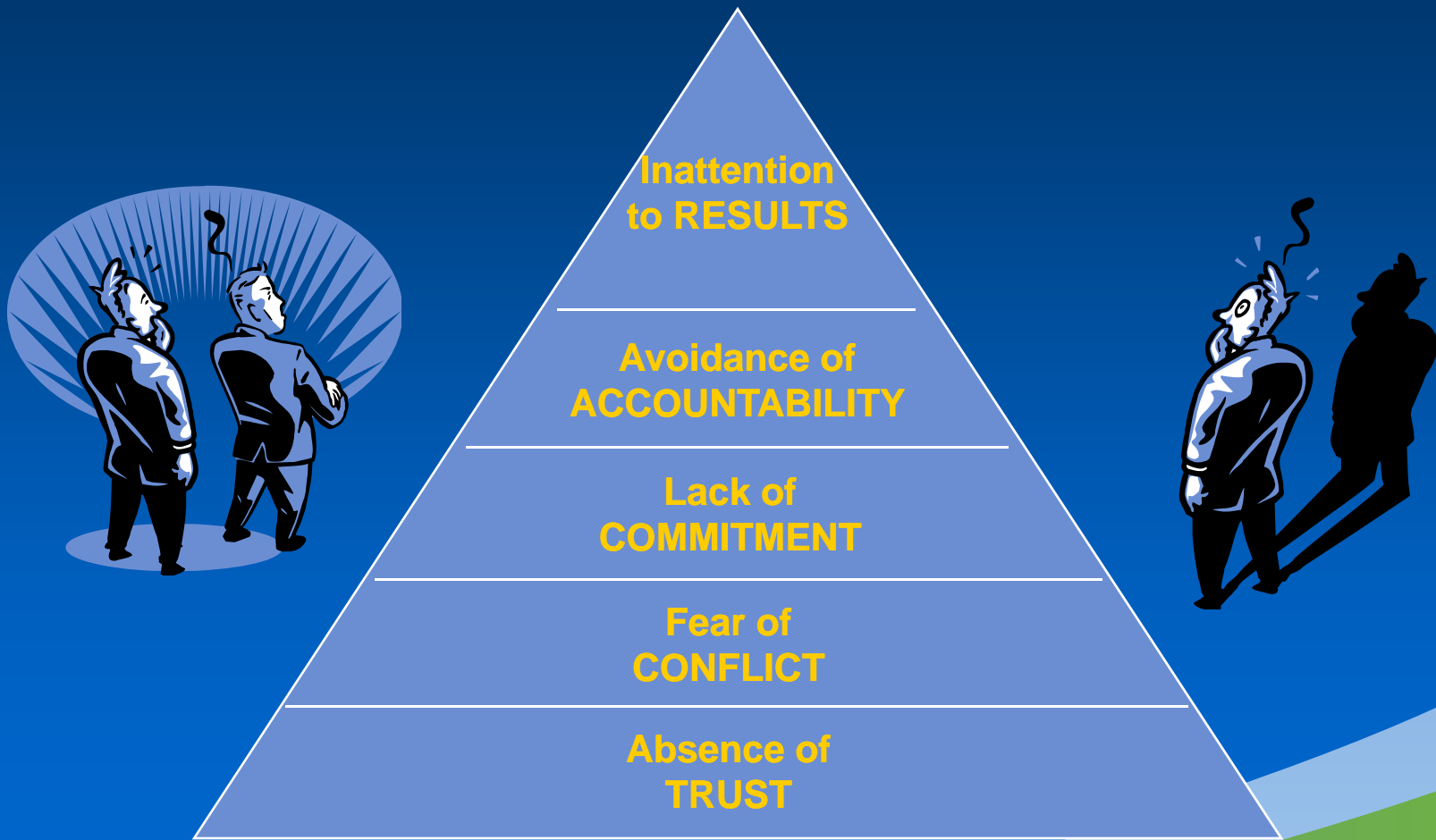
- Who are these people?
- Who are we together?
- Why should we be a team?
- What if we aren't all alike?
- Whom do we trust?
- Where are we going and what is our path?
- How can we work together?
- What lies ahead?
- How can we support each other?



Critical Success Factors

- Results Based
- Customer Focused
- Team Scorekeeping
- Continuous Improvement
- Reward and Recognition
- Systems Alignment

The Five Dysfunctions of a Team



Building A Team

- Clear sense of purpose
- Clear performance goals
- Understand value of a team
- Sense of interdependence
- Hold each other accountable

Team Activities

- Consistent time and place for team meetings
- Purpose and principles
- Ground rules and begin using action record
- Identify customers
- Identify products and services
- Roles and responsibilities
- Identify key players
- Interview customers

Team Activities

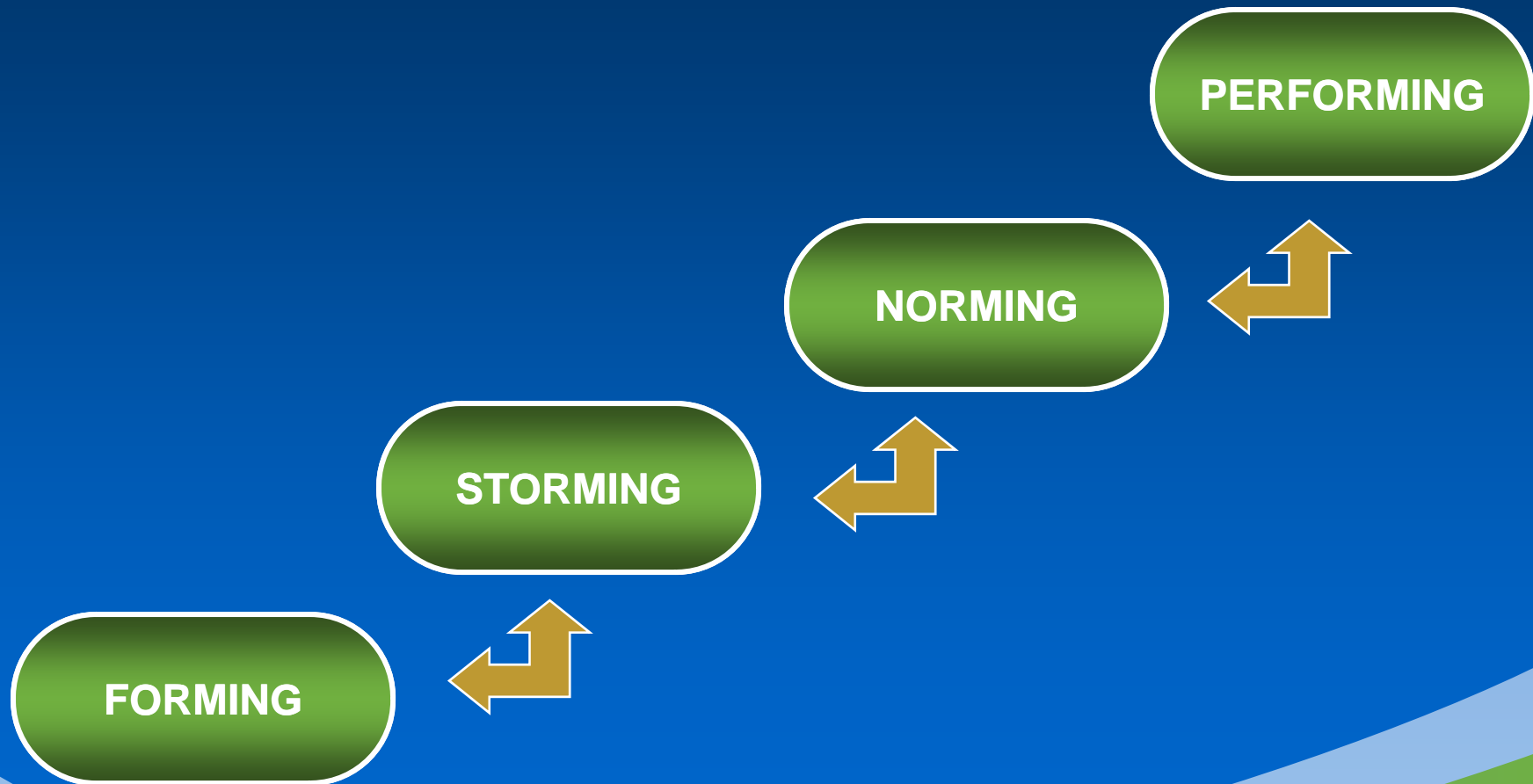
- Identify key processes
- Analyze processes
- Identify business measures
- Analyze customer feedback
- Develop scorecard
- Monitor results
- Recognition

How Good Groups Work

(outlined by Douglas McGregor, drawn from his observations of the management of large companies)

- Informal atmosphere
- Discussion where everyone participates
- Clearly defined objective
- Active listening by all members
- Disagreement exists
- Decisions reached by consensus
- Criticism is frequent and relatively comfortable - no personal attack
- Free expression in feeling and/or ideas on the problem
- Clear assignments are made and accepted
- The leader of the group does not dominate
- The group is conscious of its own operation.

Phases of Team Development



Role of a Facilitator

Facilitation is a way of providing leadership without taking the reins and a facilitator's job is to get others to assume responsibility and take the lead.

- In meetings, two things are going on and need to be managed
 - Content = tasks, subjects, problems
 - Process = How things are discussed
- As a facilitator, your job would be to:
 - Meet members needs and interests
 - Engage members
 - Ensure members have a voice
 - Ensure productive outcomes



Essential Attributes of Effective Meetings

- ✓ Start and end on time
- ✓ Only the people who need to be there
- ✓ Clear, meaningful purpose
- ✓ Realistic agenda
- ✓ Individuals understand/agree on roles and responsibilities
- ✓ Honest, respectful expression
- ✓ Ground rules for interaction and process
- ✓ Understood decision-making process
- ✓ Leadership



Prepare Your Opening Carefully

As a facilitator, starting the meeting in a well thought-out manner will impact the team's ability to reach goals. Meeting participants should understand:

- What the event is
- The reasons they are present
- What the group is expected to do
- How long they will be there
- How they will work together
- Ground rules



Making Interventions

There are often various roles people fall into naturally based on their personality, place in the organization, status, expertise, or relationship to the work at hand. A skilled facilitator must be able to “manage” various aspects of the discussion as they are brought into play during the meeting.

- * Dealing with ideas not in line with meeting objectives:

- Accept an idea without agreeing or disagreeing
- Legitimize the idea by writing it down
- Decide as a team whether it is a priority
- Deal with it or defer the idea to the “parking lot”

- * Review of Common Disruptive Behaviors

Bringing Groups to Closure

A facilitator should be aware of the elements necessary to bring a meeting to closure:

- ✓ Summarize decisions/areas of agreement
- ✓ Identify unfinished business
- ✓ Assign or go over responsibilities and commitments
- ✓ Decide on the follow up
- ✓ Next steps (future session planning, etc)
- ✓ Thank participants for contributing to the success of the meeting

