Sheffield Hallam University

Essentials of Leadership and Management Programme Leading Teams Workshop
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Housekeeping

Objectives

- To identify the key elements of effective teams

- To explore how team development tools can create team purpose, clarity of roles and psychological safety

- To identify how formal structures such as team meetings can be planned to ensure productivity and participation

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Key areas of focus for today

- Team Purpose

- Team Roles

- Team Safety

- Communicating with Teams

Introductions

- Your name

- Your role

- What team/s do you manage or have a lead role in

Team Working - when does it actually work well?

Discussion:

What's your best experience of working in a team?

Describe the key ingredients.

Common Responses

- Really clear purpose; knew what we were doing and why

- Everyone knew theirs and each other's jobs

- No hierarchy - everyone shared the work load

- We were under pressure (important task/short timescales)

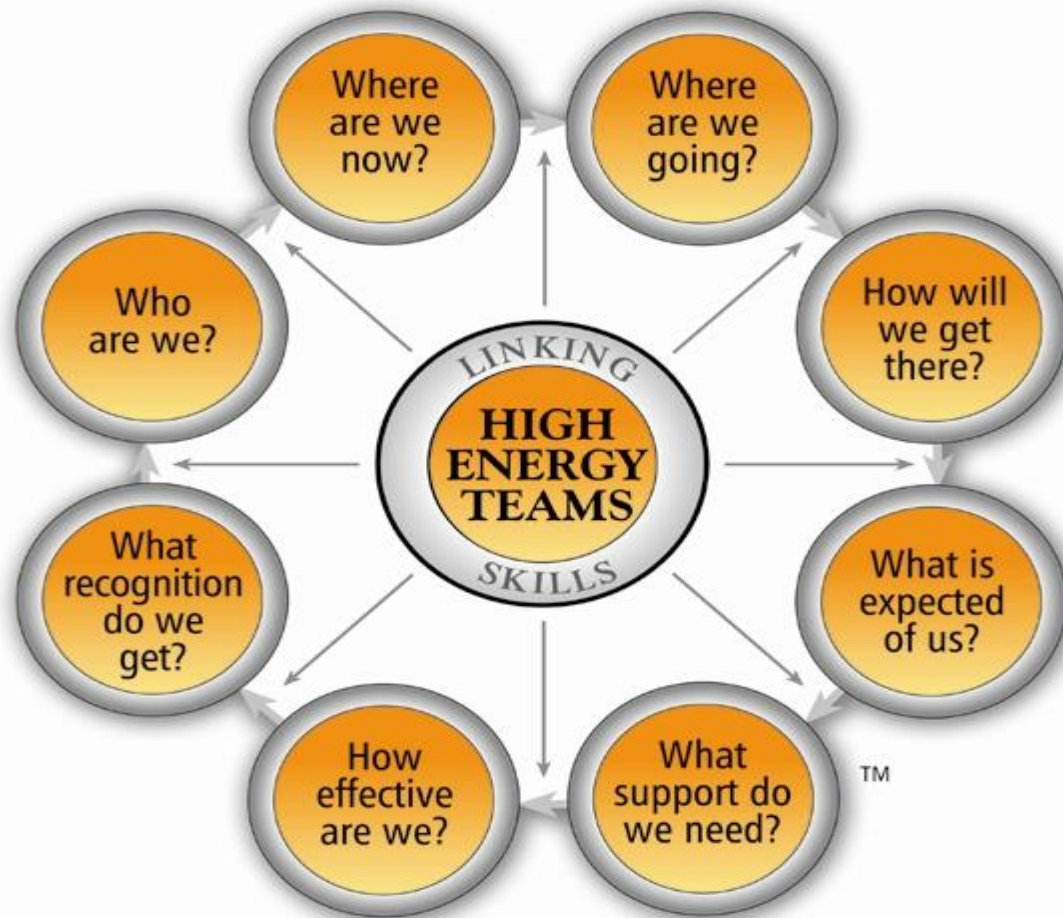- We relied on each other

- It was hard work!

The Purpose Motive

Dan Pink: [Purpose motivation](#)

Discussion:

How would you describe the purpose of your team?

Can you and your team answer these questions?

Mission

- What is the purpose of the team?

- Why do we exist?

- What difference do/could we make and to who?

- Who cares what we do?

- What do *we* care about?

- What do our staff and students care about?

- What excites and drives us?

Comfort break: tea/coffee

The Role of a Shared Vision

What is a vision and why is it important?

"Vision is a destination—a fixed point to which we focus all effort. Strategy is a route—an adaptable path to get us where we want to go."

Benefits:

- Provides clarity of direction,
- creates a shared, binding purpose,
- builds engagement and belief,
- helps empower innovation and decision making,
- provides hope.

Simon Sinek "Start with Why? "

|Vision

The miracle question:

"Tomorrow we wake up and all is as it could be, we are achieving our potential"

- What is different?

- What do we notice?

- What do others see?

- How do others feel?

- What results can we show?

- What makes us special?

- How is it exciting?

The Golden Circle (Simon Sinek)

WHAT ?

HOW?

WHY?

(why is this important to you?)
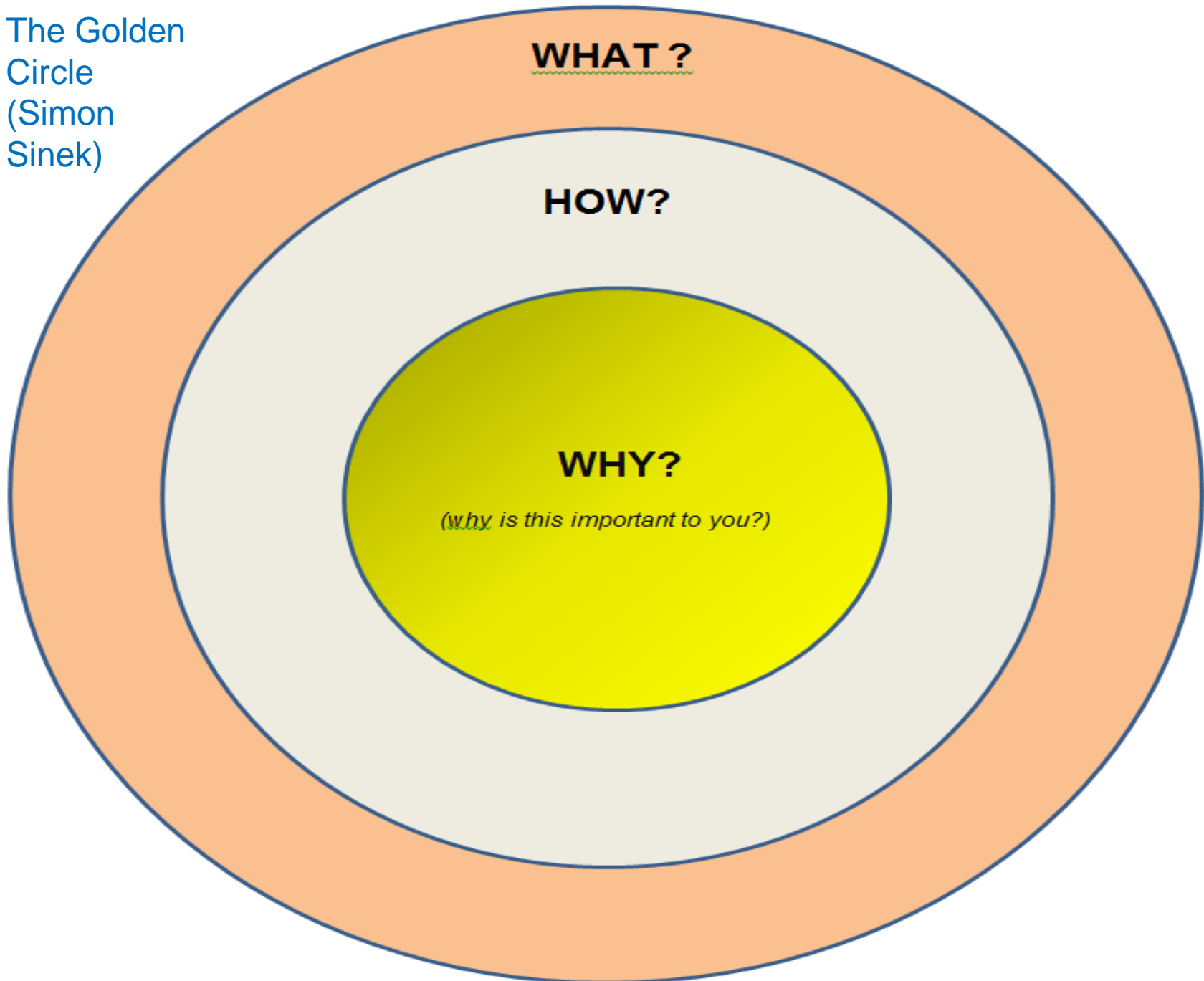
Your Team

- How clear are you on your team purpose and vision?

- How clear is the rest of the team?

Team Interdependence

"... the extent to which team members need to rely on each other to accomplish the team task"

(Schwarz 2017)

Types of Interdependence

Type of Interdependence	Type of Co-ordination
Pooled • combining everyone's separate efforts. • doing the same task in parallel (e.g. data entry) • It works well when the task can be standardized.	**Standardization** • Agreeing in advance on a set of rules and processes that everyone will follow, • everyone's output can be easily combined to achieve the task. • The standardized process remains unchanged as long as the situation is stable.

Sequential

- rely on each other in predictable ways for the flow of information, work and decisions.
- Each person's output becomes the input for the next person in the sequence.
- can be standardized, but other parts need to be modified or customized, depending on the situation or client at hand.

Planning

- coordinating schedules, deadlines, and other relevant information at the beginning of the process,
- as well as outlining cases where the process might need to change.

Reciprocal	Mutual Adjustment
• sequentially interdependent, but in addition, work back and forth. • Team members need to adjust to each others' actions as the situation changes. • Fluid, based on shared understanding and communication	• at any time, any team member may introduce new information which affects who will need to coordinate with whom moving forward. • It can handle the most uncertainty, • also has the greatest risks.

Roger Schwarz (2017)
https://hbr.org/2017/03/is-your-team-coordinating-too-much-or-not-enough

Your Team

- What type of interdependence exists now, if at all?

- What is needed?

Team Roles

Belbin

Research showed that the most successful teams were made up of a diverse mix of behaviours.

Dr Meredith Belbin and his team discovered that there are nine clusters of behaviour - these were called 'Team Roles'

https://www.belbin.com/about/belbin-team-roles/

Team Management Systems (TMSDI)
https://www.tmsdi.com/

|	
Advising	Gathering and sharing information
Innovating	Identifying possible solutions
Promoting	Selling solutions to others
Developing	making the solutions work in reality
Organising	Planning and resource allocation
Producing	Delivering the service
Inspecting	Making sure the service is fit for purpose
Maintaining	Maintaining relationships and infrastructure
Linking	Pulling it all together!

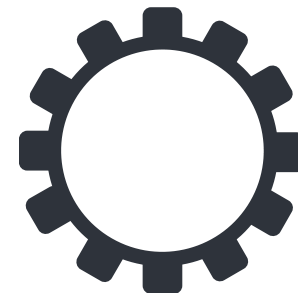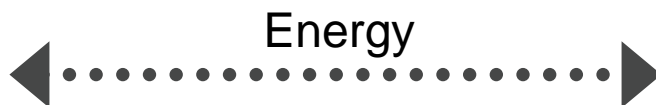# FLEX behavioural styles
Our preferences for…

TASK ← Decision Making → **PEOPLE**
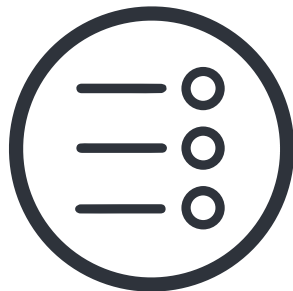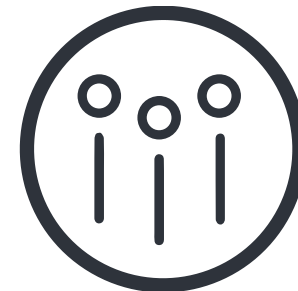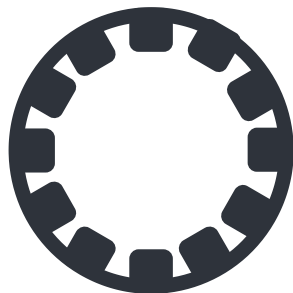
INTERNAL ← Energy → **EXTERNAL**

FLEX behavioural styles

External / Task
Controlling for action, results and control

Internal / Task
Controlling for detail, structure and evidence

F FORCEFUL

L LOGICAL

X EXPRESSIVE

E EMPATHIC

External / People
Controlling for freedom, connection and enthusiasm

Internal / People
Controlling for fairness, values and honesty

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Your Team

- Where are your strengths?

- Where are the team gaps?

Lunch

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Relationships, communication and safety

Google: Project Aristotle

In 2012, the company embarked on an initiative to study hundreds of Google's teams and figure out why some stumbled while others soared

They found that having clear goals and creating a culture of dependability was important but their data indicated that "psychological safety", more than anything else, was critical to making a team work.

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Psychological Safety

"a shared belief that the team is safe for interpersonal risk taking. Being able to show oneself without fear of negative consequences"

Amy Edmondson 2014

Psychological Safety in Teams
Edmondson (1999)

- [Psychological Safety in the workplace](#)

Testing the safety in your team

Can I tell someone that I think they are doing a great job?

Can I tell someone if I think they are messing up?

Can I raise concerns or worries I have?

Can I admit a mistake or ask for help without fear of judgement?

Can I take a risk and feel supported?

Can I genuinely listen to feedback from others?

Teams that lack psychological safety…

Members try to avoid and hide weaknesses and mistakes

People don't ask for help

Hesitate to offer help to others

Jump to conclusions about intentions of others

Fail to recognise and utilise other team members strengths

Waste time managing behaviours

Hold grudges or personal vendettas

Dread meetings and spending time together

MIT's Human Dynamics Laboratory,
directed by Professor Alex Pentland (2014)
Data from 21 organizations with over 2,500 people, the MIT lab has identified five defining characteristics of successful teams

1. Everyone on the team talks and listens about the same amount as others, and their contributions are relatively short and to the point.

2. Members face each other while engaging in conversations that can be characterized as energetic.

3. Members connect directly with everyone in the group and not just the team leader.

4. Members carry on back-channel or side conversations within the team.

5. Members occasionally explore outside the team and bring information back.

Your Team

- How psychologically safe is it?

- What characteristics do you recognise?

- What needs attention?

Building Psychological Safety

1) Role Clarity (purpose, role boundaries, shared understanding)

2) Peer Support (121 relationships, offering help, asking for help)

3) Interdependence (shared responsibility, relying on each other, honest expectations)

4) modelling curiosity and vulnerability (openness to learning, avoiding blame,)

Understanding each other Exercise

In pairs discuss:

• what are you most proud of?

• what frustrates you most?

• who knows you best, what would they say about you?

• what one thing would you like others to know about you?

Listen well

• be present
• be interested
• be curious (don't judge)

Comfort break: tea/coffee

| Communicating

7 Layers of Social Dialogue

- Social

- Technical

- Tactical

- Strategic

- Self-Insight

- Behaviour Change

- Integrative

Communicating with teams

- Team Meetings

- Team Coaching

- Communication Networks

Why are Team Meetings Important?

Exercise - In small groups, consider the following:

Think of the team meetings you attend - as a manager, or a participant

On your own and on post-it notes:

        - list 3 things that work well in these meetings and
        - 3 things that don't work well

Once everybody has written their post-its, explain them to your colleagues. **Group into themes** - one list for what works well, one list for what doesn't.

      Briefly discuss what conclusions you can draw from this

Conclusions

Team meetings are often treated simply as an information-share rather than a productive space for doing work collectively. However, when used differently, team meetings can be used as a mechanism for building a better-connected, more coherent, united team that has a strong sense of purpose and collaboration.

Meeting Tools and Techniques

Discuss

What meeting tools or techniques are you aware of or have you used in the past?

What were the benefits of working in this way?

Meeting Tools and Techniques

There are a number of tools and techniques that can help the team get work done, build collaboration and increase efficiency at a team meeting. These include:

- Using an agenda
- Round robin
- Brainstorming
- What-who-when
- Coaching - 3 stage model

Round Robin

- Round robin is an iterative technique for generating and developing ideas in a group

- Central theme, question or issue

- One team member leads by offering a thought or reaction while other team members *remain quiet*

- Other participants contribute individually

- Facilitator records insights and central points

- Concludes with a group discussion

- What do you/don't you like about it?
  - When could you use it?

Brainstorming

Brainstorming is a problem solving/solution finding technique which can be used by a team to share ideas and possibilities with others.

It:

- Includes everyone

- Focuses the mind

- Encourages Creativity

- Encourages listening and information sharing

- Maximises on ideas and possible solutions

- Minimises the risk of overlooking elements of the issue under question

Brainstorming

Tips:

- Use a flipchart
- Define the problem or situation at the top of the page
- One person to scribe and use post-its
- Examine all possibilities and clarify, amend, accept or reject
- Reverse brainstorm and of all the possibilities look at the problems associated with them

What-Who-When

To help capture actions emerging from a meeting. Capture the actions on post-its as the meeting progresses, and schedule ten minutes at the end of the meeting to organise these ideas into 3 columns - what, who, when.

Exploration

> Let's explore this issue
>
> Tell me about your experience of…
>
> Tell me about your understanding of…
>
> What I understand you to be saying is…
>
> ….seems to be the central issue that we are discussing

New Understanding

> That looks like a viable option, is there any more information that we could share?
>
> What is there to learn here?
>
> What's the most important thing to work on?
>
> Do you feel that what we have talked about is helping?

Action planning

> Let's spend some time talking about a plan of action
>
> What do we need to do first?
>
> What can I do to help us achieve this?
>
> Who else can help us achieve this?

- Ask team members to provide:
  - Three positive things you can say about the team
  - Three concerns/challenges you believe are facing the team

- Collate before the meeting and present back to the group anonymously as themes (on flip charts). Discuss the concerns/challenges and decide what action needs to be taken to address them. Explore consequences of decisions made - costs and benefits.

- Be solution focused than problem focused.

"What got you here, won't get you there!" (Marshall Goldsmith)

Team coaching in meetings

Don't forget to include:

Appreciation of one another and the team as a whole

Focus on what the team is like when you are at your best

Understanding one another's values

Knowing yourself and others and identifying behaviour patterns

Feedback to one another

Celebration of achievements and team timeline

Wheel Network - Relies on a crucial person to act as the central channel for the group's communication for that task. It is fairly centralised in that most messages must flow through this person in the network. Good for simple tasks

Wheel
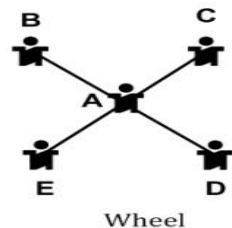
All Channel Network - Communications flow upward, downward and laterally among all members of the group. All team members can communicate. Good for complex tasks

All-channel or open
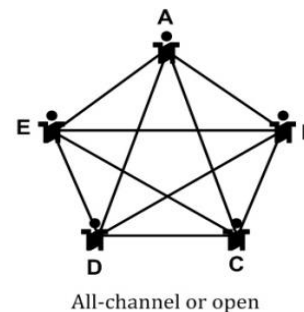
Meeting Tools and Techniques

Discuss

- Which technique did you like the most, and why?

- Which of the techniques could you see yourself using at future team meetings?

The Difference Between Leadership and Management

	Leadership Is About ... Coping With Change	Management Is About ... Coping With Complexity
What are we setting out to do?	► **Establishing Direction** Developing a vision and strategies to achieve that vision; setting high but reasonable standards	► **Planning and Budgeting** Establishing detailed steps and timetables and allocating resources
How do we deliver results?	► **Aligning People** Communicating direction to influence creation of teams and coalitions that understand vision and strategy	► **Organizing and Staffing** Establishing a structure to achieve the plan; delegating authority and providing policies and processes
How do we make it happen?	► **Motivating, Mentoring, Inspiring** Energizing people to develop and overcome barriers to change	► **Controlling and Problem Solving** Monitoring and organizing
What are the outcomes?	► **Producing Change** Often to a dramatic degree, such as cultivating new services and new approaches	► **Producing Predictability and Order** Consistently achieving budgets and targets

Source: Based on materials in John Kotter's "What Leaders Really Do,"
Harvard Business Review, December 2001.

Leaders versus managers
Adapted from Gill (2006), Rajan (2000)

Managers

- Are good soldiers
- Ask how and when
- Administer
- Rely on control
- Have short-term views
- Eye the bottom line
- Accept the status quo
- Focus on structure
- Command
- Imitate
- Do things right
  Management creates a 'PUSH'

Leaders

- Are their own persons
- Ask what and why
- Innovate
- Inspire trust
- Have long-range perspective
- Eye the horizon
- Challenge the status quo
- Focus on people
- Communicate
- Originate
- Do the right things
  Leadership creates a 'PULL'

Leadership Model

Six Styles of Leadership

Daniel Goleman (2000) Leadership That Gets Results

- Develops
- Performance/long term strengths
- Positive impact

- Harmony/emotional bonds
- Motivate during stressful circumstances
- Positive impact

- Mobilises
- New vision/clear direction
- Strongly positive

- Participation
- To get input from valuable employees
- Positive impact

- Sets high standards
- To get quick results from motivated/competent team
- Negative impact

- Demands immediate compliance
- Crisis/kick start a turnaround/problem employees
- Negative impact

Reflections

What will you do differently as a result of this session?

Thank You

Evaluation form