



The Soupy, Murky World of Teams and Why They Are Killing Your Business

Michael S. Holland

Bishop House Consulting, Inc.

www.BishopHouse.com

About Bishop House Consulting

Bishop House Consulting is the premier leadership development and organizational consulting firm working with companies in New York's Capital Region and Tech Valley. Founded by Michael Holland in 1999, the firm has grown steadily, maintaining trusted, long term relationships with clients. Bishop House coaches, trainers and consultants are well regarded as thought leaders in developing effective executives and managers, building cohesive teams, and navigating organizational change.

Bishop House Consulting helps leaders, teams and companies increase their effectiveness through exploration of personal communication styles and team dynamics with **Everything DiSC**® assessments and training solutions. Bishop House Consulting is an independent Authorized Distributor of **DiSC**® products and services.

| | | | |
|--------------------------|--|--|----------------------------------|
| <u>Topical Workshops</u> | Managing Remote Employees January 24 th | Establishing Your Vision February 21st | Managing Up March 21st |
| <u>8 Week Program</u> | Building New & Maturing Leaders Training Program – Starts the morning of April 16 th | | |

The Real Teams of Tech Valley



Real Team in Action

- Unresolved Conflict
- Cordial Relationships
- Producing at 70% Capacity
- Dis-engaged
- Latent Cognitive Capacity



Teams are all Over Our Businesses

Infrastructure Team

Leadership Team

Executive Team

Annual Picnic Team

IT Team

Customer Service Team

Software Team

Sales Team

PMO Team

Process Improvement Team

HR Team

Riding Waves and Building Teams



Riding waves at the beach is a lot like building a team. You rush to catch a lot of waves just before they are perfect or you hesitate just a bit too long and are late to catch great waves. But every now and then, you see a sweet wave approaching, you stage yourself just right and at the perfect spot to catch the full momentum of the wave's energy. You accelerate your paddling and kicking at exactly the right time to ride the full wave all the way to the beach.

Ever been on a team that is perfectly aligned to accelerate with all their resources to catch the full energy of the organization's momentum? It's a tremendously empowering event.

How About That Rogue Wave



Then there are those times when you are focusing on the big house on the shore a rogue wave sneaks up on you and totally destroys your sense of reality.

Ever been on a team that gets slammed by the unseen wave? It's a terrifying and fearful event.

Keep your team in the water and keep practicing the basics of building cohesive teams to enrich the instincts, muscle memory and perspective of the environment which will allow your team to get better.

Miracle on Ice



1980 USA Men's Ice Hockey Team

A group of hockey players who became a team and caught the perfect wave at just the right time coalescing their combined talent to be greater than any believed possible.

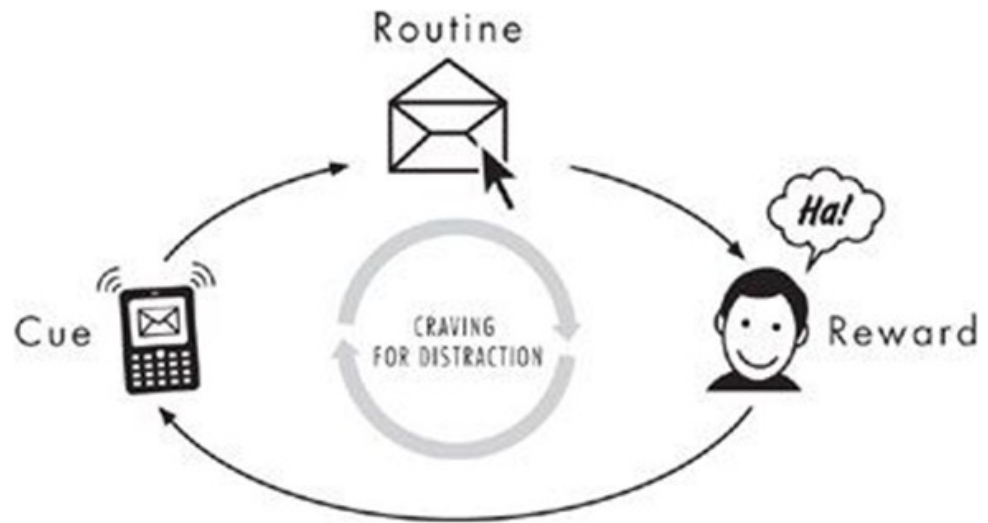
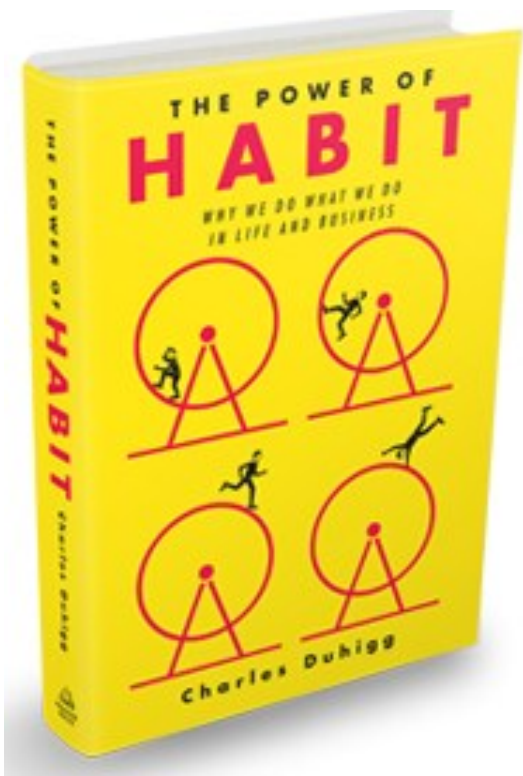
[Learn more about this team and their success.](#)

Get Naked to Build a Cohesive Team

Figuratively speaking, our inability to allow others to get to know us limits the opportunity for building trust which in turn severely limits the cohesion of the team.



The Power of Habit

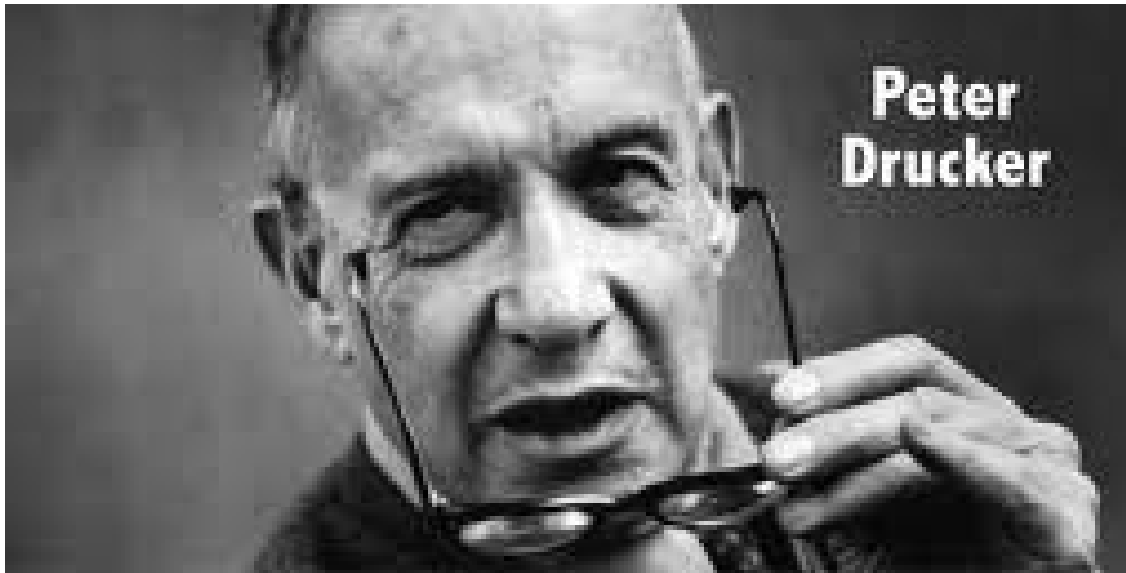


The Power of Habit – Charles Duhigg

Behaviors and Habits of Extraordinary Teams

- Communicate Effectively
- Committed and Accountable to Team Results
- Quantifiable Goals and Milestones
- Well Defined Roles
- Share Resources, Leverage Strengths
- Discourage Big Egos
- Ownership
- Transparency

Drucker's Team Taxonomy



Peter
Drucker

**“Plans are only good intentions
unless they immediately
degenerate into hard work.”**

Fixed Position Teams – Surgical Teams

- Members are relatively independent of one another, however dependent upon one another.
- They infrequently interact together all at the same time – each doing their own job, playing their own position.
- Leader clarifies goal/vision, defines success for overall team and coaches individual performance.
- **Positive:** You can select a “star” for each position; each person can be evaluated separately; individually each person can achieve their maximum potential
- **Negative:** Inflexible – cannot easily move people from one position to another

Parallel Teams – Symphony Orchestra, Football

- Team members work in parallel following a specific set of directions.
- Members are part of a sub-teams—offense, defense, and special teams, woodwind section, percussion section, etc.
- May be able to support each other in sub team; however positions on full team are not interchangeable.
- Leader coaches individual, sub team and team performance.
 - **Positive:** More flexible, players working simultaneously, can “cover” for one another more easily
 - **Negative:** Stringent specifications required – play book, music; leader direction limits individual creativeness unless a “solo” is called for

Innovative Teams – Soccer Teams

- All members play on the team as a whole.
 - Team members are very dependent upon each other.
 - Every player is involved in all aspects of the game; division of effort is meshed into a single coordinated result: where the whole is more than the sum of its individual parts.
 - Leader must focus on combining strengths and weaknesses of team members.
-
- **Positive:** Whole is more than sum of its parts; can focus on full team's strengths and weaknesses – rotate positions
 - **Negative:** Takes a long time to get a smoothly operating team of this type

Stages of Teams

Toddler Stage



Awkward Teenager



That Awkward Teenager Team Stage

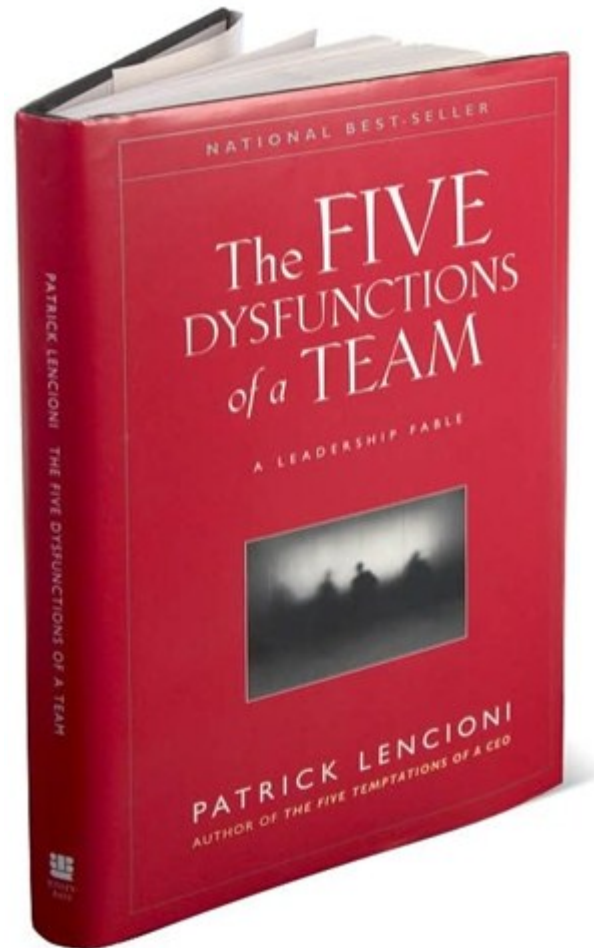
Work teams are living, breathing organisms and like humans they grow up through time. Well, at least most teams grow up through normal plateaus. As these teams form during the toddler phase, they are so much fun, open to learning, inquisitive, seeking to get to know each other. The toddler team will try out new behaviors and openly accept new members.

Teenager teams are a bit different. These teams are rebellious; team members know it all, have seen it all and constantly roll their eyes. They are in an awkward stage of feeling self-sufficient yet not quite mature. Team members form small cliques blocking open communication and ostracizing those individuals who don't quite fit. There's tremendous posturing, bravado and insecurity.

Have you ever had the opportunity to see how a group of teenagers react when suddenly presented with a group of toddlers? Amazingly the mood opens up, smiles appear, voices change, patience is readily available, teaching moments prevail. The toddlers break down the barriers and the bigger kids – those teenagers – start to have some real, honest to good fun

Is your team in that awkward teenager stage? Spice it up with a group of rookies. Or at least go visit a day care facility or a kindergarten class for some team building and bonding.

Patrick Lencioni



Lencioni's Team Model



Results of a Team Assessment via the Lencioni Model



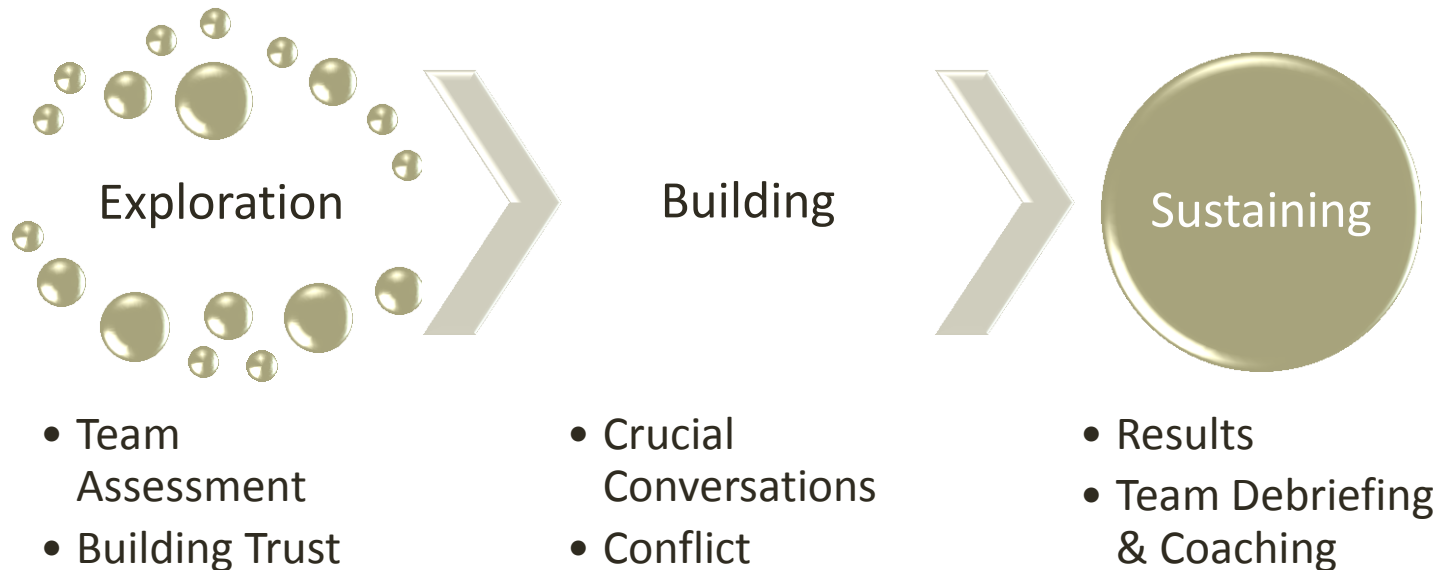
[Click here to see a sample of a full Team Assessment Report](#)

We Find Most Clients Need Focus on These Areas



Building Cohesive Teams

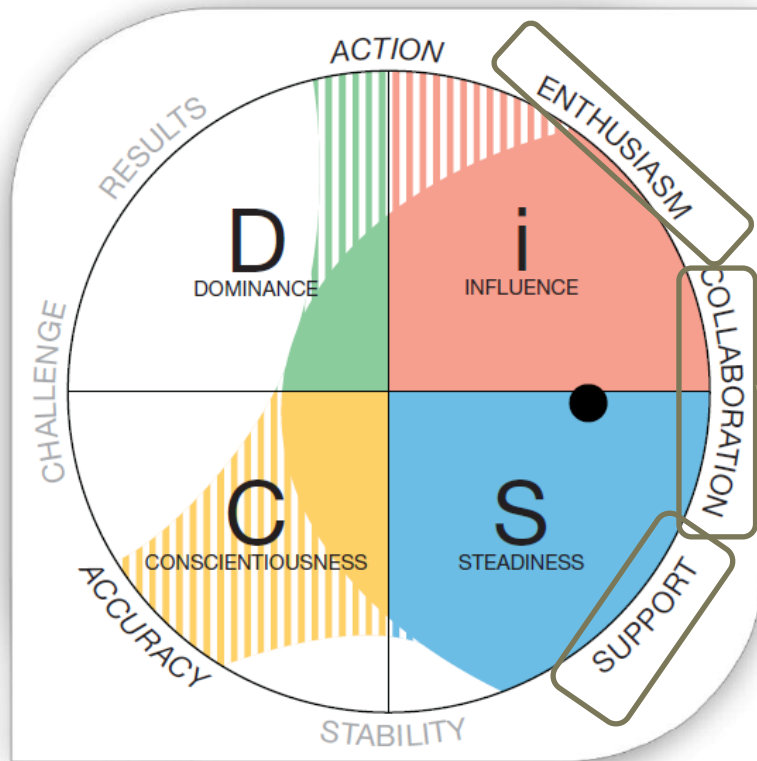
Exploring the foundational aspects of teams



Building Trust Through Relationships

- Create the opportunity to build relationships (structured and unstructured).
- Build trust. . . .What builds trust? What destroys trust?
- Enable opportunity to problem solve together – handle conflict effectively.
- Be thoughtful in how new team members are integrated into the team
- Do Improv

Utilize Assessment Tools to Enable Self Awareness

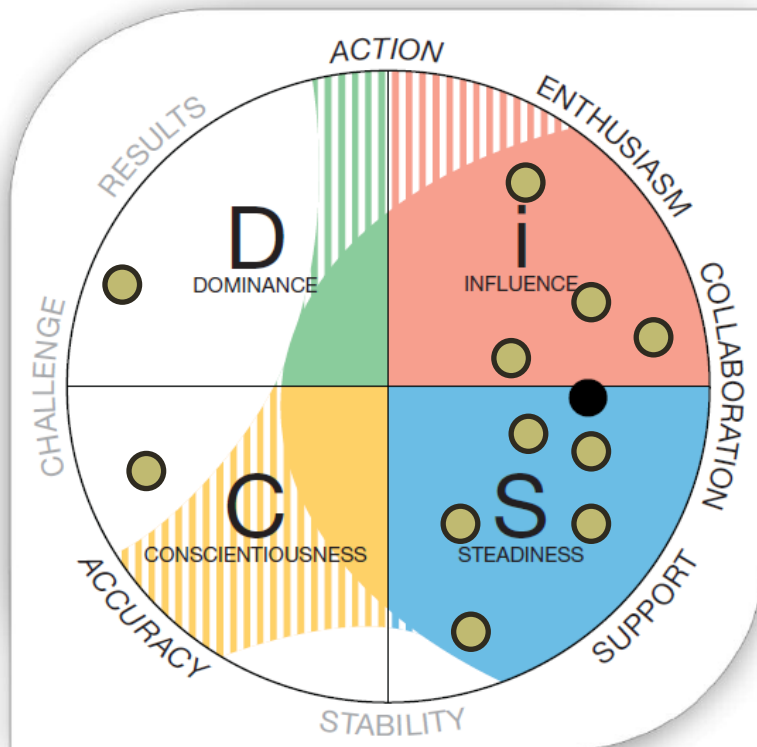


Team members utilizing the *Everything DiSC Workplace*, discover their preferred communication styles and learn how they affect their workplace **priorities** and relationships.

Priorities

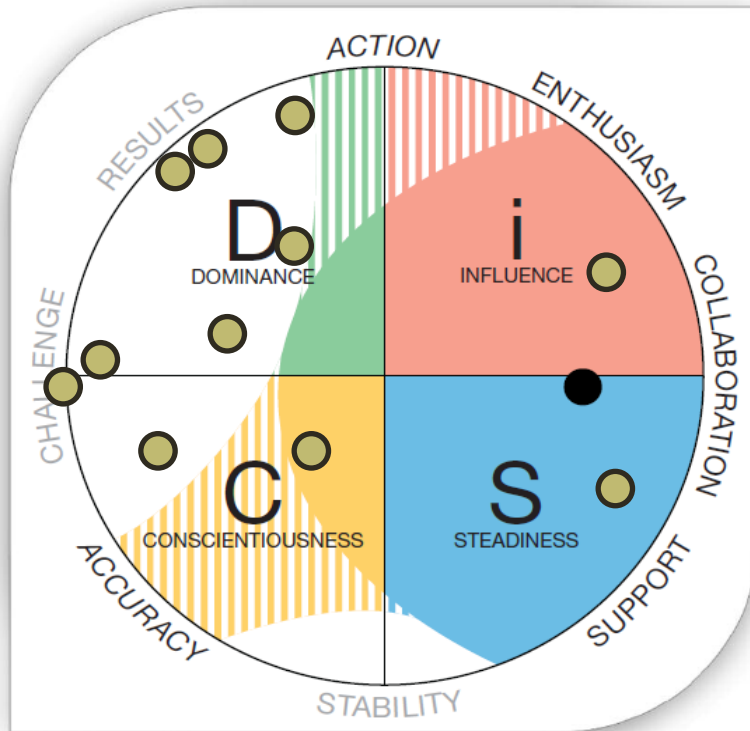
[See a Sample Everything DiSC Workplace Profile](#)

Ashley's Team Composite – V1



A team composite can reveal how well Ashley may connect with her teammates from a preferred communications perspective. On this team, Ashley would likely feel very connected given the large grouping of peers with similar styles.

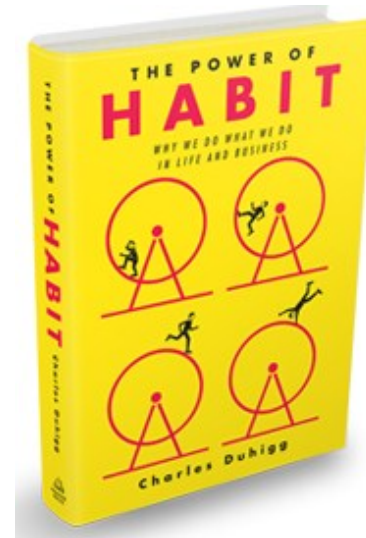
Ashley's Team Composite – V2



On this team, Ashley might likely feel dis-connected from the group given the large grouping of peers with dissimilar styles.

She and the team can be high performing if they become aware of and leverage the value of the different styles.

Team Habits & Behaviors



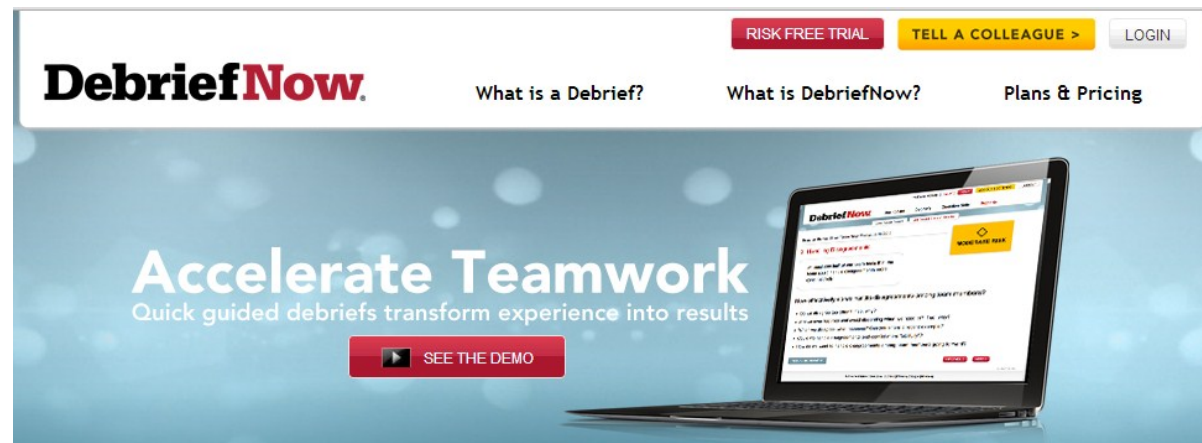
Think through your team's behaviors and habits. Which habits are healthy? Which habits are holding your team back?

What behaviors could you create, implement, instill to enable your team to self correct and grow?

DebriefNow

[Dr. Scott Tannenbaum](#), and his team at The Group for Organizational Effectiveness, are beta testing a fantastic application they've developed called [DebriefNow](#) which enables debrief processes for teams. A debrief is a simple, yet powerful tool that enables a team to self-correct, gel as a team, and enhance their performance.

During debriefs, team members **reflect** upon a recent experience, **discuss** what went well and **identify opportunities** for improvement. They attempt to build a common understanding—by clarifying roles, priorities and goals—remove obstacles to collaboration, and **reach agreements** about how to ensure future success.



The image shows a screenshot of the DebriefNow website. At the top, there is a navigation bar with the DebriefNow logo on the left and three links: "What is a Debrief?", "What is DebriefNow?", and "Plans & Pricing". To the right of the logo are three buttons: "RISK FREE TRIAL" (red), "TELL A COLLEAGUE >" (yellow), and "LOGIN" (grey). Below the navigation bar is a large blue banner with the text "Accelerate Teamwork" in large white font, followed by "Quick guided debriefs transform experience into results" in smaller white font. A "SEE THE DEMO" button with a play icon is positioned below the text. On the right side of the banner, a laptop is shown displaying the DebriefNow application interface, which includes a "RISK FREE TRIAL" button and a "TELL A COLLEAGUE >" button.

DebriefNow Scorecard

Session Name: Proj Team Early 6-4-12

16. Scorecard

HIGH RISK TOPICS 58% ▲
MODERATE RISK TOPICS 33% ◆
LOW RISK TOPICS 8% ▼

| | |
|--|------------|
| Communications within Team | HIGH ▲ |
| Type and Number of People | HIGH ▲ |
| Project Leader Provides Big Picture | HIGH ▲ |
| Initial Project Goals and Deliverables | HIGH ▲ |
| Ample Time to Fulfill Role | HIGH ▲ |
| Milestones and Measures Identified | HIGH ▲ |
| Project Team Guidelines | HIGH ▲ |
| Sponsor Support - Initial | MODERATE ◆ |
| Preliminary Plans | MODERATE ◆ |
| Access to Resources | MODERATE ◆ |
| Own and Others' Role Clarity | MODERATE ◆ |
| Anticipating Potential Obstacles and Risks | LOW ▼ |



DebriefNow Session Details

Session Code: ecofcsje
Session Name: Proj Team Early 6-4-12

Number of Respondents: 5
Last Response Time: 6/5/2012



**PRINT
SCORECARD**

DOWNLOADABLE FULL SESSION GUIDES:



ADOBE
PDF GUIDE
Get Adobe Reader [here](#).



INVITE PEOPLE TO
SEE RESULTS BY EMAIL

Teams Can Benefit From Debriefs

- **The leadership team** that is not getting along—a dynamic that is interfering with its effectiveness.
- **The project team** that just got underway—and wants to get off to a good start.
- **The sales team** that isn't hitting their numbers—may be suffering from internal differences, or inconsistencies in presentation.
- **The product development team** that has reached the midpoint in a project, and wants to check in and make adjustments as needed.
- **The geographically dispersed work team** that needs to be fully coordinated in order to be successful.
- **The information technology team** that has just completed an assignment and wants to identify lessons learned for future efforts.
- **The service team** that needs to work well together to provide effective support to its customers.

DebriefNow – Sample Question

DebriefNow. Dashboard Debriefs Question Sets Reports

Session Name: Proj Team Early 6-4-12

7. Milestones and Measures Identified

Your team's responses strongly suggest that milestones and measures for the project may not have been identified yet or are insufficient to adequately assess progress.

HIGH RISK

To what extent have we **established key indicators of progress** for this project?

- Will the milestones and measure that we established be **useful indicators** of project progress? If not, why not? What did we miss?
- What do we need to do to **develop new indicators of progress**, modify our current ones, or communicate them more clearly?

[RETURN TO SUMMARY](#) [< PREVIOUS](#) [NEXT >](#)

The Art of Running Great Team Meetings

- **Make it Random** – Create seat labels/identifier cards. Shuffle the deck ahead of the meeting and have team members pick a card upon arrival. The card will tell them where they will sit for the meeting.
- **Make it Dynamic** – Utilize the first 8 minutes of your meeting to list out the top 3 agenda items that are important to each attendee. Write the items on the white board or easel allowing each attendee to provide at least 1 item but no more than 3 items. Use a simple voting system to prioritize the items.
- **Tell Stories** – Team cultures are built upon the behaviors and history of the team. Take advantage of opportunities to tell war stories of the team's perseverance through challenges of years past. Make a point to play up the heroes and the drama of the events.

The Art of Running Great Team Meetings

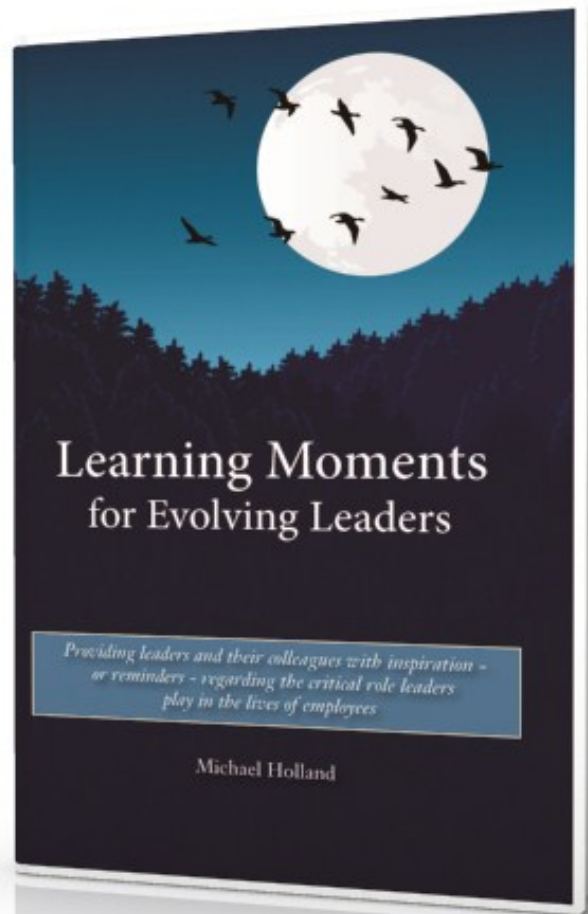
- **Play a Game** – At the start of a team meeting or in the middle of the day play a quick round of “minute to win it” games. Utilize the energy boost to awaken the spirit of team.
- **Starbucks Moment** – Have each team member prepare a short summary of how they would describe the purpose of their team to a stranger they met in line at Starbucks.
- **Watch a Movie** – Over several lunch hours have your team watch the movie *Miracle on Ice*. The movie will awaken the drive to succeed as a team rather than individually.
- **Pick a Team Mascot** – Use the mascot as a symbol of great effort for the team giving the mascot to a team member every two weeks to keep in the office or cubicle. Fully play up the focus on the mascot with a team fight song, video or Facebook page.

Your Charge...

Do One Thing

Learning Moments for Evolving Leaders

Now Available
on Amazon!



About Michael Holland

[Michael Holland](#) unravels the mysteries of leadership. Michael is a professional executive coach and trusted advisor to executives who seek to become better leaders and build cohesive teams. Michael's wisdom and insight are the product of 25 plus years of leadership experience and an uncanny, natural ability to perceive the questions that need to be asked.

Michael founded [Bishop House Consulting, Inc.](#) in 1999 to provide organizational leadership expertise and team development services to companies experiencing dynamic change. Michael has provided distinguished executive coaching services to well over 300 leaders in organizations, ranging from start-ups to multi-billion dollar corporations. Michael earned his MBA from the University of Baltimore and is the author of *Leadership Learning Moments*, a weekly inspiration – or reminder – regarding the critical role leaders play in the lives of employees.

In addition to his role leading Bishop House Consulting, Michael serves on the Area Committee for [Young Life Capital Region](#), invests his time and energy instigating men who seek more purpose in life, is a member of Grace Chapel of Clifton Park, and is active in the Burnt Hills, NY community where he lives with his wife and their three kids.

Michael's newest book, [Learning Moments for Evolving Leaders](#), is now available on Amazon.com!