



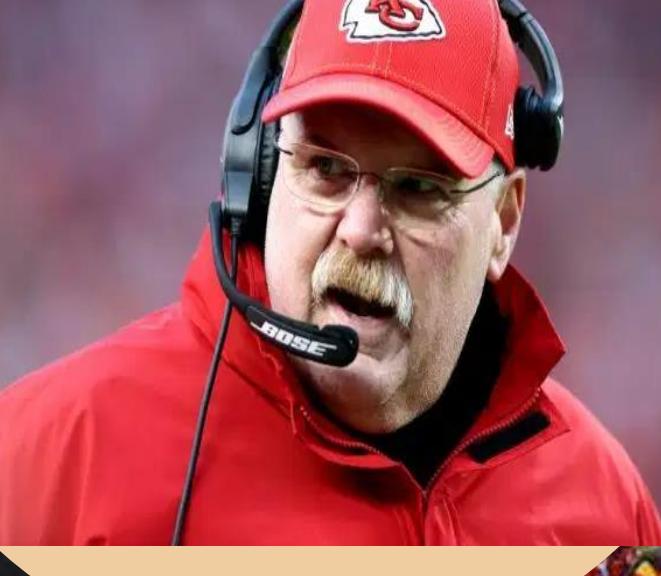
TEAMBUILDING

A Manager's Self-Assessment

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Managing Partner*









Do You Manage a Group?

Have you stopped to think what this same group should be achieving if they become a stronger team rather than just a group of workers?

Does your group understand the goals that exist for your company, your division, your department, your small business and do you see evidence of them working towards achieving those goals?

Groups versus Teams

Groups

versus

TEAMS

- Individuality
- Approach job as simply a hired hand
- Members distrust each other and even manager
- Expression of opinion is viewed as unwanted or divisive
- Game Playing, politics and back stabbing
- May receive training but limited in applying it
- Conflict resolution is avoided by manager
- Conformity often appears more important than participation

- Members recognize interdependence but important of personal and team goals
- Members feel sense of ownership
- Members contribute
- Members work in climate of trust
- Members practice open and honest communication
- Members encourage one another and receive support
- Members are encouraged to develop skills
- Members recognize conflict as normal aspect of interacting with people that different and look to resolution
- Members participate in decision and ideas

What things could you be doing that will absolutely kill teamwork



YOU
The Manager / Leader

What things could you be doing that will absolutely kill teamwork?



Do You have:

- An unwillingness to share the company goals or speak of goals in a way that they are unclear?
- Do you allow members to distract from your vision, direction and goals?
- Do you walk around your department looking to find people at fault?
- Do you think involving others in problem-solving is a waste of time or only your job responsibility?
- Do you ignore conflict?
- Are you insecure in your managerial role that you do not like to hire people smarter or more skilled than you are?
- Do you feel you are baby-sitting?

Some key management team building characteristics you would want to have are:



- Be a visionary about what your team can achieve
- Inspire
- Open Communication
- Delegation
- Don't relinquish responsibility but get commitment and involvement
- Positive reinforcement
- Praise and affirmation
- Be willing to assign mentors/coaches
- Not afraid to reprimand
- Timely Conflict resolution
- Respect
- Never break promises or commitments- do what you say

3 contrasting examples



WHAT CAN TEAM BUILDING DO FOR YOU?!

- Team members understand one another's priorities and role and help or support each other when the going gets tough.
- Communication is open. You get a lot more expression of ideas, willingness to do more, enthusiasm, improved work methods, more expression in problem-solving rather than just giving the problems to you the manager.
- Goals and performance parameters are understood and you will get more self-monitoring of performance by the team members.
- Goals are realistic and attainable because the team has buy-in.
- Team members become more disciplined.
- Team members follow guidelines and instruction better but also not afraid to offer alternative methods and better ways to achieve.
- Respect for each other and respect for the manager is heightened.
- Rewards and gratification for achieving deadlines, targets and goals.

SUCCESS

It is Time for

Self-Assessment

#1

ATTITUDES OF AN EFFECTIVE TEAM LEADER



1 ATTITUDE OF AN EFFECTIVE TEAM LEADER

2 The following attitudes support effective team building. How do you rate yourself? Place our rating number 7 in the 7 column, 3 6 in the 6 column and so on. This spreadsheet self-calculates at the bottom. If you do it manually, you will have to add up the 4 number.

	7 is high, 1 is poor:	7	6	5	4	3	2	1
When I select employees I choose those who can meet the job requirements and work well with others.								
I give employees a sense of ownership by involving them in goal-setting, problem solving and productivity improvement activities.								
I try to provide teamspirit by encouraging people to work together and to support one another on activities that are related.								
I talk with people openly and honestly and encourage the same kind of communication in return.								
I keep agreements with my people because their trust is essential to my leadership.								
I help team members get to know each other so they can learn to trust, respect and appreciate individual talent and ability.								
I insure employees have the required training to do their job and know how it is to be applied.								
I understand that conflict within groups is normal, but work to resolve it quickly and fairly before it can become destructive.								
I believe people will perform as a team when they know what is expected, and what benefits will accrue from it.								
I am willing to replace members who can not or will not meet reasonable standards after appropriate coaching.								

- [Build a Climate for Motivation](#)
- [Strengthen Your Organization Skills](#)
- [Become an Effective Planner](#)



- Build Trust
- Training Useful for the Team
- Be Collaborative

15 Ingredients for TEAM BUILDING

1. Become an Effective Planner
2. Strengthen Your Organization Skills
3. Build a Climate for Motivation
4. Create a Control System that will assure Goal Achievement
5. Select Qualified People and Avoid Bad Hires
6. Make Training Useful for the Team
7. Make Commitment Possible through Your management style
8. Involve Team in Goal Setting
9. Teach Problem Solving Techniques rather than Just Problem Identification
10. Be Collaborative
11. Open Communication-Provide and Receive Feedback
12. Resolve Conflict Among Team Members
13. Build Trust
14. Find the “positive” in team members and accentuate it
15. Be more than a manager be a coach and leader.



It is Time for

Self-Assessment

#2



1	15 INGREDIENTS TO TEAM BUILDING SELF-ASSESSMENT		
2	Place a check mark in the appropriate box to check your proficiency.		
3	EFFECTIVE PLANNING SKILLS		
4	Interpreting goals which are passed down to me as the result of planning at higher levels ?	Do Well	Should Improve
5	Articulating organization needs & goals (including those of the team) into team goals and objectives?		
6	Formulating implementation plans by examining alternatives and selecting activities which lead to successful results?		
7	Identifying resources needed to achieve goals (people, time, money, materials and facilities) and insuring they are available?		
8	Delegating some of my responsibilities to others in the team, assigning deadlines and holding them accountable?		
9	Establishing time lines and completion target dates for the team?		
10	Determining standards of performance and how results will be measured?		
11	Do I have a plan for rewards and/or consequences for failure?		
12	TOTALS		
13	STRENGTHEN YOUR ORGANIZATION SKILLS		
14	I can divide work into logical tasks and groupings.	Do Well	Should Improve
15	I know how to secure the resources required to achieve goals.		
16	I am comfortable assigning tasks, resources and responsibility to team members on the basis of functions and skills.		
17	I can establish guidelines in order to coordinate activities between team members and other groups involved with the outcome.		
	I make it a practice to design information systems which assure appropriate		

CONFLICT RESOLUTION IN TEAMS

5 STYLES

1. AVOIDANCE

- Non confrontational; Ignores or passes over issues and denies issues are a problem.

2. ACCOMMODATING

- Agreeable, non-assertive behavior. Cooperative even at the expense of meeting goals.

3. WIN/LOSE

- Confrontational. Assertive and aggressive and must win at any cost.

4. COMPROMISING

- Important all parties achieve basic goals and maintain good relationships. Aggressive but cooperative.

5. PROBLEM SOLVING

- Needs of both parties are legitimate and important. High respect for mutual support. Assertive but cooperative.

Assertive
Unassertive

Win / Lose

Problem Solving

Compromising

Avoidance

Accommodating

Uncooperative

Cooperative

COACHING – Self Reflection



Who Influenced You in the Past?

*Growing up, school, corporate world,
professional organizations or associations*



How Were You Influenced?

- *Think about the factors they had in terms of personality, attitudes, skills, abilities and leadership.*
- *Would you be you today without them?*



Who Influences You Now?

- *Why?*



Who Are You Influencing Now?

- *Who in personal or professional life can you say you are influencing and why?*
- *Are you seeing negative or positive outcomes?*

**It is Time for
Self-Assessment
#3 & 4**



What Is Your Current Overall Attitude Towards Team Coaching?

Coaching Applications	Former	Current	Attitude	Willingness	Future Attitude	Will Be
	Essential	Useful	Waste of Time	Essential	Useful	Waste of Time
Coaching is Vital to shape employee performance						
Employees learn more & reach competence quicker						
It helps achieve potential and helps others achieve potential better						
I believe involving others will create commitment						
Coaching creates positive results						

RATE YOUR SKILLS AS A COACH

Rate your coaching effectiveness on the following scale with 5 being Outstanding, 4 is Very Good, 3 is Satisfactory, 2 is Needing Improvement and 1 is Poor. Better yet, get another copy of this rating system to your employees and ask for their honest rating of you.

Questions to Rate	Outstanding	Very Good	Satisfactory	Needs Improvement	Poor
	5	4	3	2	1
1. I recognize differences in my staff and coach them accordingly.					
2. I keep my employees informed about organizational plans and operating systems.					
3. I encourage employee suggestions on the implementation of change.					
4. I encourage employees to solve their own problems.					
5. I make sure each employee has a continuing understanding of what is expected of him/her.					
6. I level with employees about their performance					
7. I help employees prepare for the future.					
8. I give praise and other appropriate rewards to recognize achievement.					
9. I keep employees focused on team effectiveness but keep everyone aware of the value of their personal contributions.					
10. I "bench" employees who fail consistently as team players and who do not respond to coaching.					
11. I know the personal aspirations of each member of my team.					
12. I look for ways to help people grow on the job.					
13. I ask other team members to assist one another to learn and to grow.					

THANK YOU!

TIME FOR QUESTIONS?

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