



# INTRODUCTION TO TEAMS

## EXERCISE

### HOW DO YOU DEFINE A TEAM

How do High Performance teams differ from traditional work groups?

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Now in the space below, think about the **best** team you have ever been a part of, then list some of the characteristics that made it great. Next, think of the **worst** team you have been a part of and list its characteristics.

BEST TEAM	WORST TEAM

**High Performance team:** A self-managing, multi-functional group of people organized around a whole process and empowered with full responsibility for their success.

TRADITIONAL WORK GROUPS	HIGH PERFORMANCE TEAMS
<p>Coordinate from above with constant supervision</p>	<p>Enable group to become self-governing with facilitative guidance</p>
<ul style="list-style-type: none"> <li>• Organized around functions</li> <li>• Employees do specialized tasks</li> <li>• Supervisory management</li> <li>• Rule-governed</li> <li>• Decisions referred up organization</li> <li>• People viewed as tools of management</li> </ul>	<ul style="list-style-type: none"> <li>• Organized around core processes</li> <li>• Employees possess multiple skills</li> <li>• Shared leadership</li> <li>• Principle-governed</li> <li>• Decisions made at point of action</li> <li>• People viewed as partners</li> </ul>

*“The real reason for the trend toward teamwork is simple: Teamwork Works.”*

Anthony R. Montebello,  
*Work Teams that Work, 1994*



FLIP CHART (FC)



DISCUSSION (D)



EXERCISE (E)



WRITTEN EXERCISE (WE)



OVERHEAD (OH)



STORY (ST)

MODE	WB PAGE / TOPIC	INSTRUCTIONS	TIME (MIN)
	<b>Workbook Page 4</b>		
 	<p><b>Introduction to teams</b></p> <p>FC1: <i>Team Definition</i></p> <p>OH1: <i>Characteristics of Teams</i></p>	<p>Start this page with a quick exercise and discussion. Give people about one minute to jot down their definition of a team. Then ask for and write 7-8 responses on a flip chart.</p> <p>Share that teams are more than traditional work groups and use OH1: <i>Characteristics of Teams</i>, to focus on the following distinctions. Let them enter these items in their workbooks.</p> <p>High performing teams include such elements as:</p> <ul style="list-style-type: none"> <li>• A shared mission or purpose that motivates and inspires members</li> <li>• Autonomy and authority for task performance</li> <li>• Interdependence and shared leadership</li> <li>• Broadly defined jobs and many responsibilities</li> <li>• Meaningful participation in decision-making</li> <li>• Higher performance than individuals not organized into teams</li> </ul>	5
 	<p><b>Exercise</b></p> <p>FC2: <i>Best/Worst Team Characteristics</i></p>	<p>Have people think about the best and worst teams they have ever been a part of and use the space in the workbook to write down the characteristics of each. Then lead a discussion, using the flip chart, to capture their thoughts about the best and worst teams they've experienced.</p>	10
	<p><b>Definition</b></p> <p>OH2: <i>Definition</i></p>	<p>Define a High Performance team: "A self-managing, multi-functional group of people organized around a whole process and empowered with full responsibility for their success." Ask for comments on this definition.</p>	
	<p>OH3: <i>Traditional Work Groups vs. HP Teams</i></p>	<p>This chart is a good summary of key differences between traditional work groups and HP teams. Review it, together, by comparing the left side with the right side, topic by topic. Let people study the diagram and ask questions or make comments about it.</p>	10



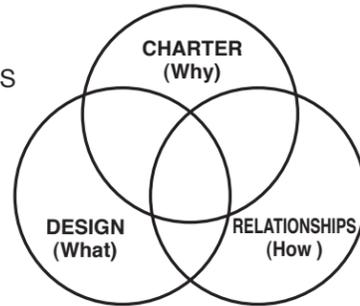
# THE TEAM MODEL

WHY THE TEAM EXISTS

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WHAT THE TEAM DOES

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HOW MEMBERS RELATE TO EACH OTHER

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## APPLICATION

### TEAM ASSESSMENT

Please answer the following questions to better understand your team or organization. Be prepared to share your answers with other participants.

- Write down 4 or 5 key words that describe your team or work group in each of the three areas:

Charter:

Design:

Relationships:

- Where is your team/work group strong?

Where is it weak?

- What steps could you take to make improvements in any of the three areas?

*“I am a member of a team, and I rely on the team, I defer to it and sacrifice for it, because the team, not the individual is the ultimate champion.”*

Mia Hamm



FLIP CHART (FC)



DISCUSSION (D)



EXERCISE (E)



WRITTEN EXERCISE (WE)



OVERHEAD (OH)



STORY (ST)

MODE	WB PAGE / TOPIC	INSTRUCTIONS	TIME (MIN)
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	<b>Workbook Page 6</b>		
	<b>The Team Model</b>	Point out that they have already seen the team model in Module 4: <i>The Five Leadership Roles</i> , and it will appear again in other modules because it is so important for understanding how teams function.	15
	<b>The Three Elements</b>  OH5: <i>Three elements</i>  (Encourage people to write down aspects)	Explain that the model represents the relationship between the most important elements of team performance. It includes why a team exists, how it is organized to accomplish its work, and how people relate or get along with each other.  Review the specific aspects of the three elements. Since the participants have already seen the model, ask them if they can remember what is included under each element.  1) The <b>charter</b> describes <i>why</i> the team exists and includes such elements as: <ul style="list-style-type: none"> <li>• customers</li> <li>• mission</li> <li>• values</li> <li>• goals</li> </ul> 2) The <b>design</b> describes <i>what</i> the team does and how it does it and includes: <ul style="list-style-type: none"> <li>• core work processes</li> <li>• roles and responsibilities</li> <li>• procedures/norms</li> <li>• systems</li> </ul> 3) <b>Relationships</b> describe <i>how</i> people get along and work together to accomplish their mission and includes: <ul style="list-style-type: none"> <li>• trust and respect</li> <li>• communication</li> <li>• cohesion</li> <li>• synergy</li> </ul>	
	<b>Discussion</b>	State that the elements of the model are interdependent and yet there is a sequence that must drive their development. The <b>charter</b> must be clear before a team can be <b>designed</b> , and a team must be <b>designed</b> well to reduce <b>relationship</b> problems.  Invite comments and discussion and/or share a few examples of the model in action.  You don't need to complete the exercise on WB p.6 since the participants already completed it in Module 3.	