



As a supervisor, you interact with employees (yours and others) throughout your career. You will have influence that you are not aware of. Your words and actions are more powerful than you know and it is important to think about that from time to time. It is important to realize that what you say and how you say it influences how the employees around you feel. Your attitude will penetrate your area and will affect people. As a supervisor, you are being observed constantly by your employees and your attitude and actions make a difference. They watch how you behave. Your behavior is important. Good supervisory skills give you credibility and enable you to get your ideas across. They enable you to persuade and motivate and as a result increase efficiency and productivity in your organization.

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Objectives

Explain the team environment

Describe how to start building your team

Learn the three basics of a team

Understand synergy

Understand team roles

Understand stages of teams

Teamwork

Teamwork is one of the City of Jacksonville's core competencies in the performance management system. In order to be successful with the City of Jacksonville, you must be able to work as part of a team. Teamwork is defined as contributing to the team, working cooperatively, resolving conflict, building team capability, and celebrating success.

The definition outlined above highlights three important teamwork fundamentals:

1. A team is a group of people made up of individuals who each contribute their individual knowledge, skills and abilities. **Synergy** occurs amongst high-functioning teams. A team should be stronger than any one individual who is on that team.
2. Team **harmony and positive attitudes** are critical. If the team is not working together, then the expected gains will not materialize.
3. A clear **understanding** of the common goal/task is critical. People have to be clear as to why the team exists and what the purpose is.

In the absence of any of the above three features, a team will fail.

Teamwork

Teamwork has to be well managed. A balanced team composition is essential. Team members have to be carefully selected. The full range of knowledge, skills and abilities (KSA's) required must be present. Team members need to be committed to the task.

If you have the right team composition and approach, team synergy can take over, but it has to be set up correctly. The team members must be willing and ready to participate. This course on teambuilding was created to provide you additional skills so that your work team can perform better.

The Team Environment

The words “group” and “team” often are used interchangeably. Groups and teams are not the same. Modern supervisors sometimes use the word “team” to the point that it has become cliché. They talk about teams while skeptics perceive no teamwork. Thus, making a distinction between groups and teams can be useful. A working group is a collection of people who work in the same area or have been drawn together to undertake a task but do not necessarily come together as a unit to achieve higher performance.

A real team is formed of people (usually a small number) with complementary skills who **trust** one another and are **committed** to a common purpose, common performance goals, and a common approach for which they hold themselves mutually accountable. A real team is committed to working together successfully to achieve high performance. Organizations have been using groups for a long time, but things are different today. Real teams are being more integrated into the organizational structure, and their authority is increasing. Supervisors realize that teams can provide competitive advantage and greatly improve organization performance. They know the potential for the whole is far greater than the sum of its individual parts.

Effective teams require work on all parts-both the team members and team leaders. Management needs to be supportive in leading the team to a common goal.

Differences between Formal Work Groups and Teams

<i>Formal Work Groups</i>	<i>Teams</i>
Work on common goals	Total commitment to common goal
Accountable to supervisor	Accountable to team members
Skill levels are often random	Skill levels are often complementary
Performance is evaluated by leader	Performance is elevated by members as well as leaders
Culture is one of change and conflict	Culture is based on collaboration and total commitment to common goals
Performance can be positive, neutral, or negative	Performance can be greater than the sum of members' contribution or synergy (e.g., $1 + 1 + 1 = 5$)
Success is defined by the leader's aspirations	Success is defined by members' aspirations

Team

A team is the concept of people working together cooperatively in order to accomplish the same goals/objectives. A team is a group of people who are jointly responsible for achieving a shared goal. If one member fails then it can hinder the achievement of the collective goal. Even if the members fulfill their individual roles but they don't work synergistically, they may not reach their full potential.

Working as a team is a method that aligns employee mindsets in a cooperative and usually selfless manner towards a specific business purpose.

Today there is no business or organization that does not talk about the need and value of teams in the workplace. While the concept of team and its benefits are well known and talked about, it is very rare to see it being practiced in reality and you may have often noticed what appears outwardly as a team is not really a team internally. Some things cannot be accomplished by people working individually. Larger, more ambitious goals usually require that people work together with other people. Because of this, teamwork is a desired goal of many businesses and organizations today. Projects often require that people work together in order to accomplish a common goal, although critics often argue that in the corporate world team has become an empty buzzword, or a form of corporate-speak.

Effective collaborative skills (being able to work well with others) are necessary to work well in a team environment. Many employers attempt to enhance their employee's collaborative efforts through training, cross-training and workshops.

How to Start Building your Team

Apollo Syndrome

It's not enough to get a group of people together who care deeply about reaching a goal. They need to have a strategy for attaining it. It has been said that the best teambuilding tool is a good strategy that everyone buys into. Some people define a team as being “the whole is greater than the sum of its parts”, but this isn't the correct definition - it is a feature of good teams. There are some teams whose collective performance falls short of what you might expect given the quality of individuals. The Apollo Syndrome (a phenomenon discovered by Dr. Meredith Belbin where teams of highly capable individuals can, collectively, perform badly) is a good example of this - where highly intelligent people often perform worse than teams made of up less-able members.

Groups

Some people define a team as being the people who report to the same boss. This can be misleading. In a well-designed organizational structure, people reporting to one boss do often form 'groups'. But when designing organizational hierarchies there are often compromises made because of pay structures or the need to have traditional reporting lines.

Team Defined

There are lots of definitions for the word “team”. However, for the purpose of this course, people working in an environment are members of a group; a group is not necessarily a team. Rather, a team is a group of people working together towards a common goal.

Three Basics of a Team

- Vision



- Commitment



- Trust



Vision

A vision outlines the success for a team. It concentrates on future; it is a source of inspiration; it provides clear decision-making criteria.



The purpose of vision, after all, is to inspire: vision provides motivation through inspiration. Inspiration is one key element of the "why should people get excited about this" dimension of establishing strategic direction (the other is incentives). An effective statement of vision provides an inspiring portrait of what it will look like and feel like to achieve the organization's mission and goals. It crystallizes an emotional connection between employees and the business. Critically, a formal statement of vision is not an end in itself. It is both the product of and a symbol of a process of generating shared understanding and shared commitment among employees. When shared visioning sessions work, the results can be powerful.

- Your vision must be encompassed by your beliefs
- Your beliefs must meet your organizational goals
- Your beliefs are a statement of your values
- Your beliefs are a public/visible declaration of your expected outcomes
- Your beliefs must be precise and practical
- Your beliefs will guide the actions of all involved
- Your beliefs reflect the knowledge, philosophy, and actions of all

*"Unless commitment is made, there are only promises and hopes... but no plans."
Peter F. Drucker*

Commitment



Defined: The state of being bound emotionally or intellectually to a course of action or to another person or persons. Commitment can be a dangerous concept because of its attendant assumptions. Some may assume, for example, that commitment means long hours, while to others it may mean productivity. When expectations are defined, success rates soar. When leaders assume that everyone "should" be committed, as a matter of course, we overlook the difficulties many have with certain commitments. If people cannot initially commit, it doesn't mean they don't care. More often, it means they do care, and they are caught up in a process of doubt. This process precedes every meaningful commitment. Effective leaders use this process so that the critical mass of people can pass through this stage efficiently on their way to genuine commitment and innovative strategies. This pre-commitment process is the same for team leaders and members. When we think about a new commitment, we climb up to a kind of mental diving board. Commitments contain unknowns, and some warn of possible failure. It is common for people to neither jump nor climb back down the "ladder," but rather to stay stuck at the end of the board, immobilized in pros, cons, obstacles, and worries. In this state of mind, the obstacles begin to rule, obscuring the vision, blunting motivation.

When leaders do not understand the commitment process they tend to seek accountability without providing support. Without a means to process doubts and fears, people often feel pressured to commit, but can't. One option, often unconscious, is to pretend to commit, to say "yes" and mean "maybe" at best. The pretended commitment is a form of wholly unnecessary corporate madness. The solution to this set of problems is two fold: establish an atmosphere of trust, and within that atmosphere encourage inclusion.

Honesty is the first chapter in the book of wisdom."
Thomas Jefferson

Trust

Trust is the antidote to the fears and risks that hinders meaningful commitment. Trust means confidence in team leadership and vision. When trust prevails, team members are more willing to go through a difficult process, supported through ups, downs, risk and potential loss.



Trust is most effectively established when leadership commits to vision first, and everyone knows those commitments are genuine. The process for leaders to commit is the same as for everyone else: assess pre-commitment doubts, questions, unknowns and fears.

This involves three simple steps:

- List the unknowns.
- Assess worst case scenarios and their survivability.
- Research the unknowns.

Trust (continued)

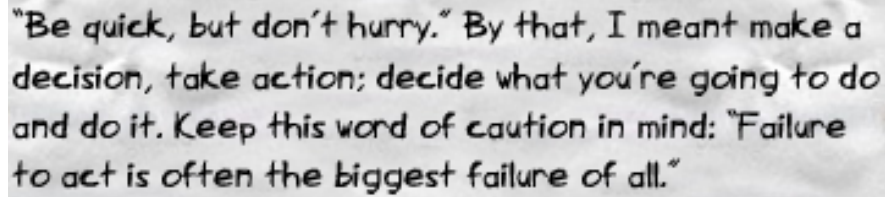
If a team member is grounded in a belief or has a strong opinion you should recognize that belief. It may not correspond with your belief but you should acknowledge that belief and attempt to respect it.

Leadership now understands the potential loss and gain involved in the new vision. At this point, leadership can commit itself, and prepare to include other team members. That preparation must include a plan for leadership to share visibly both risk and reward with the other team members who will be coming on board.

With leadership's commitment to a clear vision, and a genuine plan to share risks and rewards, the atmosphere for trust is in place. We are now ready to include others in our team effort.

Other Aspects of Team

Whether the team you are forming is a sports team, company team, or a family team the concepts are the same.



"Be quick, but don't hurry." By that, I meant make a decision, take action; decide what you're going to do and do it. Keep this word of caution in mind: "Failure to act is often the biggest failure of all."

John Wooden

John Robert Wooden

Coach Wooden was a teacher - instructing scores of players that learned from his tutelage; an achiever - having attained unparalleled success in his profession; a role model - exhibiting the highest traits of character and principle in his dealings with people; a leader - influencing countless generations of coaches with his insights; and an innovator - producing resource materials such as the Pyramid of Success he formulated years ago.

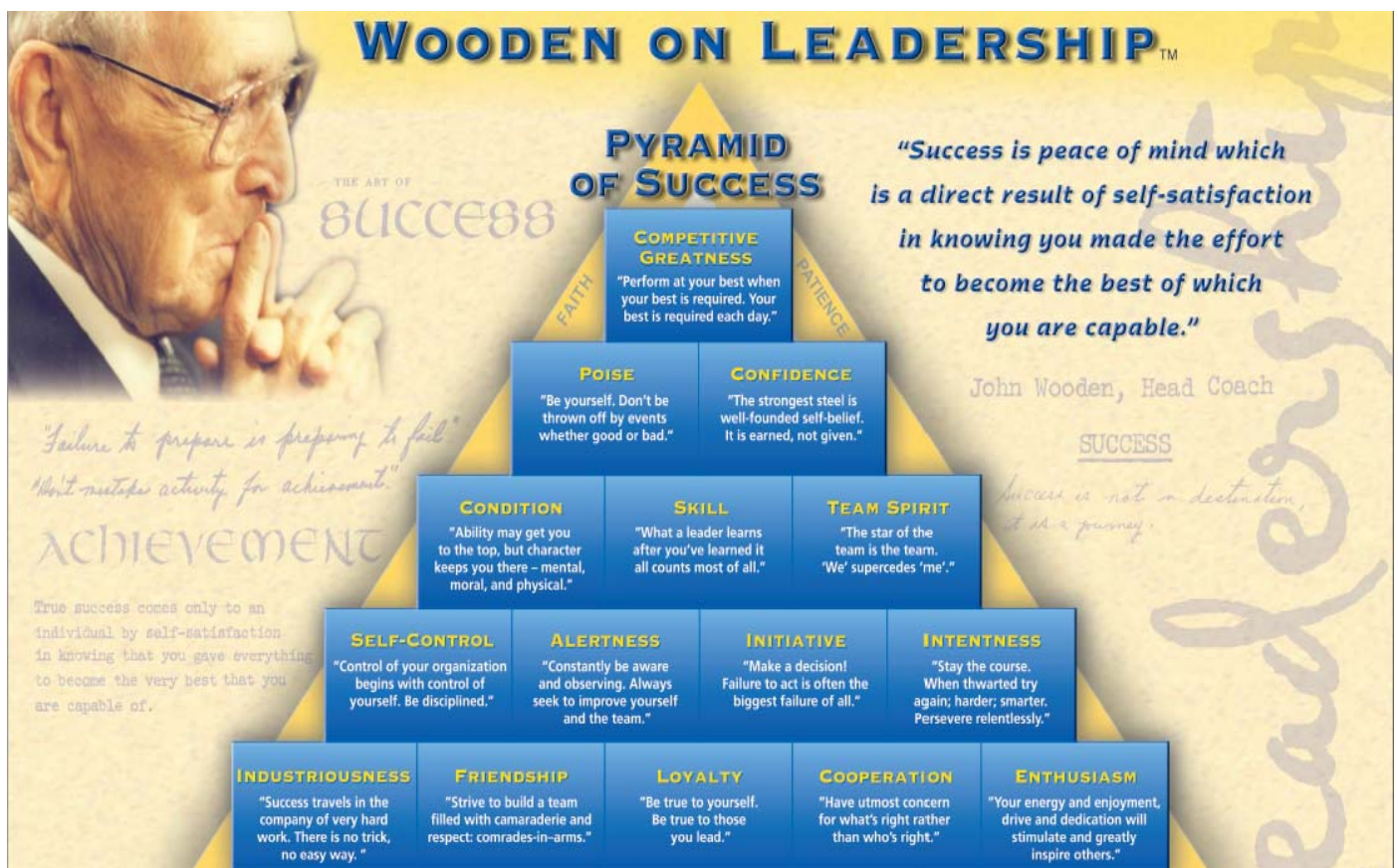
A Coach Wooden concept aligns with the rational of the training of the City of Jacksonville's Leadership Development Academy. He was a coach & mentor who maximized his leadership. He was a member of the Basketball Hall of Fame as both a player (class of 1961) and a coach (class of 1973). He was the first person ever enshrined in both categories. His ten NCAA National Championships in 12 years while at UCLA are unmatched by any other college basketball coach. UCLA celebrates John Wooden Day every February. John Wooden received the Presidential Medal of Freedom, the nation's highest civilian honor. Coach Wooden was regarded as the expert on creating a team.

Pyramid of Success

The Pyramid of Success is a three-tiered combination of hard work and motivation model designed to improve behavior, organizational climate, and achievement. The pyramid shows the basic ingredients that ensures success.

The Pyramid of Success will increase team achievement and improve performance. This three-tiered model emphasizes the merging of existing systems with behavioral systems to form a service delivery model centered on data-based decisions, intervention design, and systematic progress monitoring.

Coach John Wooden created his Pyramid of Success nearly 60 years ago, but it is just as relevant today. He focused his team on the process of becoming the best team they're capable of becoming.



Understanding Synergy

Synergy means the whole is better than the total of its parts. It is used to describe a situation where the final outcome of a system is greater than the sum of its parts.

The relationship which parts have to each other is in and of itself the most empowering, unifying and exciting element in synergy.



The essence of synergy is to value differences - to respect them, to build on strengths, and to compensate for weaknesses. The way to achieve synergy is through the creative process, which is terrifying, because you never know where the creative process will lead you.

Have you ever witnessed a winning sports team, a well-rehearsed orchestra, or a synchronized surgical unit and felt the commitment and energy the team demonstrated? What you saw was more than just teamwork - it was team synergy, a phenomenon that occurs when a team achieves greater results than the sum of its parts.

The Seven signs of Synergy

1. Shared Purpose and Direction
2. Motivation
3. Commitment to Individual and Team Roles
4. Multi-Directional Communication
5. Authority to Decide or Act
6. Reliance on Diverse Talents
7. Mutual Support and Trust

Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people. Stephen Covey

Understanding Team Roles



Anyone who has worked on a team has experienced the positive and negative effects of individuals coming together. Seeing the continual development of the group's relationship and experiencing their highs and lows through the weeks, months, and years are all an integral part of the leader's job. More interestingly, much can be learned about the human personality and its effect upon group dynamics. There are some broad 'personality types' often seen in teams. Additionally, we will also describe some ways in which the leader can use character traits to bring out the best in team members both working as a group and individually.

- The Informal Leader
- The Maverick
- The Bully
- The Workaholic
- The Team player

The Informal Leader



This person has a natural ability to encourage others and take a project through to success.

A **Formal leader** is a member of the organization who has been given authority by virtue of his/her position to influence other members of the organization to achieve organizational goals.

Typically, an Informal Leader:

Has no formal organizational authority to influence others but possesses special skills and talent to influence and lead other members of the organization.

The Informal Leader

Directors and managers are formal leaders in a typical organization. Informal leaders possess strong self-motivation, a positive attitude, motivate others, and drive organizational goals. An informal leader is someone within an organization or work unit who, by virtue of how he or she is perceived by his/her peers (or others in the organization), is seen as worthy of paying attention to, or following. The major thing that distinguishes an informal leader from a formal one is that the informal leader does NOT hold a position of power or formal authority over those that choose to follow him or her.

The Informal Leader

The ability for an informal leader to influence or lead others rests on the ability of that person to evoke respect, confidence, and trust in others, and it is not uncommon for an informal leader to NOT intentionally try to lead. Informal leaders can be exceedingly valuable to organizations, and to the success of formal leaders, or, if informal leaders do not support the formal leaders and their agendas and vision, they can function as barriers in the organization.

Managers and supervisors with formal power and titles within an organization can reap huge benefits from mentoring and developing existing informal leaders in their work units. When informal leaders are working toward achieving the same vision and goals as the formal leaders (and the organization itself), they can take a tremendous burden from the backs of supervisors and formal leaders. Some of the leadership functions and many management functions can actually be carried out informally by those without actual authority. This frees those with formal management responsibility to focus on what they, themselves can uniquely do.

Informal leaders have some capabilities that more formal leaders do not, simply because they do **NOT** hold a position of designated authority. They can say things to other team members that could not be said by a person in an official management role, and their ability to influence is slightly different, since informal leaders are often perceived differently than formal leaders.

Example

Think about a team -- let's say a sports team, where informal leaders are often talked about and lauded. Imagine (and you might want to think about George Steinbrenner, owner of the New York Yankees Baseball Team) that a senior person (owner) goes down to the locker room and rudely and aggressively criticizes specific players and the team in general for not playing well and not trying, and threatens the team members. How that might be perceived by the players? By the media? While we can't predict whether the rant would be successful in terms of results, we can predict that the players' reactions may range from positive to negative depending on their history with the owner and that their reactions would almost certainly be different than if a respected informal leader did a similar thing in the clubhouse.

Informal Leader Influence

The informal leader who might take on this task is respected, and perhaps trusted, based on his/her performance and relationships with the other teammates, while the owner is more likely to be in a leadership role due to his/her formal authority and power, and ability to instill fear in the players (note this is a generalization, since not all formal leaders are respected, or use fear to motivate).

In any event, the informal leader influences in different ways, and so is perceived differently. This influence doesn't only occur when the informal leader is criticizing or "kicking butt", but also happens as a result of other players seeing the commitment, level of intensity, integrity, and performance levels of an informal leader. For many "players" (and this applies within sports and without), who is more inspiring – the rich powerful owner of the team who has never played the sport, or the talented, respected, super competent, and hard working teammate? Even the less talented teammate who gives 110 percent? In many cases the informal peer leader holds more influence.

Considerations

Here are a few bullet points to help you understand the power informal leaders have in any organization.

- Not all informal leaders have intentionally gone out of their way to become informal leaders. Sometimes they "emerge" simply because others in the organization have great respect for them.
- While informal leaders can be important or even essential to the success of an organization, they can also be huge impediments if they start pulling in directions that are in opposition to the direction the formal leader's value.
- Formal leaders may want to take steps to develop their informal leaders more completely and keep lines of communication open with them.
- While it may seem that promoting informal leaders to formal positions of power makes sense, it's also the case that some informal leaders may become ineffective if given formal authority. This is because formal authority may alter the relationships of the new formal leader with his or her formal peers.
- An informal leader's power and influence often derives from the perception that he or she has integrity, and stands up for what he or she believes, because his/her behavior has demonstrated that. When formal leaders try to manipulate informal leaders, the risk is that the informal leaders will rebel, or "stand against" the formal leader. Attempting to bribe, coerce or otherwise pressure an informal leader to toe the line may end up backfiring.

Coaching/Mentoring of Informal Leader

There are two different situations involving the development of an informal leader, and a third context where attempts to "develop" an informal leader are not recommended.

First is the situation where an informal leader already exists, and **there is a desire to assist that person to become more successful in that role.**

The second situation involves **grooming** (Coaching and Mentoring) **an already existing informal leader to take on the responsibilities and role of a formal leader** (i.e., a kind of succession planning in anticipation of a future promotion).

The third situation (the one that is probably unwise) is to try to **develop someone who is not yet an informal leader, and make him or her into one.** This kind of attempt is likely to fail. Informal leaders are not "created" by training, or by the intervention of formal leaders. They "occur" in other ways, most notably because the informal leader comes to be respected by his or her peers based on his or her performance, demeanor and attitude. Trying to create an informal leader when one does not already exist is manipulative and creates the opposite of what is needed for informal leaders to thrive. It's more likely that attempting to develop and create an informal leader will result in that person being seen as a "pawn of management", which, of course, is probably true.

Managing Informal Leadership

Here are few summary points on the issue of leadership development for informal leaders.

- If the desire is to promote an informal leader into a formal position, recognize that not all informal leaders want formal power and authority, and that developing leadership skills in a systematic way may actually undermine that person's ability to lead informally.
- Grooming for promotion to a formal leadership role is probably best done informally, and through a mentoring and communication process with the informal leader, and **with the consent of that person**. For example, one of the most powerful methods of helping any leader develop is for an experienced leader to explain his or her thinking around both leadership and management decisions within the organization. The modeling of leadership thinking is very powerful, provided that the formal leader is in fact an effective leader.
- Remember that one of the elements that gives informal leaders the ability to lead (and inspire) is their perceived independence from the formal authority structure. To make this clear, consider a person who is respected for his or her integrity and performance, and compare this to how a person might be perceived if he or she is perceived as a tool of management. Perception is very important. If you want to develop informal leaders, the process needs to be subtle and gradual and non-intrusive or the risk is that the informal leader will lose his or her informal influence.

Managing Informal Leadership (continued)

- It may be best to offer the opportunity for an informal leader to learn more about how to become a more effective leader than to push that opportunity onto the informal leader. Let the person decide. Many informal leaders don't really want to be in the spotlight, or don't see themselves as leaders, and will see management attempts to "help" as negative or intrusive. So offer opportunities and communicate.
- Providing a graduated and progressive degree of authority may seem to be a good way to develop informal leaders. For example, sports teams will sometimes appoint an informal leader to the position of "captain" of the team. This can work. However if management appoints the person as captain it tends to alter the relationship of that person with his or her peers. That's why a number of sports teams prefer to have the choice of who will be "captain" be decided by the team members, rather than make a management appointment. The captain then is more likely to be perceived as "one of us" rather than "one of the management team".
- One of the biggest influences on the development of informal leadership is the existence of proper role models. That means that if you are a formal leader (CEO, VP, manager, etc), you will find that informal leaders will learn about leadership from watching how you behave, how you treat others, and how you communicate. The

Managing Informal Leadership (continued)

- upshot is that how you lead from your formal position is not only important in terms of the rank and file, but that you may be the prime source for learning about effective leadership. Your actions are powerful. On the flip side, you'll find that if you act in ways that seem to demonstrate poor leadership strategies, informal leaders will recognize that in you, and you may turn informal leaders against you. In short, this multiplies the effects of your actions as an organizational leader. Pay attention.
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Conclusion

If you are in a position of formal authority, you need to be extremely careful in how you go about trying to develop informal leaders. Be aware that doing too much may sacrifice the informal leaders' ability to lead informally. Remain aware that your own behavior as a leader is magnified, since informal leaders will learn what is (and is not) effective leadership by watching you carefully, and making their own decision. What does this leave? It may be that the best thing you can do to maximize the benefits of informal leaders is to **communicate effectively about your vision, decisions, goals and plans, and leave it up to the informal leader to decide where he or she stands**. This is a hard thing for many formal leaders to do, since it cedes some control (or appears to). If you can't coerce or bribe an informal leader (and you can't over the long term without sacrificing his or her influence), then what remains, is straight forward and open communication.

the maverick



This character does things their own way. They may be effective, but they're difficult to control.

Typically mavericks:

Refuse to abide by the order of, or resist, adherence to a group; a dissenter. Being independent in thought and action or exhibiting such independence.

The Maverick

The Maverick is probably the most unexplained kind of teammate. Mavericks are often extremely creative and charismatic, and are able to deal effectively with unanticipated workplace situations. However, the Maverick can frustrate both peers and coworkers by deciding to change the planned format without consultation, occasionally part way through the project! Ideas are taken on board and seem to be accepted, but the Maverick really prefers to do things his/her own way. Occasionally, mavericks have had previous team experience, and as a result may find it hard to accept that other methods might be better or could further enrich their knowledge and technique.

A maverick is an independent person who will not go along with the other members of a group. The Maverick prefers not to follow mainstream beliefs in business, nor be eaten by the hyped up ideas of the present. Instead, the maverick chooses the course of action that is appropriate for the changing times.

A maverick thinks outside of the box, knows that it pays to be daring, does not allow technology to tyrannize, finds strength in diversity, maintains balance and harmony among people, sets leadership by example and values employees and customers. A maverick knows his/her customers and believes strongly in his/her ability.

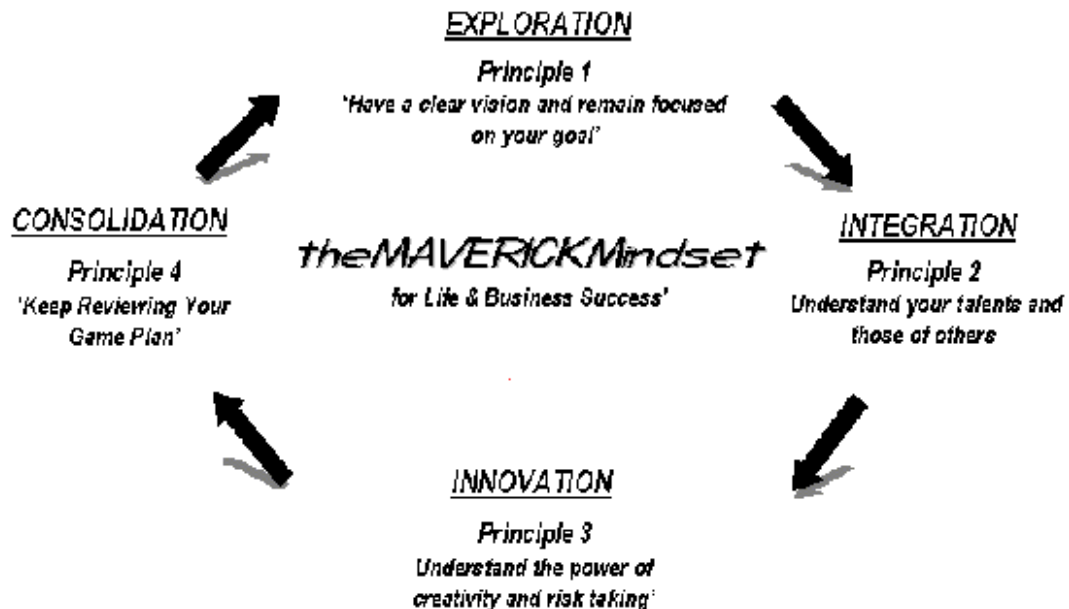
The behavior of the human maverick can be well short of honorable and may even cut the corners of legality. As the team stabilizes and moves towards system and discipline, the maverick finds himself/herself lost and overlooked as constraints are placed that restrict his/her ideal methods.

The Maverick Personality Traits

- Transparency – you don't have to guess what he is thinking; he will tell you
- Candor – He doesn't pull any punches
- Decisiveness – He has conviction (and the wherewithal to follow through on it) that others will count on. A sense of humor. Doesn't take himself too seriously, and likes poking fun.

The Maverick

Whatever-it-takes attitude and commitment to winning and has everyone's attention.



Handling the Maverick

Teams can do a great deal to harness the power and energy of the maverick while working with him to minimize the negative effects of the maverick's social style. In large part, the approach is going to determine whether there is a lot of good, a lot of bad or a lot of ugly.

1. Get Your Signals Straight

You may not be able to cage a maverick, but you can guide him. The trick is to be clear about how you see the maverick contributing to the team, recognizing that his contribution may be different from other employees. The maverick needs to know what the team expects and what the team needs.

2. Work for Respect, Not Authority

Formal authority may not have much impact on the maverick. Don't expect him/ her to respond to your requests simply on the basis of your being the boss. What will have an effect is developing rapport and mutual respect. This means dialogue, and a willingness to listen to what the maverick has to say. It means asking many questions. It also means showing that you value his/her contributions.

3. Feedback

Mavericks don't usually intend to be obstructive. They appear so because they simply don't think about how they may be affecting those around them. For this reason, it is important that they receive feedback that will focus them on how they are doing. If a maverick is

obnoxious in a meeting, he needs to be told. The best way to communicate feedback to a maverick is to talk about basic principles and values and then move to specifics.

Feedback isn't just about negative behavior, and the manager needs to let the maverick know that his "weird" contributions are appreciated and valued. If you want to keep the maverick contributing positively, you need to let him know.

4. Dealing with Ugly

If your maverick is "ugly" - unskilled, not very competent and obnoxious - you have a performance problem that must be addressed. If this person is allowed to run over everyone without contributing anything positive, the entire team can be poisoned. There will be situations where the best course of action is to encourage the person to move on, particularly if they are constantly disruptive.

5. Champion and Protect

Remember that the maverick tends not to belong to any particular group, and so doesn't receive a lot of group support. He relies on the strength of his/her ideas rather than the team's support. If you value the positive contributions of your maverick, you will need to point out these contributions to more conventional employees particularly in group situations and meetings. Show that you value the ideas and creativity even if you don't like the way the comments or ideas are presented. Make the maverick feel like he is important to the team.

6. Set Limits (Or Try)

The maverick is going to need reminding that there ARE team goals that are important. Help the maverick focus on these goals as important, relevant, and valuable. Don't appear arbitrary, but appeal to principles and values he may have.

Conclusion

The maverick can contribute positive and negative things to a team and can be a blessing or a curse to any team. Much of what determines what you'll get is how the team and the manager tolerate the quirks of the maverick. If you can harness the maverick's energy and commitment, he can play an important role in helping the team shake off the sluggishness and move towards self-examination and change.



**This person
imposes their
personality on
others, making
other people feel
bad in the
workplace.**

Typically bullies exhibit 3 tendencies:

Conquerors

Only interested in power, control, and protecting their turf.

They try to make others feel less powerful.

Can act DIRECTLY (e.g. insulting and/or rude words or gestures, [or tones] or INDIRECTLY (e.g. orchestrating battles and watching others disembowel each other).

Performers

Suffer from low self-esteem so belittles targeted persons (can be obvious or subtle put-downs).

Manipulators

Interested only in them.

Easily threatened and vindictive.

Experts at lying, deceiving, and betraying.

Takes credit for the work of others.

Never takes responsibility for their own "errors".

Many bullies think highly of themselves. They like being looked up to and they often expect everyone to behave according to their wishes. The bully is often not concerned about how their actions make other people feel. The classical definition of a team bully describes a person who is a socially inadequate outsider, but more recent studies reveal them to be clever and cunning manipulators who have an above-average ability to see what makes others tick and use this ability to gain control over others and torment them. Bullies become adept at tuning in the apprehensions and fears upon which to play. He find hot buttons and push them. When they can make someone respond to them in predictable fashion, they believe that they "own" that person. Bullies target people who are good at their job and excel beyond them. Bullies want to eliminate their competition and make their work seem better than it is. While bullying is not acceptable team behavior, bullies see it as the only way to solve their problems. Bullies target people who put them in danger of looking bad in an attempt to sabotage their work.

Adult bullies target people who are popular and well liked as well, especially if they are not too popular themselves. The more well liked and competent a person is, the bigger the threat they are to a bully. If a bully is seeking attention, they will target people who receive the most attention and try to make them seem less valuable.

Two Types of Bullies

There are two different types of bully: the Aggressive bully, and the Passive bully.

Aggressive bullies are the most common type of bully. People who fall into this category tend to be physically strong, impulsive, hot-tempered, belligerent, fearless, coercive, confident, and lacking in empathy for their team members. They have an aggressive personality and are motivated by power and the desire to dominate the team. They are also likely to make negative attributions, often seeing slights or hostility in those around them where neither actually exists. The aggressive bully tends to be most popular in the early team stages and then less so in the later team stages because new teams are more likely than veteran teams to admire the macho image. As teams mature, they become better able to think critically about peers and "leaders."

Passive bullies, unlike the ultra-confident aggressive bullies, tend to be insecure. They are also much less popular than the aggressive bullies and often have low-self esteem, few likable qualities, and unhappy home lives. Passive bullies also appear to have difficulties concentrating and focusing their attention at the team's vision, as well as violent outbursts or temper tantrums that lead to problems with their peers. Rather than initiating a bullying interaction, passive bullies tend to hang back until one is already under way.

How do you handle a bully whom you do not supervise?

Unfortunately, bullying does occur in most work places. It really should be dealt with but it depends upon what position you are in and who the bully is. If you feel you are being bullied by someone you do not supervise, here are some steps to follow:

1. Evaluate the situation

It's important to trust your instincts in situations like this. If you feel bullied, you probably are a victim. But look closely at what is happening around the person in question. Is everyone afraid of them? Do they have a reputation for this sort of thing? Are you not the only one experiencing this?

If it's happening to others, get together with them and find out how they feel. There's power in numbers.

2. Make notes

When something happens, write it down. Keep a log of every insult, every back stabbing move they make. Documentation is a very powerful tool. Write down dates and times and exact quotes if you can.

3. Don't play their game

It's easy to let someone push your buttons and fly off the handle at them. Don't let this happen. Don't stoop to their level. Remember that this is a professional environment and show some respect for your work. Try your best to ignore the bully and their actions. Don't let yourself be baited. Chances are the bully is looking for a reaction. When they don't get one, they may eventually stop.

4. Stand up for yourself

It may seem like a contradiction after the last point, but don't let yourself be walked on. You can ignore the bully without sitting down in the middle of the road. What I mean is this: find your voice. If someone is piling irrelevant work on you, respectfully say no. It will take some time to find the right way of doing this, but it can (and should) be done. If you are being left out of meetings, bring it to the attention of the group. Tell them how it makes you feel and what the consequences are to the job. Keep your interactions professional and respectful always, no matter what they hurl at you.

5. Call in the Big Guns

If you've done all you feel you can do, take the issue to your manager. Take your documentation with you and address the issue from a work perspective. Elaborate on how the behavior is damaging your work. Inform them of how important the issue is, stressing your desire to continue working in a comfortable, safe environment.

*The Executive Assistant's Tool Box.

Supervising the Bully

Too many managers personalize the issue when confronting workplace bullies. Do not confuse the person with their conduct. Do not ask them to “change” but instead tell them that the behavior itself must stop. Don't get sucked into a bully's defense that their target somehow deserves the mistreatment. Tell the bully that this type of behavior has to stop regardless of his/her motive or the reason.

Discipline

Before reprimanding an employee, check for procedures and policies for guidance on progressive discipline. A great place to start is the Civil Services and Personnel Rules and Regulations to determine which rule has been violated.

Ensure consistency, “What you do to a bully is what you would do to any employee. As long as the situation is not too severe, a verbal warning is probably fine for the first conversation, yet it is recommended to informally document what was said. If there is a second or third incident, the bullying is a pattern and written reprimands are warranted, as are penalties such as removing the person from key projects, and adjusting your leadership style. This is also the time to involve HR. “If the employee is considered valuable — perhaps a star worker - then you may want to consider coaching, counseling, or anger management. But this only works if the person has the ability and desire to change. If the bully is insincere and is unlikely to get it, stick with progressive discipline.

Don’t just transfer the person to a new job, because that only passes the problem along to someone else. Remember: the cost to your organization in terms of bad morale, turnover, emotional distress, or low productivity may be equal to or greater than the cost of lost talent.

Typically Workaholics:

Spend a lot of time in their offices;
some of them spend 50 to 70 hours a week
there, and others stay even longer.

the
workaholic



This person
doesn't know
when to stop, and
they often believe
the office would
collapse without
them.

*If there is such a thing as a
workaholic, I'm it, and that's what
passes for leisure.
Unknown*

The Workaholic

There is a difference between people who spend that much time at work because they have to and people who do it because they actually enjoy working long periods of time. People who work a lot because they have to, usually work that much because of financial burdens. These are not workaholics, they work for need not desire. A true workaholic works to feel important. Although the term "workaholic" usually has a negative connotation, it is sometimes used by people wishing to express their devotion to one's career in positive terms. A workaholic team member is a person who works compulsively at the expense of other pursuits.

Forty-four percent of Americans consider themselves workaholics, according to a recent Gallup Poll, and the American Institute of Stress says employee burnout costs the U.S. economy about \$300 million a year. Chances are you know someone who is overworked, or you may be yourself.

Sign of Team Workaholic

- Failure to use vacation time
- Refusal to stay home when ill
- Inability to delegate work
- Tendency to seek control of group projects

These behaviors hamper the development of the team and destroy team dynamics and relationships. "Despite the appearance of being a hardworking employee, the workaholic is costly; a person with healthier work habits would be more desirable. Workaholics typically make bad team leaders. A workaholic often micro-manages team members, crushing their creativity and initiative, and making unreasonable demands of them. The workaholic may be reluctant to praise the team members, fearing that the team achievements might eclipse him at the office. In short, workaholics often lack confidence and self-esteem.

Mindset of a Team Player

None of us is as smart as all of us.
Ken Blanchard

the team player



This person has a natural ability to fit in. They make positive contributions and build good relationships.

Typically team players are:

The catalyst of any team. The cliché of “being the glue” describes the team player.

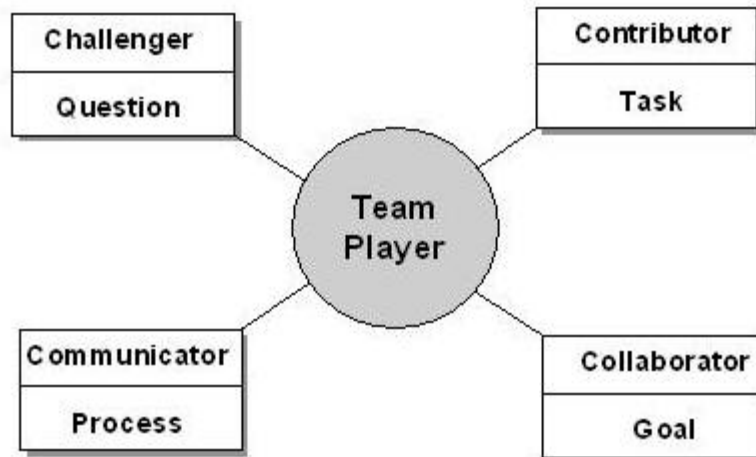
The characteristics of the effective team player are described and linked to the success of the team.

Characteristics that stand out include:

- Having a clear mission and plan to accomplish it
- Having positive relationships with and support from others on the team
- Having excellent communication, openness, and trust among team members
- Praising each team member for contributing a special talent to the team

Below are four basic types or styles of team-players. Each style contributes in different ways to the success of the team, and each style has a downside when carried to an extreme.

Four Team-Player Styles



Source: Parker, 1990

Four Styles

1. A Contributor is a task-oriented team member who enjoys providing the team with good technical information and data, does his or her homework, and pushes the team to set high performance standards and to use their resources wisely. Most people see the Contributor as dependable. With no Contributor, the team will lack task focus.
2. A Collaborator is a goal-directed member who sees the vision, mission, or goal of the team as paramount, but is flexible and open to new ideas; is willing to pitch in and work outside his or her defined role; and is able to share the limelight with

other team members. Most people see the Collaborator as a “big-picture” person. With no Collaborator, the team will lack clarity about perspective and purpose.

3. A Communicator is a process-oriented member who is an effective listener and facilitator of involvement, conflict resolution, consensus building, provides feedback, sharing of information, in a relaxed climate. Most people see the Communicator as a positive people person. With no Communicator, the team will lack interpersonal comfort.
 4. A Challenger is a member who questions the goals, methods, and even the ethics of the team; is willing to disagree with the leader or higher authority; and encourages the team to take well-conceived risks. Most people appreciate the value of the Challenger’s candor and openness. With no Challenger, the team will lack “groupthink.”
-

Team Player

Many employment ads mention that the successful candidate will be a team player. Employers want employees to be comfortable working as part of a team. It's important for a new employee to fit in with and get along with the other workers in order for the organization to run smoothly in a spirit of cooperation. A team player is not necessarily liked by everyone, nor does a team player usually like everyone on the team. However, a true team player is an employee that can be counted on to do his or her part of the work and be relied on to complete tasks and work cooperatively with others.

It's important to realize that a business team differs greatly from a social group. This can be confusing for some, as friendships may occur with co-workers. A team player may even confide in a co-worker at times like he would with a friend. Yet the team player should not lose track of the fact that all must work together to ensure that the organization's mission and vision are accomplished. If the team player experiences problems in friendships formed with co-workers, he should ensure that it doesn't affect the business team and that's not always an easy thing to do.

Stages of a Team

Teamwork divides the tasks and doubles the success.

- Unknown



Teams have to go through a certain process before they can settle down and work effectively. Understanding the stages of development of the team is key to successful team management. **Forming – Storming – Norming and Performing** model of group development was first proposed by Bruce Tuckman in 1965, who maintained that these phases are all necessary and inevitable in order for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

This model has become the basis for subsequent models of group development and team dynamics and a management theory frequently used to describe the behavior of existing teams. It has also taken a firm hold in the field of education since in many outdoor education centers team building and leadership development are key goals.

Work teams develop and evolve into a cohesive unit slowly.

Stages of a Team

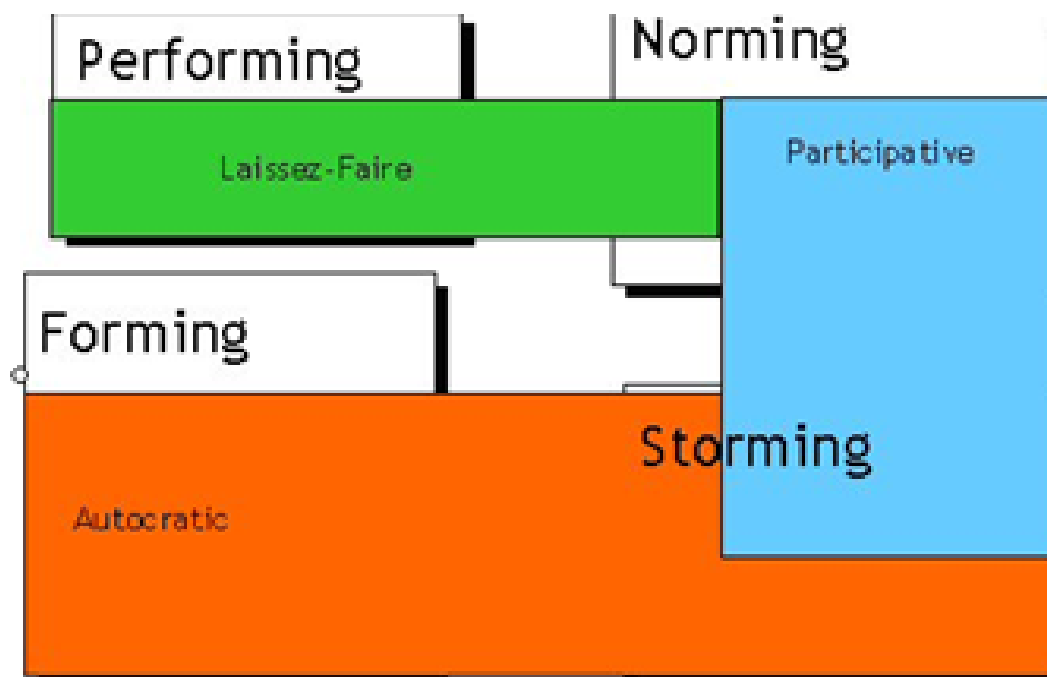
The 4 phases of team development are:

Forming

Storming

Norming

Performing



Forming



This is the stage when the team members assemble and get together. People are very polite, get acquainted with each other, and try to assess their own roles in the team. Uppermost in the minds of the new team members at the formation stage is where and how they fit in with the team. This stage is marked by easy acceptance of each other, avoiding controversies, and direction and support from the team leader. When people are brought together as a team for the first time, they are typically very polite and tentative with their communication. Trust is on a "wait and see" basis as people try to figure out exactly what is expected.

Getting Familiar

The Forming Stage of team development usually lasts about 1-3 months depending on how often the team meets. An outsider, seeing how agreeable people are, might think this is a real team, but it isn't; the behavior is superficial. The coach of a Forming Stage team needs to be directive, teach the team about what to expect, provide them with the draft of its team expectations, help the team develop its procedures, and require them to run their own meetings and start assigning roles. In this stage they are a group of tentative people with no goal, high dependence on the leader for guidance and direction. They have little agreement on team aims other than received from the leader. Individual roles and responsibilities are unclear. The leader must be prepared to answer lots of questions about the team's purpose,

objectives and external relationships. Processes are often ignored. Members test tolerance of the system and leader. The leader directs (similar to Situational Leadership - Telling mode).

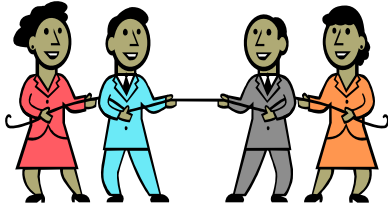
Forming Characteristics

- Members are “feeling out” one another and the situation
 - High expectations, polite and tentative behaviors, people accept direction readily
 - Not yet functioning as a team
-

Forming Questions

- Do I want to be part of this team?
 - Will I be accepted?
 - Who is the leader?
 - Is the leader competent?
-

Storming



The Storming Stage can last from 3-5 months to forever. Many teams never get past Storming, because the team functioning breaks down and attendance and commitment become problems. The coach for a Storming team must address two things: the team's counterproductive behaviors and the team's desire to see the team fail. A good Storming Stage coach requires members to address each other about their problems, while at the same time, constantly reminds the team about its potential. Most teams want to get rid of their coaches during this stage; a wise coach won't allow it.

This stage introduces conflicts and competition as each individual begins to start work on the plan. Stress of the work and individual differences on issues crop up. Sometimes the issues could be generational, cultural, ethnic or simply an issue of asserting one's own strength in the overall team equation. Interpersonal and communication issues dominate this stage leading to a flare up of conflict and confrontation.

The leader needs utmost restraint and maturity at this stage of team development. He has to bring forth networking skills, emotional intelligence and people management abilities in creating the right atmosphere. The leader also has to build winning relationships between team members and bring their focus back on team vision and goals.

This is an uncomfortable and frustrating time. Team players need to decide who to trust. Members make allies, politeness is gone and communication becomes direct. Members are working their way toward a sense and purpose. Decisions don't come easily within the group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases but plenty of uncertainties persist. Cliques and factions form and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress. There is an expression "it's darkest before the dawn," and such is true with a Storming team. Just when everybody is about to give up on teaming, members often shift and decide to make a real commitment to be a team. Usually the decision comes because they are sick and tired of arguing, and nobody is coming to their rescue. When this happens, they move to the Norming Stage. (Leader coaches similar to Situational Leadership® 'Selling' mode).

Storming Characteristics

- Reality clashes with earlier hope
 - Subgroups may form
 - Trust not yet solidified, some role confusion, possible disagreement around goal
 - Can be chaotic
 - Resistance to task
 - Changes in attitude about team chances
 - Impatience
 - Hostility
 - Discomfort
-

Storming Behaviors

- Arguing
 - Competing and defensiveness
 - Choosing sides or factions
 - Questioning others
 - Unrealistic goals
 - Expressing hostility
-

Storming Questions

- How will I seek autonomy?
 - How much control will I have over others?
 - Who do I support?
 - Who supports me?
 - How much influence do I have?
-

Norming



As conflicts begin to get resolved, the work flow picks up speed. People settle down to more harmonious working relationships. The focus now shifts to common team objectives and performance related issues. A cohesive team which knows its strengths and weaknesses now moves to peak performance leveraging the complementary skills of its members. This is also the stage where the team leader begins to delegate more effectively. Giving the team members a certain level of functional autonomy leads to unleashing the creativity of its members making for a high performing team.

The Norming Stage is where the first real team behavior starts to emerge. There is only one problem with Norming: once the team has started to function effectively, they have no interest in allowing any outsiders onto the team. A Norming Stage coach shifts to a supporting role, often asking challenging questions to get the team to think in new and different ways. Norming is a short-lived stage as the team starts to accept and capitalize on the diversity of its members.

Here team members look for trust and goals. Ground rules must be developed for positive interaction styles and conflict resolutions. Norms must be developed to help the team function smoothly. Agreement and consensus is largely formed among the team, who respond well to facilitation by the leader. Roles and

responsibilities are clear and accepted. Big decisions are made by group agreement.

Smaller decisions may be delegated to individuals or small units within the team. Commitment and unity is strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is general respect for the leader and some of leadership is more shared by the team. The leader facilitates and enables (similar to the Situational Leadership® 'Participating' mode).

Norming Characteristics

- Trust developing, gap between hopes and reality closes
 - Growth in self-esteem and interdependence
 - Humor shared
 - Commitment toward goal strengthens
-

Norming Feelings

- Safety/Security
 - Acceptance
 - Relief
 - Renewed Energy
-

Norming Questions

- What kind of relationships can we develop?
 - Will we be successful as a team?
 - How do we measure up?
 - What is my relationship to the team leader?
-

Performing



This is the final stage where a perfect group identity is created. There is independence and interdependence, learning as well as sharing knowledge, speed and efficiency. All glitches have been smoothened out by the team leader. There are very high levels of autonomy giving rise to emergence of new leaders. The performance is at the peak due to high motivation.

A successful team leader understands the different stages of the group formation and development. They manage the team effectively by moderating the team managerial styles according to the stage of development in which the team is passing through.

After months of bickering and trying to avoid accountability, the team has reached the Performing Stage. Now we see the real benefits of teaming emerge as the team concentrates on achieving its goals, driving performance, and sharing roles and responsibilities.

Informal experts emerge on the team and members rely on each other's talents. There is low tolerance for autocratic leadership. The Performing Stage coach can now truly empower the team to set its goals and make its own decisions. This is the only stage where the word empowerment is truly appropriate.

The time period it takes to reach performing changes with each group. They start to problem solve together, share leaderships and try to improve. Each member can appreciate the strength of the team. To stay vibrant and perform effectively, a team must keep setting new goals, keeping current with the needs of the business, and evaluate and improve efforts. If not, they may storm and norm once again.

The team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed with the leader.

The team has a high degree of autonomy. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team. The team is able to work towards achieving the goal, and also to attend to relationship, style and process issues along the way.

Team members look after each other. The team requires delegated tasks and projects from the leader. The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development.

Performing Characteristics

- Members operate with clear vision and trust
 - More self-directed
 - Mutual problem solving can be innovative
 - Members value one another, high performance level
 - Ready for new goals and challenges
-

Performing Behaviors

- Satisfaction
 - Pride
 - Excitement
 - Belonging
-

Performing Questions

- How are we doing?
 - What can we do better?
 - How can we be more effective?
 - What is my relationship to the team leader?
-

In which stage is your current team performing?

Stage	Characteristics
Forming	Polite Impersonal Watchful Guarded Excited
Storming	Control conflicts Confront People Opting Out Frustration Difficulties Struggles
Norming	Developing Skills Clear Procedures Giving Feedback Confronting Important Issues
Performing	Resourcefulness Flexible Open Effective Mutually Supportive Fun Synergy

Coming together is a beginning, keeping together is progress; working together is success.

Henry Ford

Conclusion

Not all groups progress smoothly and predictably through the stages and become a team. Numerous factors can either hinder or facilitate the process. For example, if new members are constantly entering the team while others are leaving, the team may never complete the performing stage. Other factors that may influence the pattern of team development include the context or environment in which the team operates and team member's awareness of time and deadlines.

"A team is a group organized to work together to accomplish a set of objectives that cannot be achieved effectively by individuals."