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Neill Thew

Getting the most from a team.



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Today's Agenda

01 WHAT IS A TEAM?

02 TEAM POSITIVES

TEAM NEGATIVES

03 WHY DO YOU NEED DIVERSITY?

(BELBIN)

04 WHAT DO YOU BRING TO A TEAM?

(JOHARI)

05 HOW DOES A TEAM DEVELOP OVER TIME?

(TUCKMANN)

06 HOW DO YOU DEAL WITH PRESSURE & CONFLICT?

(HEIFETZ)

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What is a team?

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A group of people who have come together to work towards a common goal.

Different & complimentary skills.

Mutual commitment & support.
Shared authority.

Interdependent.
Creates synergy.

Shared rewards.



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Team positives

Team negatives

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BEST

What's the best team you've been in?

Or the best couple of teams?

What made this team good?

Think about what the team achieved and what it was like to be a member of that team.



WORST

What's the worst team you've been in?

Or the worst couple of teams?

What made this team bad?

Think about what the team achieved and what it was like to be a member of that team.

RANK YOUR IDEAS

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SHARED GOALS

OPTIMISM

POSITIVE FEEDBACK

RESPECT

HONESTY / GENUINENESS



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CONTEMPT

BLAME

STONEWALLING

DEFENSIVENESS

NOT SPEAKING UP

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Why do you need diversity?

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Belbin team role basics

9 TEAM ROLES

In three clusters: action roles / people roles / thinking roles

THE BEST TEAMS USE THE MOST ROLES

The more roles the better. Think of a team that didn’t work - what was missing?

YOU CAN PLAY MULTIPLE ROLES

Most of us have preferred roles. How do you show up best? How much can you flex?

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Action Oriented Roles	**Shaper**	Challenges the team to improve
	Implementer	Puts ideas into action
	Completer Finisher	Ensures thorough, timely completion
People Oriented Roles	**Co-ordinator**	Acts as a chairperson
	Team worker	Encourages co-operation
	Resource Investigator	Explores outside opportunities
Thought Oriented Roles	**Plant**	Presents new ideas & approaches
	Monitor Evaluator	Analyses the options
	Specialist	Provides specialised skills

Team-Role Descriptions

Team Role	Contribution	Allowable Weakness
Plant 	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.	Can be seen as manipulative. Offloads personal work.
Shaper 	Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
Teamworker 	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
Implementer 	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

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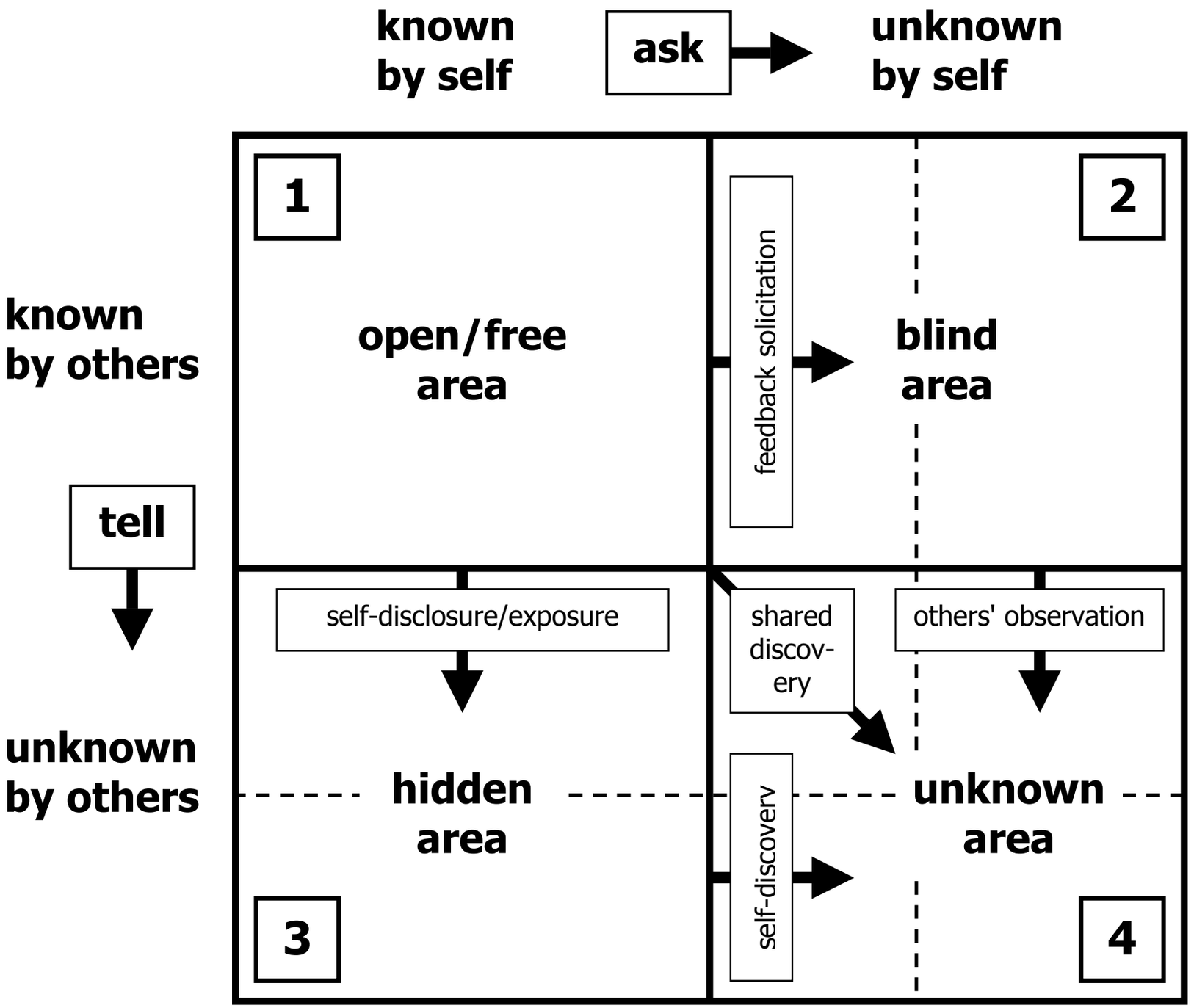
What do you bring to a team?

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Johari Window

	Known to you	Not known to you
Known to others	Arena	Blind spot
Not known to others	Facade	Unknown

Johari Window model



- able
- accepting
- adaptable
- bold
- brave
- calm
- caring
- cheerful
- clever
- complex
- confident
- dependable
- dignified
- energetic
- extroverted
- friendly
- giving
- happy
- helpful
- idealistic
- independent
- ingenious
- intelligent
- introverted
- kind
- knowledgeable
- logical
- loving
- mature
- modest
- nervous
- observant
- organized
- patient
- powerful
- proud
- quiet
- reflective
- relaxed
- religious
- responsive
- searching
- self-assertive
- self-conscious
- sensible
- sentimental
- shy
- silly
- spontaneous
- sympathetic
- tense
- trustworthy
- warm
- wise
- witty

Pick 5 for yourself

- able
- accepting
- adaptable
- bold
- brave
- calm
- caring
- cheerful
- clever
- complex
- confident
- dependable
- dignified
- energetic
- extroverted
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- shy
- silly
- spontaneous
- sympathetic
- tense
- trustworthy
- warm
- wise
- witty

Pick 3 for your partner

Johari Window

	Known to you	Not known to you
Known to others	**Arena** the words you picked and someone else picked for you as well	**Blind spot** the words someone else chose that you didn't pick yourself
Not known to others	**Facade** the words just you picked	**Unknown** the words nobody chose at all

How does a team develop over time?

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What happens when people live together in a submarine?

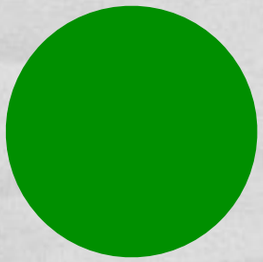
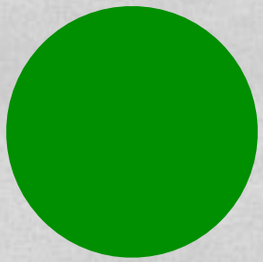
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STAGES OF TEAM DEVELOPMENT

- **FORMING**
- **STORMING**
- **NORMING**
- **PERFORMING**

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	Team	Individual	Task	Typical characteristics	Potential main block
Forming				Polite & watchful Impersonal Guarded Careful	Excessive dominance
Storming				Conflicts & difficulty Confrontation Opting out Feeling stuck	Unresolved conflict
Norming				Developing skills & roles Honest feedback Confronting issues Growing competence	Lack of leadership
Performing				Resourceful & flexible Open & effective Supportive Task-focused	Over confidence

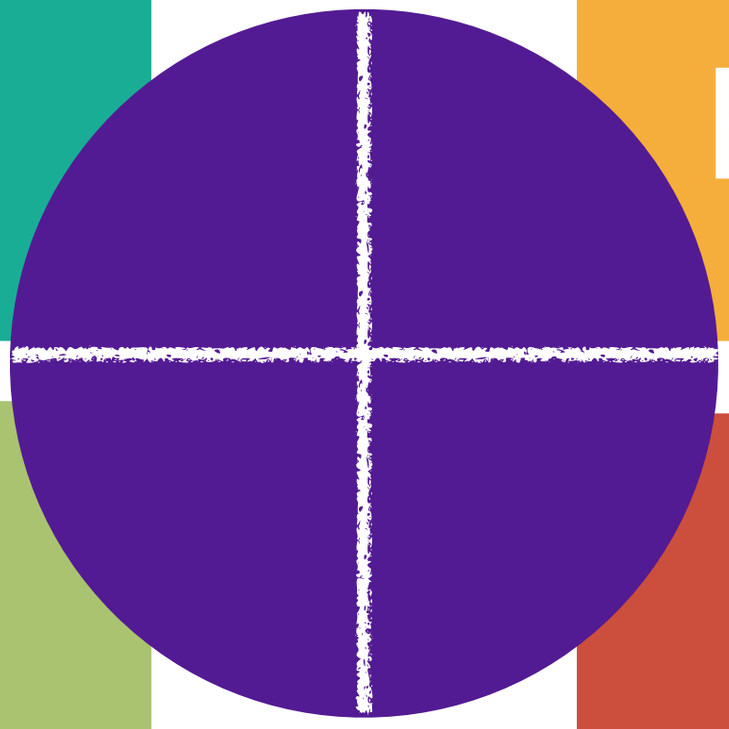
How do you deal with pressure and conflict?

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Create a strong holding environment

Vertical

Structures
Processes
Meetings
Accountability
Management



Horizontal

Relationships
Belonging
Tribe
Trust
Loyalty

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Regulating the heat

You need to stay in the optimal zone for work to get done

Lower	Raise
Fix an easy / specific problem	Name the elephants in the room
Sequence and pace the work	Ensure all voices are heard
Identify areas of agreement	Keep bringing attention back to the challenge
Take a break - blow off steam	Draw attention to work avoidance

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THANK YOU

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