



Managing an Effective Team

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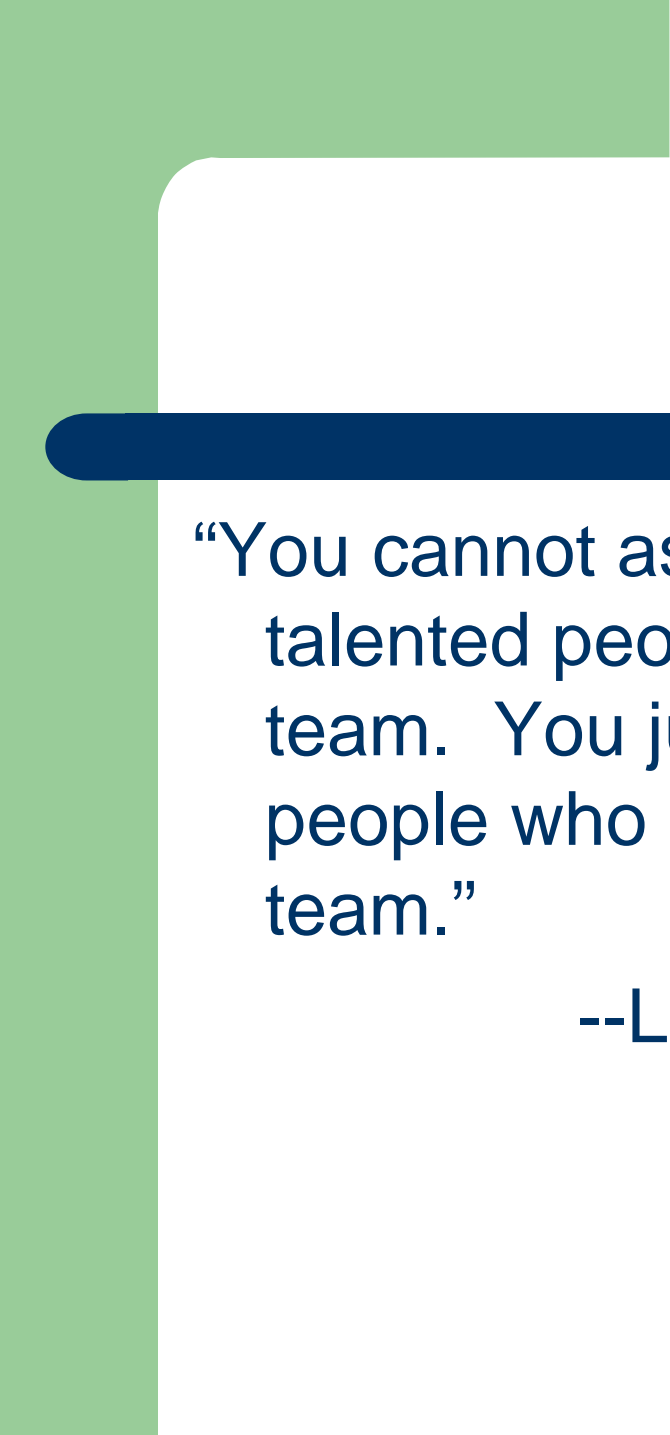
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“You cannot assume that by bringing together talented people you will automatically have a team. You just have a group of talented people who have no idea how to become a team.”

--Lorraine Matusak

Objectives of this Session

- You will learn characteristics of an effective team
- You will explore the stages of group development
- You will understand how to manage a group as it goes through the stages
- You will apply these ideas with your current team
- You will learn what to look for in teams in order to determine effectiveness

Why Put Together a Team?

- Better utilization of expertise
- More creativity in problem-solving
- Increased commitment and motivation
- Improved transfer of information

But, these benefits are not guaranteed!!

What are the Characteristics of High-Performing Teams?

- Reflect on a time when you were part of a great team – in school, sports, church, work or at home.
- What was the experience like? What were the factors that contributed to the team becoming great?
- Share your experiences in groups of three
- What are the common themes in your experience? Please write those down

Tour de France



Lewis and Clark Expedition



Lewis and Clark Expedition

“Here you have thirty-two men who had become so close, so bonded that when they heard a cough at night they knew instantly who had a cold. They could see a man’s shape in the dark and know who it was. ...They knew who was the best shot, the fastest runner, the one who could get a fire going on a rainy day. Around the campfire, they got to know about each other’s parents and loved ones, and each other’s hopes and dreams. They had come to love each other to the point where they would have sold their lives gladly to save a comrade. They had developed a bond, become a band of brothers, and together they were able to accomplish feats that astonish us today.”

---Ambrose and Abell, 1998

Stages of Group Development

- **Forming/Gathering**
- **Storming/Chaos**
- **Norming/Unity**
- **Performing**

Exercise - Applying the Stages to Your Team

- Discuss the following questions with your team members:

At which stage is our team?

How can we manage the team better?

- Please write down several ideas for better managing the team

Ideal End State Analysis

- Imagine the ideal outcome that the team would like to achieve
- Process – How is the team organized? Who is providing leadership? How do team members work together?
- Outcome – What is the typical day like? What are we doing? What results do we see?

Exercise - What is the Ideal End State for Your Team?

- If your team is ideal, what would it look like?
- Discuss together what the team looks like in this ideal state (use the present tense)
- Consider both Process and Task
- Please write down several ideas of how your team functions in this ideal state.

Team Effectiveness Survey

- “Stop the Action” and Check the Process
- No Right or Wrong Answers!
- Value is Generating Conversation and Improving Process
- Are Responses at the Appropriate Level for the Team’s Stage?
- Can be Administered in a Number of Ways

Closing Thoughts

“Coming Together is a beginning. Staying Together is progress. Working Together is Success.”

--- Henry Ford

“A leader’s expertise lies not simply in how to solve policy problems, but in how to manage the dynamics within the group.”

--- Ron Heifetz