



gaining outcomes *GO*

Designing Minds

TEAM THINKING



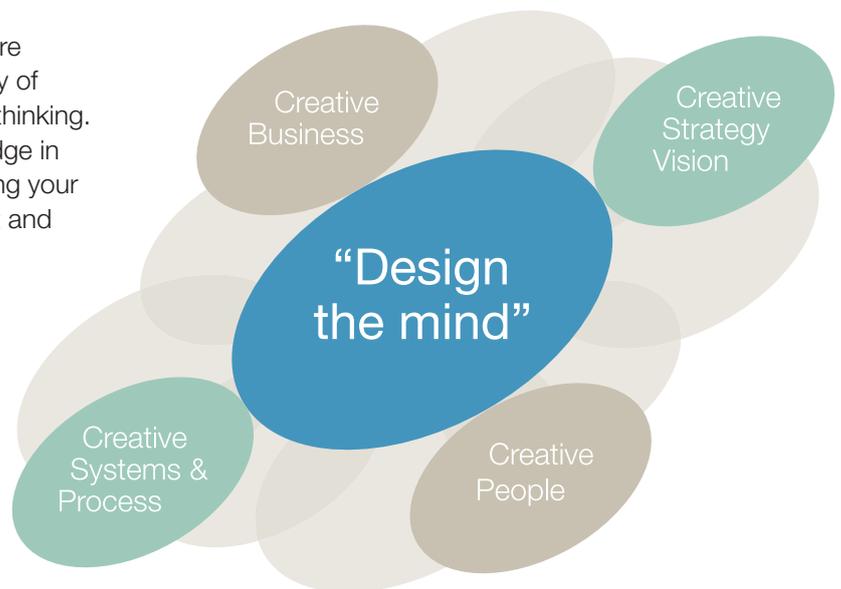
Welcome to Designing Minds

Gaining Outcomes 'Designing Minds' is a series of self coaching tools focusing on areas of human potential, creativity, innovation and whole brain thinking; social, analytical, logical, systematic and visionary.

In essence, we help people to become more **'innovative thinkers'** by developing their creative potential, helping them to build a culture which inspires original thought, creating new ideas and innovations, establishing a process which turns their ideas into reality. When a collection of brilliant minds, hearts and talents come together... expect a masterpiece!

Designing Minds Team Thinking

Self Coaching Handbook is designed to explore the dynamics of the team by integrating diversity of analytical, strategy, systematic, and supportive thinking. How would it be if you could build your knowledge in leading, participating, facilitating and empowering your team? Improve team performance, environment and culture of business.



Topics Covered

This handbook will give the learner some underpinning information and tools to lead and facilitate information to empower your team.

- **Improve TEAM Performance with Aligning Values**
- **Improve TEAM Dynamics and Behaviors with Key Principals**
- **Improve Motivation and Productivity**

Team Values

Have you ever thought about what motivates a team to be so brilliant? As a coach I often get asked the question, 'How do I motivate my team?' Values play a key part when it comes to motivation, values cause people to jump out of bed in the morning, they make us change bad habits, and prioritise what is most important in life and work.

Our values reflect our teachings from our family, friends, schools, mentors, and media. When a team forms, it is important to understand that each team member brings a unique value system to the table. These learned insights on life add important information to team discussions, but their differences are frequently the source of conflict. So understanding how values affect team member relationships is a critical piece of the team building puzzle.

Now many a time working with leaders, they will often 'tell' their team what is important, yet to be effective, and draw upon the team's resource and potential they need to listen and hear what members have to say and what motivates and inspires the team, not themselves.

Below is a list of value words to choose from, these are only examples, please feel free to choose your own. A question to ask yourself and your team is –

'What is the MOST important thing for them to have as a team'?

This list is an example of some highly valued criteria for a **TEAM**. If you could have the **MOST** important things in a **TEAM** what would the 8 critical things be? Loosely rank these values in order of importance, 1 being you're **MOST** important and 8 being your **LEAST** important. Coming to a consensus of a top 8 is usually a good number, and teams can slot them in the '**TEAM**' Focus wheel on page 5.

Teams Values List

- | | |
|---------------------------------|--------------------------------|
| Status / Power | Respect |
| Promotion / Getting ahead | Money |
| Adventure | Independence |
| Stability / Safety | Life experience |
| Financial security | Popularity |
| Recognition | Working alone |
| Working with others | Challenge |
| Achievement | Security |
| Location | Responsibility |
| Fame | Leadership/Influence |
| Knowledge | Artistic creativity |
| Competition | Self fulfillment |
| Helping others | Creativity |
| Continues learning | Sense of belonging |
| Time freedom | Intellectual stimulation |

Please Note:

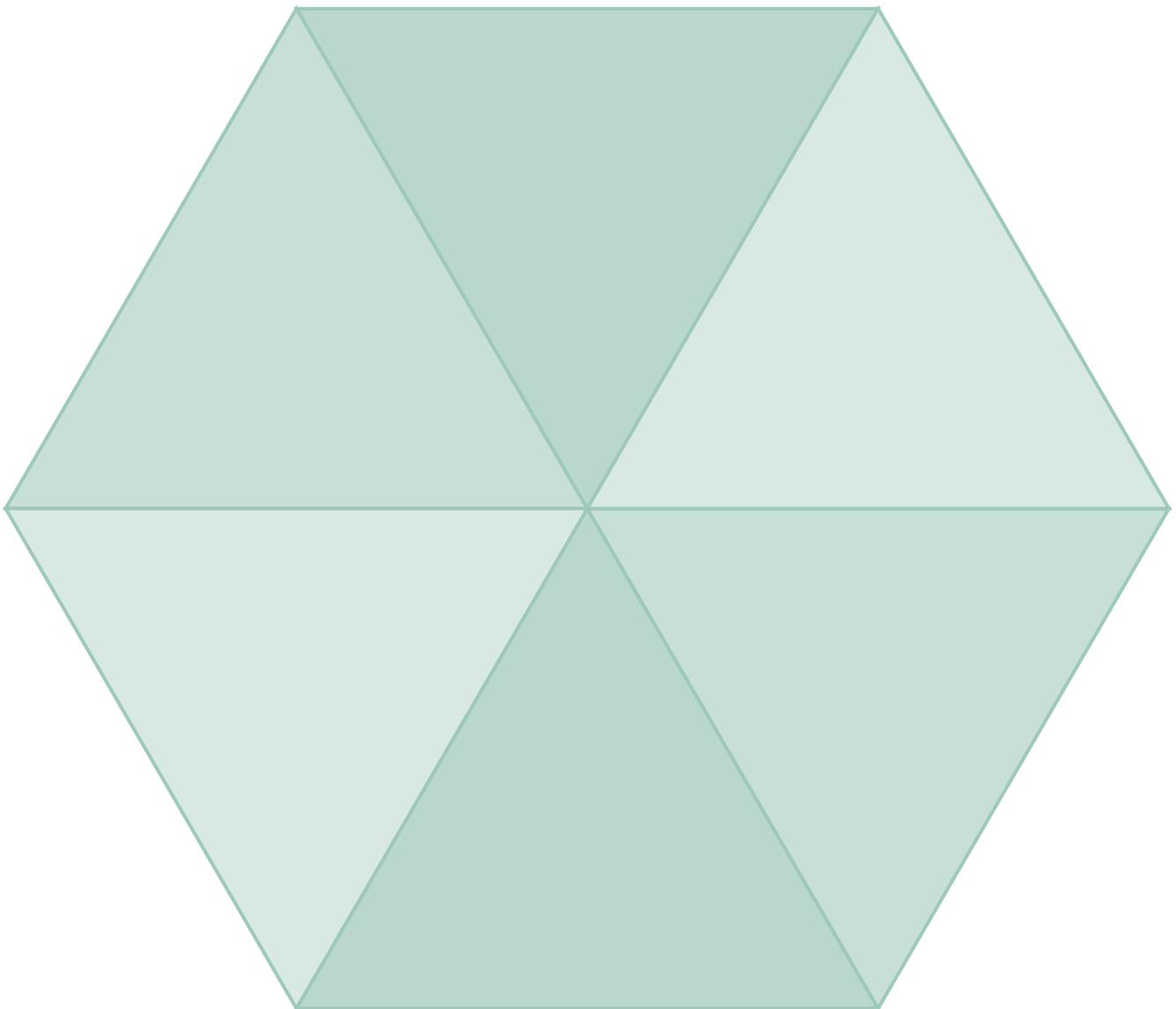
If doing this activity with the team and if you are having trouble coming to consensus of your top 8 values as a team the 'Brownlow Medal' technique is always good to facilitate. Get them to write on a post it note, there 1st preference, 2nd and 3rd preferred value and post up to their 3 most favorite.

TEAM Focus Wheel

The **TEAM Focus Wheel** is a diagram to use to demonstrate where you are now with your values as a team and where you would like to be for the future. The wheel has eight sections that together represent one way of describing what are the most important qualities and values you have as a team.

It's a great model to use as a visual with your team to help them see and identify what values that drive them write in your team values in each section of the focus wheel. Once they are written in, ask your team to 'scale' from **1 to 10**. Number 1, being the **LEAST** important and it sits on the inner middle of the circle and number 10 being the **MOST** important sits on the outer part of the circle.

Observe, which value is low? which are high? Some questions to ask the team, which values are a priority to start working on first? What do they think has caused the values to be low? What needs working on first?



**Once this has been established,
now is time to align 'principal's' to the values.**

TEAM Principles

Principals are the 'unwritten' rules that hold up the teams values. Team operating principles are standards of behavior that build and strengthen the team. Team members discuss how they will behave with each other, and then formalize their results in a set of standards or a Code of Conduct. Teams will inevitably experience difficulties and conflict, having a basis for dealing with the interpersonal issues will help to protect the team and allow it to grow and evolve. Principals help underpin the teams values.

Select and list six to eight principals from below and tick them in no particular order, or more importantly, you can make up your own as a team. If you are challenged in getting started, 'Brainstorming' is a team tool that is used to generate 'flow' and always helps, it stimulates creativity and allows everyone to express freely. Brainstorming is a powerful way to tap into the collective knowledge of a group of people. Team members feed off of each others' thoughts to develop ideas that, in numbers and quality, far exceed those of any individual team member.

The Rules for Brainstorming are:

1. Write the topic 'Our TEAM Principals' at the top of a flip chart page
2. To create 'FLOW' if you number 1 to 30 down the page, it stimulates the mind to 'think', have your team start to call out what they think will be a good principal or start with one team member and, in turn, have all team members contribute an idea
3. One idea per team member per turn, keeps everyone involved, yet some may like to add, add, and add again
4. Write down ALL ideas on the flip chart page, and when full, hang on the wall and continue
5. If a team member has no idea when their turn comes, have them say "PASS," and continue
6. There is no discussion or criticism of ideas - the point is to develop as many ideas as possible
7. When everyone passes in succession, the brainstorming is complete

Please note, it is said, the best ideas come last when everyone thinks they have finished, its great as a leader to keep asking 'What Else?'...'so if we could have one more...'

Some examples of Team Principals

- Participate fully and openly
- Give feedback directly and openly, focusing on task and process not personality
- Come to meetings prepared
- Focus on team goals
- We all contribute to solving problems
- We respect and support different ideas
- Each person is responsible for the team experience
- We ask for what we need
- We encourage others to share ideas
- Collecting the views of all participants is important
- We focus on team gains not on individual losses
- We acknowledge that everyone brings value talent, skill and resources to the team
- Everyone is responsible for keeping meetings on track
- We address processes not individuals
- We communicate effectively
- We rotate responsibilities
- Meeting action items are clearly defined and assigned
- We build each other up and have FUN
- We act to benefit the whole company
- We are all involved in cross functional work
- We are willing to pitch in and help others
- We coach and encourage effective decision making
- We share information
- We create an environment to actively learn from each other
- We learn from our MIS - takes
- We transfer learning into effective action for our customers
- We strive for consensus when making decisions

Creating a Team Mission Statement

The best teams have members who share a common understanding of the mission and vision, and have great clarity of how their mission and vision support those of the larger organization. Teams that perform poorly are frequently found to lack this common understanding.

What is really important is, to have the team come up with a 'TEAM' mission and vision. Aligning it with the business or organization is something great, however it needs to come from them and their own thinking and intention, it creates more buy in and they remember it and own it.

Mission statements focus on possibilities, not on limitations. A team mission statement doesn't have to be some big formal document. It can be a word, phrase or something creative, something different such as a symbol or image. A driving force behind every team is a

clear mission and vision. A mission is the task at hand... what the team does...its purpose for existing. A vision is a mental image of a possible and desirable future state for the team that is better than what now exists.

To create a vision and mission statement. Ask the team some questions around:

If they were a successful team what would they be seeing, feeling and doing?

What environment would they be creating to function as a high performing team?

The listed top eight principles now can be typed up with the team values. Now combining these, what 'TEAM' Mission Statement can come from this, what logo, icon, symbol, song, metaphor or acronym could be created?

Our Top 8 Principles as a TEAM;

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Our TEAM Mission Statement:

Now combining, principals, team values and answers to questions what have you come up with?

TEAM Thinking for a Dynamic Year ahead:

If the team was to have a dynamic year ahead, what is required to have this happen?
Posing the following question to the team.

1. What is it, if you could have, 'Do Want – Do Have' with this team now?
2. What is it you 'Do want – Don't Have' with the team now?
3. What is it you 'Don't want – Do Have' with the team now?
4. What is it you 'Don't want – Don't Have' with the team now?

It is important to ask the questions for 'NOW' for being future and solution focussed with the team.

1. Do Want & Do Have

2. Do Want & Do Have

3. Don't Want & Do Have

4. Don't Want & Don't Have

Quadrant 1: Do Want & Do Have; This quadrant lets us look at the positive points of our topic and (team), sets appreciation for what we have and can work with. Observing your list what have you to appreciate? What are the positive strengths this team has?

Quadrant 2: Do Want & Don't Have; This quadrant is for you to look at what we really want and can focus on for the future, what goals you can set and work with. It's important to look at the list and ask 'what you can control and can't control'. Things you can't control, can you influence it, if you can it stays in the list, its about

how to influence it. If you can't control, then it gets deleted or scribbled out, energy goes where energy flows.

Quadrant 3: Don't Want & Do Have; this quadrant is for you to look at 'What can and can't control' and if we focus on quadrant 2 things, then usually, not always, but usually they go away once quadrant 2 is in full focus.

Quadrant 4: Don't Want & Don't Have; this quadrant is for you to look at is for you to appreciate what they don't want and don't have.

The TEAM Development Wheel: Forming, Storming, Norming and Performing

The '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, to face challenges, to tackle problems, to find solutions, to plan work and to deliver results. This model has become the basis for subsequent models of TEAM Development and the team dynamics and a management theory frequently used to describe the behavior of existing teams.

Tuchman's model explains that as the team develops maturity and ability, relationships establish, and the leader changes leadership style. Beginning with a directing style, moving through coaching, then participating, finishing delegating and almost detached. At this point the team may produce a successor leader and the previous leader can move on to develop a new team.

Forming

This very first stage of the team development is the beginning and where it takes place. The team meets and learns about the opportunity and challenges; they agree on goals and begin to tackle tasks.

Characters

- They have high dependence on the leader for guidance and direction.
- Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader needs to be prepared to answer lots of questions about the team's purpose, objectives and goals.
- Processes are often ignored. Members test tolerance of system and leader. Leader directs team members tend to behave quite independently.
- They may be motivated, however are usually relatively uninformed of the issues and objectives of the team.
- Usually the team is on their best behavior, very focused on themselves and doing things right, at this stage.
- Sharing knowledge, supporting each other, and open to what is stated by the leader.
- This forming stage is important it is where the team makes new friends, and they get to know one another. It is a great opportunity to see how the team works and how they respond to pressure. The leadership style is more directive, authoritative, telling and clear vision and objectives need to be set.

Storming

Every group enters the 'storming stage' where different ideas compete for consideration. The team addresses issues such as which problems they are really supposed to solve, how they function independently and together. Team members open up and confront each other ideas and perspectives. In some cases storming can be resolved quickly.

In others, the team will never leave this stage. The maturity of some team members usually determines whether the team will ever move out of this stage. Some team members will focus on minutia to evade issues.

This storming stage is necessary for the growth; it can be contentious, unpleasant and even painful to members of the team who are adverse to conflict. Tolerance of each team member and their differences needs to be emphasized. Without tolerance and patience the team will fail. This phase can become destructive to the team and will lower motivation if allowed to get out of control.

Decisions don't come easily within 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.

The leadership style facilitates and coaches, is directive with guidance of decision-making, draws out the teams potential and professional behavior. The group will then resolve their differences and group members will be able to participate with one another more comfortably and they won't feel that they are being judged in any way and will therefore share their own opinions and views.



Norming

At some point the team enters norming stage. Team members adjust their behavior to each other as they develop work habits that make teamwork seem more natural and fluid. Team members often work through this stage by agreeing on rules, values, professional behavior, shared methods and working tools.

During this phase, team members begin to trust each other, motivation increases as the team gets more acquainted with the project. Agreement and consensus are largely forms among team, who respond well to facilitation by a leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. 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 participating.

The team members can be expected to take more responsibility for making decisions and for their professional behavior. Views seen before of members at the start begin to change as they know each other better. The team feels a sense of achievement for getting so far; however some can begin to feel threatened by the amount of responsibility they have been given. The team would try to resist the pressure and resist reverting to storming again.

Performing

Some teams will reach performing stage. These high-performing teams are able to function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need to external supervision. The team has become interdependent. By this time they are motivated and knowledgeable. The team members are now competent, autonomous and able to handle the decision-making process with supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team.

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,

the 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. Leader delegates and oversees.

Even the most highly performing teams will revert to earlier stages in certain circumstances. Many long – standing teams will go through these cycles much time as they react to changing circumstances. An example, a change in leadership may cause the team to revert to storming as the new people challenge the existing norms and dynamics of the team.

Adjourning

Bruce Tuckman refined his theory around 1975 and added a fifth stage to the Forming Storming Norming Performing model - he called it Adjourning, which is also referred to as Deforming and Mourning. Adjourning is arguably more of an adjunct to the original four stage model rather than an extension - it views the group from a perspective beyond the purpose of the first four stages. The Adjourning phase is certainly very relevant to the people in the group and their well-being, but not to the main task of managing and developing a team, which is clearly central to the original four stages.

Adjourning, is the break-up of the group, hopefully when the task is completed successfully, its purpose fulfilled; everyone can move on to new things, feeling good about what's been achieved. From an organizational perspective, recognition of and sensitivity to people's vulnerabilities in Tuckman's fifth stage is helpful, particularly if members of the group have been closely bonded and feel a sense of insecurity or threat from this change. Feelings of insecurity would be natural for people with high 'steadiness' attributes.

(<http://en.wikipedia.org/wiki/Forming-storming-norming-performing>)



Role of Management and Leadership in Team Building

Stage	Management Skills	Leadership Skills & Qualities	Tasks & Relationship Outcomes
1. Form	Organising, Teaching Setting accountabilities Setting standards Goal Setting	Being open and honest, Vision and values-driven, Solutions-oriented Trustworthy, Listening	
2. Storm	Counseling, Active Listening Assertiveness, Job analysis Performance assessment Conflict management	Being patient, Being flexible Being creative Kaleidoscopic thinker	Purpose Belonging
3. Norm	Communicating Giving constructive feedback Affirming, Coaching	Playfulness, Humour Entrepreneurship Networking	Involvement Support
4. Perform	Consensus building Problem solving, Decision making Rewarding	Managing by walking around Stewardship delegation Mentor, Futurist Cheerleader, Champion	Achievement Synergy
5. Adjour/Reform	Evaluating, Reviewing, Improving	Celebrating Bringing closure	Recognition Satisfaction

Where is your team now, in regards to the team development?

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What methods need to be applied to move them forward with performing?

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For your TEAM, and from here to the future, perhaps pose the following questions to them:

What is working well for us as a team?

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What can be done differently in the future to create the dynamic team we would like to see and have?

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What is our focus for the next week month or 3 months, choose your time frame?

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What do we need to do to keep us accountable and focused?

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Action Plan

If you hear any good ideas or ways of performing a task a better way, this is the spot for you to write them down.

It has been found that if new ideas aren't used within 24 hours, they are generally forgotten. When you get back to work put this sheet in a prominent place and make sure that you try all of the things that you have made note of.

A series of horizontal dotted lines for writing.

Goals

*Set a goal, write it down, and release the outcome,
Small steps make a big difference*

Action

The journey to find your lost self begins with one step

Achievement

Chase Your Dreams, You may be surprised by where they lead you.

Suggested Reading

Leading Your Team

Andrew Leigh & Micheal Maynard

One Minute Manager Series

Ken Blanchard

One Minute Manager Builds High Performing Teams

Ken Blanchard & Donald Carew, Eunice Parisi-Carew

Leadership (2nd Edition)

Macmillan USA

Magicians Way

William Whitecloud

Websites

<http://en.wikipedia.org/wiki/Forming-storming-norming-performing>

<http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm>



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Leadership Development
Business & Mindset Coaching
Communication

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