

# EFFECTIVE TEAMS

A TEAM IS A GROUP OF INDIVIDUALS  
WHO SHARE MUTUAL RESPECT AND ARE  
ACTIVELY PURSUING A COMMON GOAL.

# TEAM

Individuals

Respect

Pursue

Common goal

# INDIVIDUAL TEMPERAMENTS

Myers-Briggs

Keirsey <http://keirsey.com>

<http://keirsey.com/index.html#sixteentypes>

Artisan

Guardian

Rational

Idealist

# EFFECTIVE TEAMS NEED INDIVIDUALS

A mixture of individual temperaments

A mixture of technical skills

Individual preparation is essential

Individual follow-up is essential

Individual buy-in is essential

# THEN WHY USE TEAMS?

The overall performance of a real team is significantly better than the sum of individual contributions (e.g. Desert Survival)

Teams are vital for

- Effective meetings

- Strategic planning

- Implementing innovation

- Continuous improvement projects

# TEAM BUILDING

## Forming

Acquainted, anxiety, accepted, challenge limits

## Storming

Defensive, challenge leader, negativism, play it safe or get involved ?

## Norming

Share, bonding, risk taking, trust, challenge each other, understanding

## Performing

Full trust, free expression, mutual innovation, challenge the group, **RESPECT**

# TEAM CODE OF CONDUCT

Ingersoll-Rand

[http://www.me.psu.edu/sommer/me415/ir\\_code.doc](http://www.me.psu.edu/sommer/me415/ir_code.doc)

ME 415 student group

[http://www.me.psu.edu/sommer/me415/asd\\_team.doc](http://www.me.psu.edu/sommer/me415/asd_team.doc)



# TEAM CODE OF COOPERATION

## Boeing

EVERY member is responsible for the team's success

Attend all sessions and be on time

Listen to and show respect for the contributions of their members

**Criticize ideas, not persons**

Resolve conflict constructively

Everyone participates – no one dominates

Be succinct, avoid long anecdotes and examples

**No rank – everyone is equal**

HAVE FUN

# TEAM MEETINGS – GOALS

## Advance preparation

Agenda of tasks, handouts, facilities

## Tasks

Document decisions

Record action items

Inform people who will be impacted

Plan validation of completion

## Tabled tasks

Schedule future action

## Track team history

Assigned versus completed versus tabled

# TEAM ROLES

Team Leader

Time Keeper

Recorder

Gatekeeper

Facilitator

<http://www.mne.psu.edu/sommer/me4>

# TEAM LEADER

Leads team through problem solving process

Prepares **in advance** for each team meeting

Provides structure and guidance to allow maximum participation

Influences team decisions **equally** with team members

# TIME KEEPER

Assures that the team stays on its time budget for various tasks during the meeting

# RECORDER

Writes down all ideas and material generated during the meeting

Generates action items and circle/dot chart

Sends documentation **after the meeting**

# EFFECTIVE MEETINGS – CIRCLE/DOT CHART

Action Item	Due	Done	Moe	Larry	Curly	Shemp
A			•	⊙		•
B			•	⊙	•	
C			⊙			
D			•		⊙	
E				•		⊙

# GATEKEEPER

Assures that all members are participating



# FACILITATOR

Suggests alternative methods and procedures

Assures understanding of the team process

Remains neutral

**Monitors the process** rather than the task

# GOOD AGENDA

Prioritised with important tasks first

Distributed **well in advance** of meeting

Reviewed at beginning of meeting

Includes tabled tasks from prior meeting

Identifies responsibility for particular tasks

Provides time estimate for each task

Developed at the end of the prior meeting

# PITFALLS TO AVOID

Late arrival, no-shows

Poor advance preparation

Team leader, individuals

Process

Active involvement by only 1 or 2 people resulting in lack of **confidence and commitment** by the others

Tasks

Failure to recognize ownership of action items

Failure to track completion of action items

Tracking

Poor history of assigned / completed / tabled

# ANTICIPATING PROBLEMS

Strong **FACILITATOR**

Make team members aware of behaviors that detract from team effectiveness

late, eating, cell phone, secondary activity

Develop strategies for addressing potential teaming problems

Team checkup

<http://teamapproach.com/checkup.asp>

# EFFECTIVE TEAMS – SUMMARY

Advance preparation

Individuals are important to a good team

Conflict can be constructive

Strong FACILITATOR

Respect