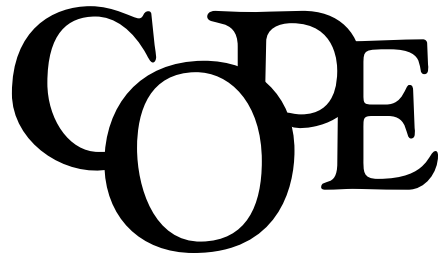


The Center for Organizational and Personal Excellence



Module #2: Leadership Through Quality *High Performing Teams (Individuals Working Together)*

Module Objectives

- Learn about the two functions of teamwork, group process and task focus
- Define and rank order the ten components of high performing teams
- Identify four stages of team development
- Determine appropriate directive and supportive behaviors, and
- Practice and role-play appropriate team development response strategies

Module Description

This **Leadership Through Quality** Management Development Module focuses on the concept of Creating High Performing Teams. This module introduces a model that identifies the following five key elements of High Performing Teams: Vision & Mission, Leadership & Communication, Competency & Organization, Involvement & Empowerment and Goals & Results. Participants will have an opportunity to understand how each of these elements contributes to the success of High Performing Teams. An emphasis is placed on individual and small-group "hands-on" activities which apply and reinforce the concepts.

High Performing Teams; Participant's Workbook; V1, 11/06

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What Do We Mean By Teams?

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A high-performing team can be defined as *two or more interdependent individuals* who *share a common vision/mission* and who *have established goals* and *achieve results through cooperation and two-way communication*.

Because teams are by definition comprised of diverse individuals, an effort must be made to develop the team through an understanding of the two functions of teamwork: how team members relate (the group process) and how team work is accomplished (the task focus). As a result of concentration on both *group process* and *task focus*, groups of individuals can become transformed into unified work teams.

Circle the Number of Each "Process Focused" Item Below

- | | |
|-------------------------------|---------------------------|
| 1. Goal Setting | 6. The Need for Status |
| 2. Skillful Use of Leadership | 7. Problem-Solving |
| 3. Data Collection | 8. Peer Pressure |
| 4. Communication | 9. Action Planning |
| 5. Data-Analysis | 10. Distribution of Power |

NOTE: Process Focused Items are ALL involved in the development of team effectiveness. (All even numbered items are "process and relationship" focused)

Why Build a Team?

Team Building should serve two purposes that satisfy both management and workforce motives:

1. **To improve business results** by working together to set priorities, to identify and solve problems, to make decisions, and to improve the work relationships within the group.
2. **To improve the quality of work life** by improving the interpersonal relationships of group members, by freeing the group members from unnecessarily close supervision, by enriching their lives, by allowing them to take ownership of what they do, and by enabling them to participate in the benefits derived from doing business successfully.



A High Performing Team...

- Clearly articulates its vision, mission and goals
- Demonstrates leadership and communication
- Understands its competencies (strengths/weaknesses)
- Provides structure and organization
- Involves and empowers everyone
- Establishes clearly defined goals
- Directs its energy and resources to the accomplishment of results

Elements of High Performing Teams

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Take a few minutes to examine the following ten elements of High Performing Teams. In the column to the right, rank order the elements from #1 (high) to #10 (low), based on your view of the importance of each element.

Element	Description	Ranking
1.Vision	A compelling view of a future yet to be	_____
2.Mission	Our place in this compelling view of the future	_____
3.Leadership	The visible observable behavior (actions) that makes people want to follow or emulate another	_____
4.Communication	Two-way, interactive communication, listening and feedback which encourages understanding	_____
5.Competency	Core capabilities, skills, knowledge and experience (both strengths and weaknesses)	_____
6.Organization	Team structure, including definition of roles and process for decision making and collaboration	_____
7.Involvement	Commitment to both shared ideals and shared goals which encourage ownership and synergy	_____
8.Empowerment	An environment of mutual trust and respect which encourages individual responsibility and authority	_____
9.Goals	Specific measurable targets that we are attempting to reach within a given period of time	_____
10.Results	The attainment of specific tasks and the recognition and acknowledgement of individual contributions	_____

What Do We Mean By... And How Can a Leader Encourage It?

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What are some of the visible observable actions (behavior) that a Team Leader can display to demonstrate that these elements of Highly Effective Teams are in place within their team...

Vision & Mission

Leadership & Communication

Competency & Organization

Involvement & Empowerment

Goals & Results

PREVIEW ONLY

PREVIEW ONLY