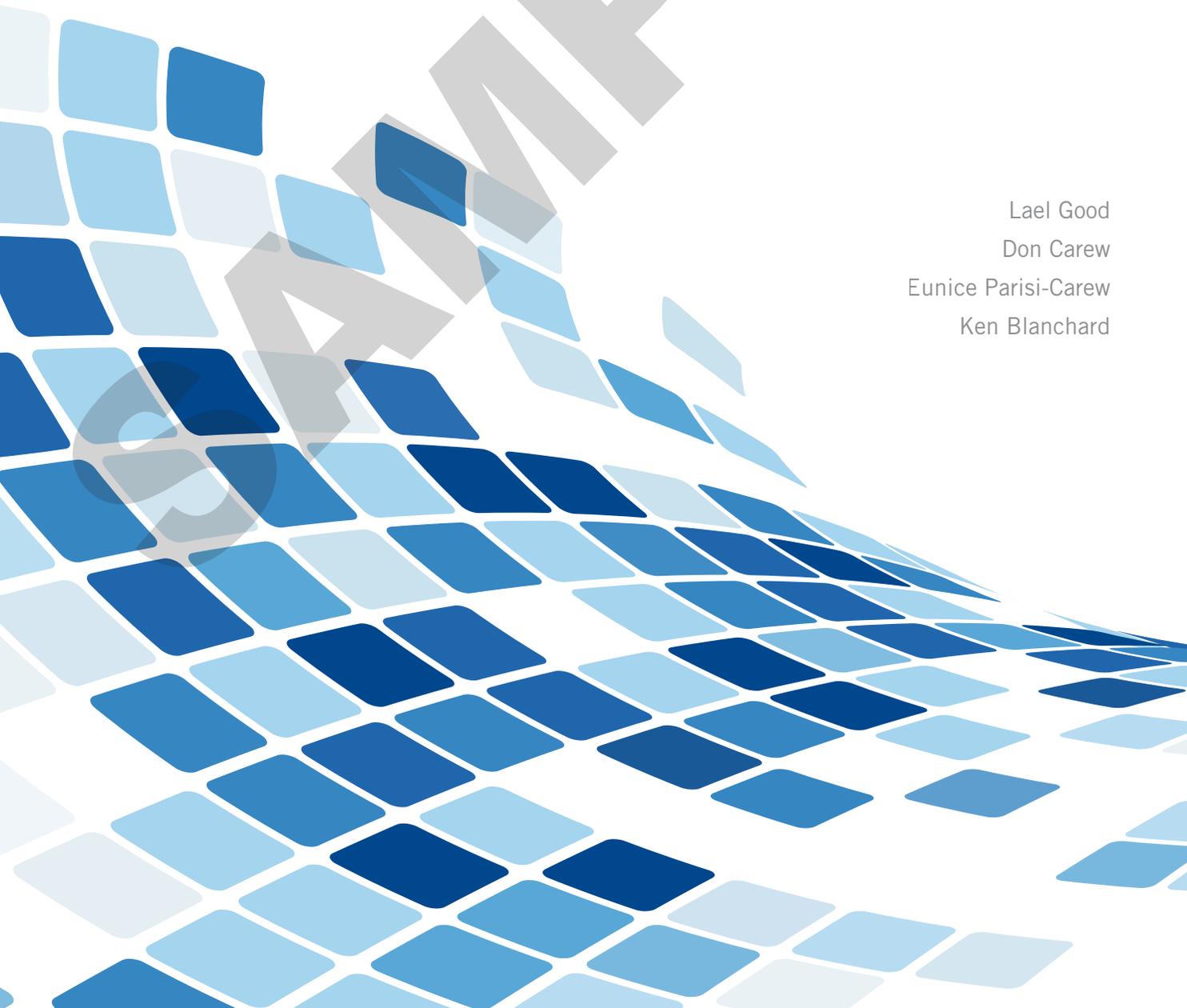


# TEAM LEADERSHIP

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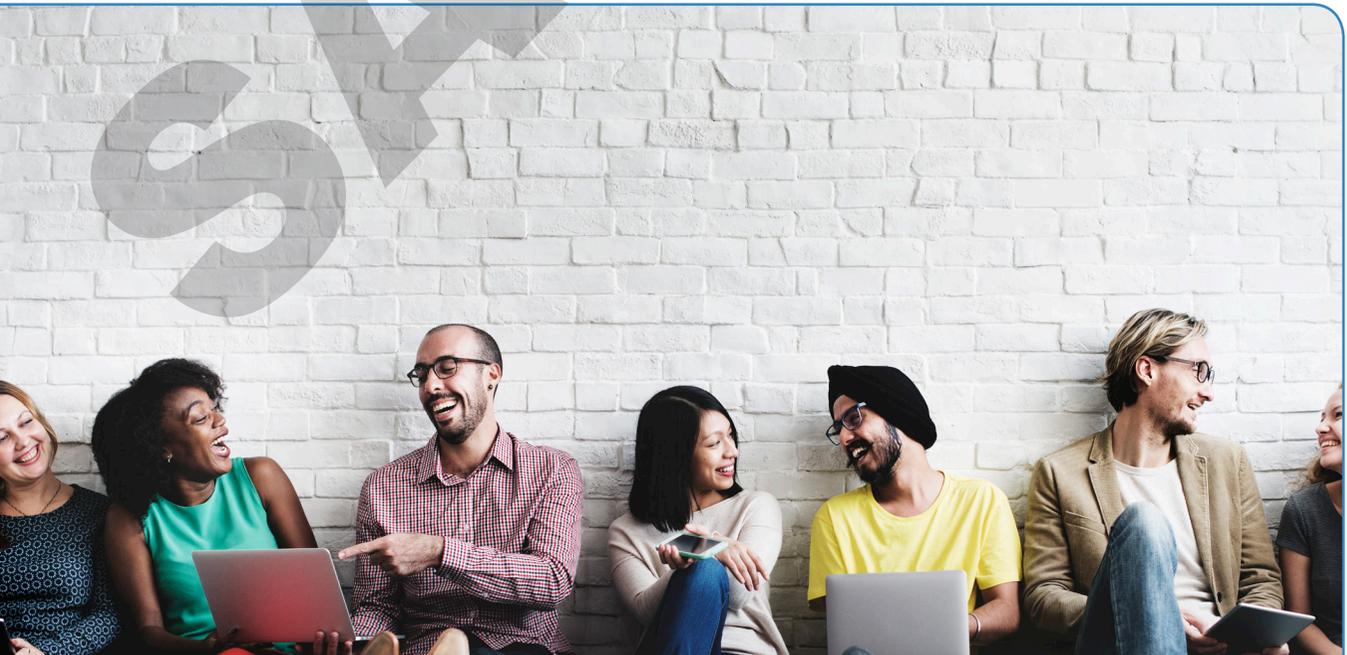
Lael Good  
Don Carew  
Eunice Parisi-Carew  
Ken Blanchard



# Team Leadership

## In this session, you will

- Develop a high performance teams mindset
- Understand the focus of high performance teams
- Learn and practice the team leadership skillset



# What about Teams?

What is your definition of a team?

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What has changed with today's teams?

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What do we know/believe about teams?

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What are the biggest obstacles for today's teams?

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# High Performance Teams Mindset



Teams Need Clarity  
above All Else

Teams Embrace  
Conflict in Order to  
Grow

Teams Thrive on  
Trust

High Performance  
Teams Lead  
Themselves

# Team Stages

T4 PRODUCTION	T3 INTEGRATION	T2 DISSATISFACTION	T1 ORIENTATION
High Productivity —●— High Morale	Moderate to High Productivity —●— Moderate Morale	Low to Moderate Productivity —●— Low Morale	Low Productivity —●— Moderate to High Morale
Sustain High Performance	Build Team Cohesion	Communicate during Conflict	Align for Results



## Team Stages

Team stages are determined by two variables: **Productivity** and **Morale**

### Productivity

*The quantity and quality of work accomplished in relation to the team's purpose and goals*

### Morale

*The sense of pride in belonging to the team and the satisfaction that comes from accomplishing its work*

Optimal productivity depends on ...

- Clear \_\_\_\_\_ and measurable results
- Technical knowledge and \_\_\_\_\_
- The team's ability to \_\_\_\_\_ and achieve \_\_\_\_\_
- Team problem solving and decision making \_\_\_\_\_

High morale depends on ...

- Enthusiasm and \_\_\_\_\_
- Good \_\_\_\_\_ and cooperation
- Praise and \_\_\_\_\_
- Appropriate \_\_\_\_\_

# Observing Team Dynamics



Team dynamics are the patterns of behavior that occur within a team. The best way to identify team dynamics is to *participate* in the work of the team while *observing* what is happening.

**CONTENT**

WHAT the team is  
doing

**PROCESS**

HOW the team is  
working together

# Team Charter



A team charter is a set of agreements, developed through a collaborative team effort, which provides the framework for what the team wants to accomplish and how the team will work together to achieve results.

Team Name \_\_\_\_\_

## Team Purpose

What do we do? For whom do we do it? Why do we do it?

*Our team-for-a-day's purpose is to learn the mindset and practice the skillset of Team Leadership so that each of us can apply our learnings with our teams back on the job in order to develop them into high performance teams that will benefit the organization.*

## Goals

What are the measurable outcomes the team is responsible for in order to achieve the team's purpose?

## Roles

What are the key responsibility areas of each team member for achieving the team goals?

# The Virtual Team—Part 1

What is the team stage?

- T4  T3  T2  T1

What problems are being surfaced with this team?

What other considerations does this virtual team face?

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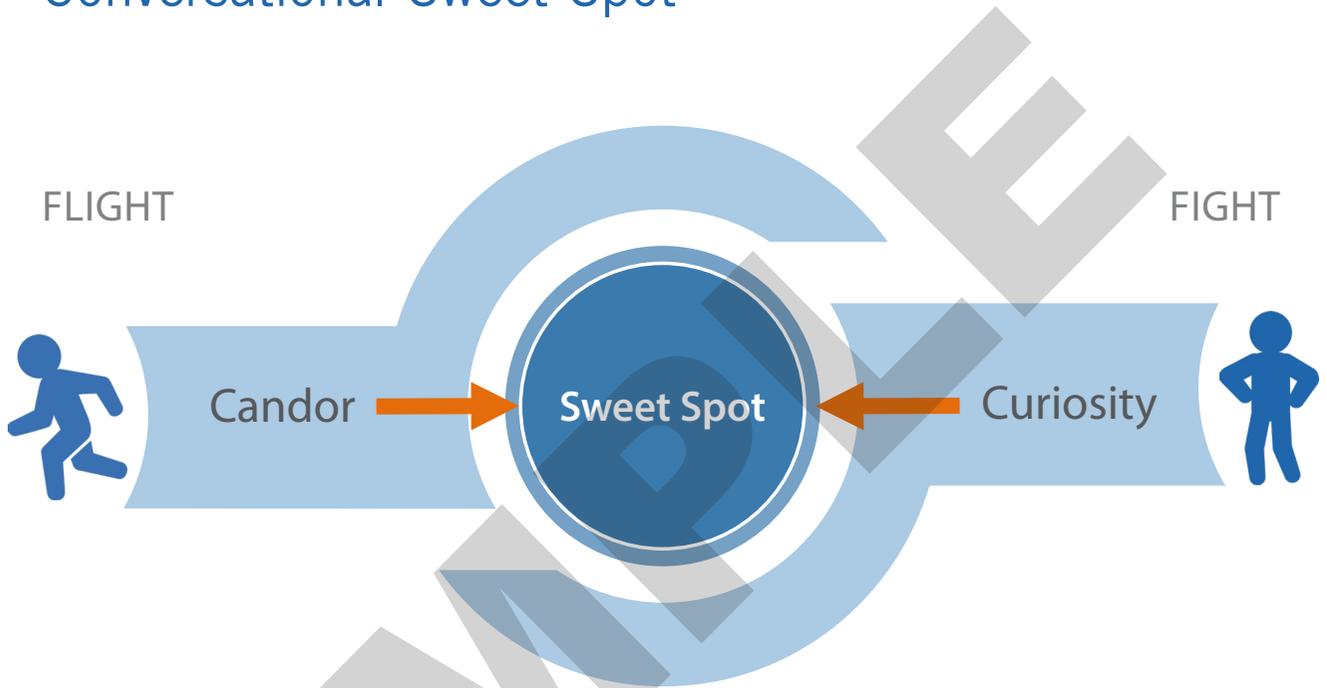
TERESA



**Conversational Capacity** is the ability to have constructive, **learning-focused dialogue** about **difficult subjects**



# Conversational Sweet Spot



The good work happens here

How would you define high candor?

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How would you define high curiosity?

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# The Working Team

How would you describe this team?

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How were the team members behaving?

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Which nonverbal clues did you notice?

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# Trust and Support Each Other

Which behaviors build trust?

Which behaviors erode trust?

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What is the impact of high or low trust in supporting each other? What actions might you take to improve both?

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# Leadership Style 4—Validating



## Validating Behaviors

- Relinquish control
- Encourage creativity, agility, and risk taking
- Recognize and celebrate the team
- Help the team apply lessons learned to new challenges

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T4 PRODUCTION	T3 INTEGRATION	T2 DISSATISFACTION	T1 ORIENTATION
High Productivity High Morale	Moderate to High Productivity Moderate Morale	Low to Moderate Productivity Low Morale	Low Productivity Moderate to High Morale
Sustain High Performance	Build Team Cohesion	Communicate during Conflict	Align for Results

## Team Stages

**Leadership Intention**  
To help the team Sustain High Performance

# Next Steps

## Your MASTER Assignments

1. Access your personal team's **Team Assessment Report** and review the results. Refer to the annotated sample report to help you find areas to develop, and identify an action plan for your team.

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2. Use the **Team Leadership App** to diagnose your team's stage of development and reinforce your knowledge of the Team Leadership model and concepts.

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3. Schedule and conduct a Team Charter with your team using the **Team Charter Worksheet** to get aligned on your team purpose, goals, roles, and norms within the next two weeks.

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4. Practice your participant-observer skills using the **Team Dynamics Observation Worksheet**. Provide feedback about what you observed with a process check during the next team meeting.

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