



# TEAMWORK?????

Presented to IPMA

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# Teamwork, Lollipops and Unicorns!!!

- The word is overused.
- It can't be mandated – no matter who mandates it.
- Do you have “teamwork” all throughout your organization?
- What the heck does “teamwork” mean?

# The Meaning of Teamwork

- Sometimes it really means nothing but makes the leaders feel good to say “we’re a team, now let’s act like one.”
- “two heads are better than one”
- People helping each other when they’re overloaded
- Speaking up and being truthful when needed
- Working together to reach a goal

# Stages of Team Building

- Forming – Why are we here?
- Storming – Can we work together?
- Norming – How will we work together?
- Performing – How can we work smarter?
- Mourning/Re-Forming – Should we continue?

# What is HR's role in all this?

- The Prima Ballerina
- Physician's Assistant
- Facilitator
- Initiator

# What are the REAL roadblocks to Teamwork?

- Unhealthy organizational values – what is the reality if the “norms” of the organization?
- Lack of Organizational Courage – The lack of existence of fortitude to take action and address the real underlying causes of barriers to teamwork.
- Individuals who behave in a counterproductive manner, even if they’re “great” performers.

# Roadblocks

- Workload
  - Are people maxed out?
  - Is the workload evenly distributed?
  - Is the same work commitment required of everyone?

# Roadblocks

- Office Politics
  - It's everywhere to some degree
  - Are you able to discuss the real politics with senior management?
  - If not, do you not have enough organizational courage?



# Roadblocks

- Turf Wars
  - Yes – this still exists
  - “Poor us” – our department works so hard – we deserve more credit.
  - There’s no way that accountability belongs in that department – we’re the ones who should be managing that.

# Roadblocks

- Insufficient direction for the teams
  - Is the “team meeting” the desired result?
  - Does the team know what they’re supposed to accomplish?
    - Are there agendas required up front?
    - Are there notes taken?
    - Is someone accountable for distributing the notes post meeting?
    - Who is holding people accountable if it’s cross-departmental?

# Roadblocks

- **BAD DOG!!!**
  - We get “whacked” when we speak up
  - Subliminally or overtly you are punished for making a mistake
  - We love to play the “blame game”

# So what should you do?

- **PROPER DIAGNOSIS**
  - In what kind of shape is your organization – Healthy or not in terms of “norms”?
  - Do you have individuals who are “influentials” who are not collaborative?
  - Is workload an issue?
  - If any of the prior issues exist, be **HONEST** and **COURAGEOUS** with your management.
  - HR must have professional courage
  - Put together a plan for how to validate and deal with roadblocks. Acknowledge them, then attack them.

# Enable Teams to Succeed

- Deal with individual issues:
  - The gossip
  - The sneaky-Pete
  - The passive aggressive person
  - The domineering individual
  - The “politico”
  - The one no one trusts but everyone is afraid to tell their manager

# Enable Teams

- Define your team's behaviors and reinforce them:
  - Create genuine expectation for teamwork – Disallow “public compliance and private defiance.” Disallow gossip or non-productive/negative commentary that doesn't also include a potential solution.
  - Define the behaviors you want and deal IMMEDIATELY whenever someone falls short.
  - Interview for those behaviors
  - Performance manage with those behavioral competencies
  - Discipline using those behaviors and competencies.

# Enable Teams to Succeed

- TRAIN TEAM MEMBERS
  - Don't expect that "team" behavior is intuitive.
  - Train on:
    - How to influence with integrity
    - How to disagree with respect
    - How to confront without conflict
  - Make everyone attend and submit after the training what they intend to either reinforce or do differently regarding their own behavior to be a highly functional team member. Managers should meet with the individual to discuss and decide how to hold them accountable.

# Enable Teams to Succeed

- Use reinforcement:
  - Encourage the repetition of productive behaviors and the avoidance of counterproductive ones
  - Utilize positive, negative, punishment and extinction tactics



# Enable Teams

- Define team objectives:
  - Make sure the team has a clear, definable, reasonable objective.
  - Define a timeline for the team
  - Monitor the team's performance
  - Create a team structure – give people a role (team doesn't mean free for all)

# Deep Thoughts about Teams.....!

- If you don't spend enough time on the diagnosis, the treatment has a good chance of failing.
- Deal with the tough issues – be courageous
- Put together a plan and get buy in from those who are relevant.
- Execute the plan and **MEASURE RESULTS** (both performance and behavior).
- Realize that sometimes it won't work – no matter what.
- Remember that senior management must “own” this – how will they manage the plan?