Team Building II: Symptoms & Solutions for Team Success

CPA Leadership Forum

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The Interview Doctor, Inc.
POLL

We use teams in our firm for:

1. Special projects only
2. All client work is in teams of specialists
3. Leading the firm and departments
4. Nothing at present
POLL

Our experience with teams has been:

1. Non-existent
2. Frustrating at best
3. Okay, but I wish they worked better
4. Beneficial & value-adding
It all started...
Fad in 1990s

Still viable option for getting work done
"Literally!"

Quit using that word. I do not think it means what you think it means.

Misused?
Different motivations looking for Best practices
NOUN: GROUP OF PLAYERS
VERB: COMING TOGETHER TO ACHIEVE A COMMON GOAL
Not random
Not spontaneous
Not guaranteed
Teams can do things regular people cannot.

*Superman* lives here!!!
Groups are NOT teams
Team Description

- Team mission
- Goals
- Priorities
- Norms
- Members
Accountable

Sure glad the hole isn't at our end.

www.michaelwalter.com
Work together
WE ♥ OUR SPONSORS
We like each other!
Random people

Tom
Cindy
Pat
Lamar
Random people

Pool Resources

Tom
Cindy
Pat
Lamar

Project 1
Project 2
Random people

Pool Resources

Happy Clients

Results!
Different kinds of teams

Use as needed

Problem Solving

Cross-functional

Self managed

www.transtutors.com
Team doesn’t just happen
Needs to be nurtured through natural stages
The Team Readiness Capability Assessment Model
www.teamreadiness.com
BUT... not always roses
FORMING
Kinds of things that can happen

Lack of clarity
- Unclear roles
- Unclear expectations

Leadership problems
- Overbearing leaders
- Overbearing team members
- Poor use of time or skills or resources
Forming

Overinvolved sponsor or team leader
What would you do?
What would you do?

Constructive conversations
Intervene
Brainstorm solutions
Readjust roles and expectations
Do you know this leader?

Team Building, Doing it RIGHT! - Bad Boss Diaries
What would you do?
What would you do?

Seriously?
It was a joke!

On the other hand...
- Team leader too controlling or demanding
- Team member needs to get outside help
- Someone hold him accountable for team leadership skills… please
- Constructive conversation
Forming

Action taken independent of team wishes
What happens when no one listens to the team?
What happens when no one listens to the team?

Team gets disgruntled “Why bother?”
Tips:

If you organize a team, listen to what they say
Give parameters
Set expectations
Storming

“When you two have finished arguing your opinions, I actually have data!”

http://timoelliott.com/blog/analytics-cartoons
Arguments
Disagreements
Power plays
Submissive behavior
Lack of collaboration

What would you do?
What would you do?

- Set expectations about behavior
- Mediate disputes
- Put them in a small room to settle this themselves
Power Plays
What to do?
Expose immediately
Focus on facts
Mediate
Reinforce positive behavior

What to do?
Quiet submissive behavior

Challenge to speak openly
Call on quiet people
Norming

Mom? What is...Normal?

It's just a setting on the dryer, honey.
Trouble from people interaction
Dominating and quiet members
Tips…

- Call on people
- Involve the quiet ones
- Take dominators aside
- Establish & review team norms
Lack of follow through
Tips…

- Reinforce expectations
- Post a visual timeline
- Post progress to plan
- Individual report-outs
- Offer coaching or support
No one helps
Tips...

- Project plans
- Clarify expectations
- Ask for volunteers to support others
- Assign sub-teams
Team Leader takes over
Tips...

- Reinforce roles
- Take aside
- Facilitate a “Stop-Start-Continue” Process
Performing

http://www.xtremeleague trivia.com/Portals/0/PaulsTeamCartoon.jpg
Typical issues...

- Weak performers
- Poor quality
- Individuals take over
Spot coach individuals

Celebrate

Recognize individual contributions

Keep up momentum

Reinforce expectations

Hold accountable
Super-Performing Teams!
Accomplish what regular teams CANNOT
Biggest dangers:
Getting tired
Losing members
Reinforce positives & CELEBRATE then get back to work...
Eventually it is over
And say thank you!
Final Words of Wisdom

Teams don’t just happen
You have to work at it!

But it is SO worth it!
Poll

After this discussion I learned:

1. “storming” is normal
2. More to be gained from teams than feared
3. More work than I anticipated
Questions?

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- Insert bad boss diaries video [http://youtu.be/8Q-4OVrd2D0](http://youtu.be/8Q-4OVrd2D0)
- Insert What if video re team building [http://ow.ly/nAi7k](http://ow.ly/nAi7k)
- Cartoon re teamwork pays off [http://youtu.be/wuo13FrNX6g](http://youtu.be/wuo13FrNX6g)
- Cartoon with minions re teamwork [http://youtu.be/C8MJUox3Llg](http://youtu.be/C8MJUox3Llg)
- Ant farm video [http://youtu.be/mKucprXVGMU](http://youtu.be/mKucprXVGMU)
- Coke ad with insects using teamwork [http://youtu.be/zacF1pZR1Fg](http://youtu.be/zacF1pZR1Fg)
- Minions [http://youtu.be/qTSDL94_Y7M](http://youtu.be/qTSDL94_Y7M)
- Holy Sheep [http://youtu.be/SmZtG7Gx8V0](http://youtu.be/SmZtG7Gx8V0)
- Motorcycle teamwork [http://www.youtube.com/watch?v=FXkpLJISYCE&feature=share&list=PL1EF20BEA0D68FA19&index=4](http://www.youtube.com/watch?v=FXkpLJISYCE&feature=share&list=PL1EF20BEA0D68FA19&index=4)
- Lessons from geese [http://www.youtube.com/watch?v=SIITIU5Qbco&feature=share&list=PL1EF20BEA0D68FA19](http://www.youtube.com/watch?v=SIITIU5Qbco&feature=share&list=PL1EF20BEA0D68FA19)
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<th>Problem</th>
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<td>1. Team leader shares concerns w sponsor for resolution</td>
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<td>2. Team leader too controlling</td>
<td>2. Complete Team Health Audit then facilitate a constructive conversation with sponsor to readjust roles and expectations</td>
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<td>3. Actions taken independent of team decisions</td>
<td>3. Confront in a team meeting to identify reasons for the independent action. Brainstorm possible solutions then agree to sharing in the future</td>
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<td>Sponsor or team leader too involved and too controlling – impacts team’s ability to function independently</td>
<td>Someone outside the team should intervene – like an HR person. Or the overbearing</td>
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| Performing | 1. Frustration with weak performers  
2. Missed deadlines  
3. Poor quality work  
4. Individuals view themselves as functional representatives and only secondarily as part of a cross-functional team | 1. Offer training or shadowing to weak team members; Team Leader coaches; reinforce expectations on results to all members, singling out poor performers to  
2. Facilitate ID of reasons why missed deadlines; reprioritize work to allow for timely completion  
3. Coach members using the “outside-in” customer perspective; review quality issues and ID opportunities for improvement as a team  
4. Talk to individuals and determine their motivation; get them to open up about what is drawing their motivation away from the team |
<p>| Super Performing | 1. Getting tired | 1. Time for a break – have some fun, get back some energy and get back to work |
| Adjournning | 1. Celebrate | 1. Plan a celebration – throw a party; invite sponsor to say thank you |</p>
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<th>Storming</th>
<th>1. Refusal to work together between specific members of team</th>
<th>1. Team leader has constructive conversation; facilitate a discussion to</th>
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<td>2. Arguments about plans or decisions</td>
<td>2. Main arguers got into another room to work out agreement on how to move forward; team leader facilitators discussion;</td>
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<td>3. Positional power plays during meetings</td>
<td>3. Expose them immediately then insist that all team members focus on facts relevant to situation that are not power-based</td>
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<td>4. Quiet submissive, deferring behavior in meetings</td>
<td>4. Call out specific individuals for their opinion early in the meeting; challenge them privately to speak early</td>
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<td>5. New members join the team</td>
<td>5. Assign team member to orient them to the team purpose, goals, norms, process, tools, etc; create a checklist for new members; check in w new member to make sure all is going well</td>
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Lack of collaboration  
Power plays  
Quiet submissive behavior  
Unclear expectations
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<td>Norming</td>
<td>1. Dominating and quiet members</td>
<td>1. Challenge quiet members to speak up and other members to allow quiet members to speak up – everyone needs a voice</td>
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<td>2. Lack of follow-through on decisions</td>
<td>2. ID items not completed; Team leader works with team to determine ways to follow through on decisions; understand what are issues preventing team members to follow through with decisions</td>
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<td>3. No one volunteers for additional work</td>
<td>3. Team Leader raises problem with the team, brainstorms possible solutions for the targeted opportunities; lined the work to team and business outcomes to be accomplished</td>
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<td>4. Group makes rapid decisions or trouble making any decision</td>
<td>4. Get back to a decision making model – facilitate discussion about whether the team is making decisions based on the facts; use recognition when the team makes decisions based on facts</td>
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<td>5. Team leader drives all content, discussion and decisions</td>
<td>5. Team members have open discussion with Team Leader about roles and responsibilities; Sponsor might have to step in to remind Team Leader about his/her role</td>
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<td>6. Conforming valued over results</td>
<td>6. Raise this as an issue in a team meeting – point to ways the team agrees when opposing views might be more useful; encourage those with opposing views to speak up more</td>
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