MANAGING TEAMS EFFECTIVELY

by Alan R. Caron

Welcome!

This Managing Teams Effectively guide is a compilation of best practices derived from noteworthy experts and years of experience in working with teams in companies across many industries, from start-ups to Fortune 50's.

The simple, easy to read format provides helpful hints and no-nonsense rules of the road that are useful in any team environment. These practices can enhance team member and team leader effectiveness, even for experienced team leaders. Many of these practices are also helpful for one-on-one relationships in every day life.

You may already be familiar with some of the practices in this guide, and some will be provide new, enlightening information. This tells of many simple truths that are so often forgotten in life and the workplace.

My hope is that these practices will serve you well.

Alan R. Caron

BE AN EFFECTIVE TEAM MEMBER

Whatever your position today, you need to develop team skills. Executives many times participate on teams as an equal with lower ranking employees. Being an effective team member is much more than just showing up on time and volunteering to contribute. It requires the practice of very specific skills.

PRACTICE:

- Being open and candid Not cautious and guarded
- Listen carefully and actively Read an article on active listening to learn
- No chit-chatting on the side
- Offer constructive comments Not critical comments
- Ask clarifying questions
- Try to understand the feelings of others
- Admit confusion or lack of knowledge
- Help facilitate understanding and agreement
- Arrive on time and stay until the end
- Be warm and friendly

Executives are typically competitive, controlling personalities. This sometimes makes it difficult for us to engage in dialogue, especially when you believe you already know the answers.

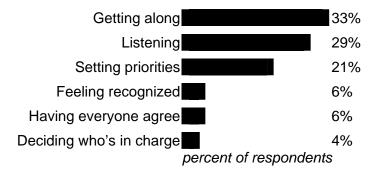
DIALOGUE VS. DEBATE - Adapted from Lily Evans

	Dialogue is based on	Debate vs. is based on	
1.	Asking	vs.	Knowing
2.	Questions	VS.	Answers
3.	Sharing	VS.	Winning
4.	Full Participation	VS.	Domineering
5.	Respect	VS.	Power
6.	Exploring	VS.	(Re)stating
7.	Listening	vs.	Proving

Work to build team trust. It is a critical ingredient for managing teams. Make sure people don't say these things about you:

- 1. Acts more concerned about his or her own welfare than anything else.
- 2. Sends mixed messages so that I never know where he or she stands (in other words, is inconsistent).
- 3. Avoids taking responsibility for action, by passing the buck or dropping the ball.
- 4. Jumps to conclusions without checking the facts.
- 5. Makes excuses or blames others when things don't work out; points fingers.

What is the Most Important Factor in Team Success?



MANNER

	Productive	Unproductive	
Speak Up	If I Disagree	_	
Not Speak Up	If I Agree	If I Disagree	

- What's the reward for speaking up?
- What's the punishment for speaking up?
- What's the reward for not speaking up?

Just **DO YOUR BEST** to be;

- Honest
- Sensitive to the feelings and views of others
- A proactive listener and contributor

and

• Have a good attitude and pleasant demeanor

EFFECTIVE TEAM MEETING MANAGEMENT

We all have opportunities to manage a team meeting from time to time. Here are a few pointers to make the job easier and more productive.

Define Key Roles and Responsibilities

A. Leader

- Sets initial agenda
- "Contracts" with team on final agenda, priority order
- "Contracts" with team on meeting norms, roles each person plays
- Keeps meeting on track
- Guides, rather than dominates
- Summarizes the meeting action times (To Do List)
- Conducts the "processing" at the end of the meeting (continue more of, less of)

B. Gatekeeper

- Acts as back up to leader to make sure everyone is involved
- Primary role is to keep the meeting on track
- C. Timekeeper (often combined with Gatekeeper)
 - "Contracts" with team on time allotted agenda items
 - Reminds team of time remaining on agenda items

D. Action Recorder

- Records ideas, decisions, and actions for "To Do List" on flipchart (or other large visual tool)
- Assists the leader in summarizing the meeting "To Do List" and processing at the end of the meeting.

Get an Outside Facilitator

For guidance on meeting processes, to back up the leader, to provide feedback on the meeting process, and assist the team in improving the meeting management process.

Use a Flipchart

Always note action items, items of agreement, salient points, issues, etc., on chart for everyone at the meeting to see. This is a powerful tool for facilitating, focusing, keeping order, and getting agreement.

Your Body Speaks

Communication Methods				
Words =	7%			
Tone =	38%			
Body Language =	55%			
Total =	100%			

What you do speaks louder than what you say!

Participation is Key

We remember:

- 10% of what we read
- 20% of what we hear
- 30% of what we see
- 50% of what we see and hear
- 70% of what we say and do
- 90% of what we explain as we do

YOUR CHECKLIST FOR EFFECTIVE MEETING MANAGEMENT

Potential Ground Rules: Success of the meeting is each person's responsibility. Each person is responsible for maintenance / "staying on track".

	Develop an agenda with meeting purpose(s) and time frame.			
	Develop a set of norms or guidelines for behavior.			
	Check status of ongoing "To Do List".			
	Prioritize multiple issues quickly. Does it have joint impact?			
	Develop "To Do List" for issues not needed to be before the entire group.			
	Stay on track. Help us all to stay on track.			
	No long-winded speeches.			
	Keep the overall goal in mind at all times.			
	Each of us is 100% responsible for the success of this event.			
	Listen, listen, listen actively to others, and then speak.			
	Speak only for yourself.			
	Set clear decision-making ground rules.			
	Don't "duck" issues/conflict.			
	Don't be "polite" to the extreme.			
	Take brakes together.			
	Give everyone a chance to participant.			
	Ask for the views of non-participants.			
	Be as open and honest as you can.			
	Be sensitive to other's needs.			
	Process the meeting: a. continue b. more of c. less of			
П	Celebrate successes			

REMEMBER

Nobody has all the answers. Ask every team member for his or her thoughts and views frequently. <u>Those who say nothing</u> usually have something important to say!

BF HUMBI F

"To whom God wants to destroy, he gives 20 years of success."

REMEMBER THE POWER OF THE WORD

The word is your most important tool or your most destructive weapon. Be careful what you say, your words have enormous impact:

- Choose your words carefully.
- Think before you speak, don't just react.
- Count to 10 before you respond.
- Be kind and positive, not critical.

examples:

If I said to you, "You don't look very good today", it would likely affect how you feel, and you'd probably check yourself out in the mirror several times throughout the day.

If we were at a dance and I told my partner, who is a respectable dancer, "You are a poor dancer", my partner would be self-conscious and concerned and maybe even dance poorly, simply as a result of my words.

You, as an executive, carry exponentially more power with a just a word within your work environment or on a team. None of us usually consciously realize our word power.

BE IMPECCABLE WITH YOUR WORD

- Say only what you mean and mean what you say. Very carefully choose your word tools and word weapons. All words are one or the other.
- Once you speak, you can't retract the words or their impact.
- As a Kentucky farmer once said, "You can't make a pig by running the sausage machine backwards".

Here are a few pointers to help use the power of word positively.

Top 10 Secrets for Healthy, Positive & Productive Communication

~by Catherine and Steve Martin, Relationship Experts

- 1. Check your motive.
- 2. Get to the point.
- 3. Stick to the point.
- 4. Remember that your body speaks volumes.
- 5. Check your tone.
- 6. Say what you mean and mean what you say.
- 7. Listen first for understanding.
- 8. Practice, practice and practice.
- 9. Get help with tough communications.
- 10. Simplicity is the best. Don't hide behind language.

Appreciation

With a team, make sure that you use words of appreciation often.

The glue that holds teams together

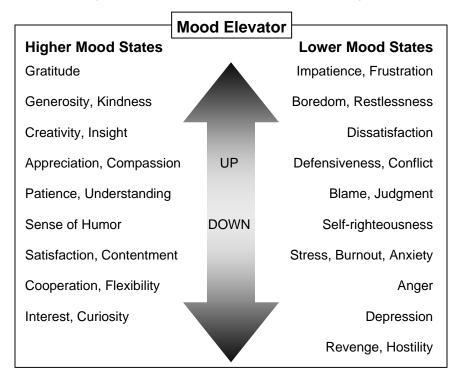
APPRECIATION

GET EACH MEMBER "ON THE TEAM"

Everyone on your team is in a different mood at each meeting. Moods can change by the minute. Do you ever know what each member's mood is? Should you?

A person's "best" changes with their moods. Their best when in a good mood can be far different than their best when in a bad mood, for example. Just think about yourself when you are not "right on". Yet you many times expect every team member to be "right on" and you manage each person in the same way, generally.

Have each team member register their mood at the start of the meeting. Make it O.K. to discuss how mood can affect attitude and performance. Put the mood indicator (below) on a chart and have everyone enter their initials besides the mood they are in.



Once everyone has registered their mood, have a discussion and a few laughs about everyone's different moods and discuss how it could affect the performance of the team. At the end of the meeting have them register their mood again. You may see substantial positive changes if you had a resourceful meeting.

Discuss Different Behavior Types

- how there are a blend of types on the team
- how each person sees the same things differently
- how each person needs different types of reinforcement
- how each person has different expectations

Typical Behaviors

Observer /Critic /Judge

- Focuses on difficulties, personalities, or the "problems" with ideas
- · Proves it won't work
- "Shoots holes" in ideas
- Listens in order to argue/judge
- Interrupts, nitpicks
- Abuses others (by words and facial expressions)
- Needs to be "right"
- Condemns ideas
- Judges the presenter harshly, uses put-downs
- Sees obstacles as "impossibilities"

Participant / Supporter

- Focuses on solutions or desired results
- Finds ways to make it work
- Chooses "kernel" of good idea and expands on that
- Listens to understand/discuss
- Allows time for others to express themselves
- Is considerate of others and their points of view
- Wants to find the best solution
- Explores ideas
- Supports the presenter, finds things to appreciate in him/her
- Sees obstacles as challenges to meet and overcome

4 TYPES OF PERSONALITIES

Wants to...

	KNOW	FEEL	
Controlling	Bottom line results	In control	
Supporting	Impact on people	Included	
Promoting	Their efforts will be recognized	Excited	
Analyzing	Facts and data	Certain	

adapted from Senn Delaney

Be a strong leader.
Get everyone "on the team"
by making each member feel valuable.

Leadership and Communicating Values

"Leadership is the result of communicating value in people so clearly that they come to see it in themselves."

~Stephen R. Covey

ACT WITH CONSCIOUS INTENT

Don't Make Assumptions

We seem always to make assumptions about what a person thinks, intends, meant, or may do. In a team setting, making assumptions is a very ineffective way to lead.

Ask the Tough Questions

Instead of assuming what may be happening with an individual on your team or with the team collectively, have the courage to openly and honestly ask the tough questions.

Speak the unspoken

- It will relieve the individual and team if done constructively.
- It will build trust.
- It will make it O.K. to talk about how team members <u>feel</u> instead of just what they think.
- It will serve as a pressure release valve.

Bringing out what team members think is only a small part of leading a successful team. Getting team members to express how they <u>feel</u> about an issue or subject or situation, and not to simply assume how they may feel is the key to building a strong, committed team that will perform at its best.

A Closed Mouth Gathers No Feet

Make sure you don't end up with a team that tells you only what you (or management) want to hear.

TEST YOURSELF AND YOUR TEAM MEMBERS

The use the following *ACTING WITH CONSCIOUS INTENT CHECKLIST* to see if you and your team members act with conscious intent. It is important to the team that you and all work toward the behaviors suggested to build trust, respect and top performance.

ACTING WITH CONSCIOUS INTENT CHECKLIST

Answer each question with a score of 1-5 using the following scale: 1 = No, 2 = Rarely, 3 = Somewhat, 4 = Usually, 5 = Yes

l.	Feelings of Awareness		
		1.	Do I have the ability to observe myself in action?
		2.	Do I use my emotions productively? (Being "in control" of my behavior)
		3.	Am I aware of others around me and their behaviors/feelings?
		4.	Am I "in touch" with my present feelings as they occur?
		5.	Do I express and "own" my current feelings; am I willing to risk sharing them?
		Sub	total
II.	Being Open		
		6.	Do I self-disclose to others about my behaviors/intentions?
		7.	Do I give and receive feedback constructively?
		8.	Am I open, honest, and direct with communicating with others?
		9.	Am I appreciative and generous with praise and recognition for others?
		10.	Do I avoid getting defensive?
		Sub	total
III.	Acce	oting	Responsibility
		11.	Do I accept responsibility and accountability for my actions?
		12.	Do I say, "I'm sorry" and apologize when appropriate?
		13.	Is there congruence between what I say and what I do?

		14. Am I flexible and adaptable to changes?					
		15.	Am I willing to share participation in leadership functions?				
		Sub	ototal				
IV.	Being) Pur	poseful				
		16.	Do I act in the way I	desire?			
		17.	Do I have conscious	reason	for each o	f my actions?	
		18.	Do I act consistently	; am I ge	enuine and	predictable?	
		19.	Do I focus on clear g	ا joals or	ourpose in	any situation?	
		20.		I have the wisdom to know what's important to spond to and what to "let go" of?			
		Sub	total				
٧.	Handling Differences						
		21.	21. Do I avoid getting in "win/lose", "either/or" games with others?				
		22.	Am I accepting of minority views that disagree with me?				
		23.	Am I aware and respectful of my interdependency with others in issues/problems?				
		24.	Am I able to ask honest, open-ended questions of others?				
	25. Am I able to actively listen to others' opinions? Subtotal				oinions?		
Ove	erall Av	/eraç	ge Score:				
		S	ection		Subtotal	Average	
		l. F	eelings of Awareness	;	=	/5 =	
	П	l. B	eing Open		=	/5 =	
	Ш	. A	ccepting Responsibili	ty	=	/5 =	
	I۷	'. B	eing Purposeful		=	/5 =	
	٧	'. H	andling Differences			/5 =	
				Total	=	/5 =	
Not			num possible total sco erage total score = 75		5 points		

If you scored a 125, you're either lying or perfect

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www.AlanCaron.com

Phone: 813.251.6835 Fax: 813.251.6872

Mobile: 813.786.4620

Email: alan@arcaronassoc.com

632 Bosphorus Ave., Tampa Florida 33606