

Teamwork

- In many businesses, **tasks require a variety of skills and knowledge** to do the job. A single person working alone (as the "Lone Ranger") often cannot compete with a team of specialists -- who combine their forces and work together.
- Teams can divide the workload between themselves, saving much time. People with different knowledge and diverse skills can contribute their specialty.
- Many students are used to working alone for class work. **Working as an effective team on an assignment requires skill and experience.** This class will provide you a chance to gain teamwork experience and work on your people skills.
- **Good organization and team communication are important.** Consider appointing one team member to coordinate meetings and communications. This "Facilitator" (the job can be rotated) plays a role of "piggy-in-the-middle." Team members communicate with the Facilitator, who in turn keeps all other members of the Team up to date. You probably cannot communicate too much among the group. Communicating too little is rather easy -- it damages efficiency, causes confusion and leads to effort duplication.
- **Learning versus efficiency** -- there may be a conflict between learning new skills and using the team's existing skills to get a task done quickly. *Try to strike a balance.* In a team of five people, often **work in pairs** on a particular task. For example, pair someone who knows how to do business research with someone who does not. The latter will learn from the former. On the other hand, **do not assign all the group's members to do exactly the same task**, except for debate and discussion. Inefficient.
- **Teach/Coach** -- Group members who are patient and explain things they know to their colleagues are prized members of the team. When group members are willing to teach others on their team, this can create a powerful learning environment.

Meetings

Communicating via email or phone will be effective for passing along information or updates to the project, or for organizing times and places to meet. **Phone calls and emails are not a good forum for discussion and debate.** You will need to meet.

- You also will need to schedule meetings or phone calls with sources of information -- scientists, experts, potential customers, etc. **Do not underestimate how tough it is to schedule meetings with third parties.** Start early; be persistent. Be flexible. If only part of your team can meet with a key source of information, do it.
 - **Run tight meetings.** Have a simple written Agenda, including goals of the meeting. Have someone "run" the meeting. Stick to the Agenda; if discussion strays into the weeds, bring everyone back to the Agenda topic. Facilitator takes meeting notes. Write up and copy these notes, distribute them to your Team members and to the professor. (Useful especially if someone misses the meeting.) Close meeting with a summary of agreed points. List follow-up activities, assignments and deadlines.
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- o Effective, efficient teamwork requires good organization, division of labor, trust in your team members (to do their share of the work on time and up to standard) and some form of leadership and method of making decisions.
- o **For projects, *consensus* probably is the best decision technique.**

Hints -- Suggested Do's and Don'ts

DO	DON'T
<ul style="list-style-type: none"> o Listen to your teammates. o Speak up; defend your own views. o Draw out quiet people; seek their input. o Volunteer for tasks. o Teach others what you know. o Do your fair share of the work.¹ o Delegate part of the work to others. o Organize/assign the team's tasks. o Be involved in <i>all aspects</i> of the deal. o Attend all team meetings. o Tell teammates well in advance, if you cannot do your task, or show up. o Stay calm, speak clearly. o Focus on the KEY issues. o Try to reach a consensus. o Be creative, solve the problem. o Be nice to <i>everyone</i>. Nice is good. o Use humor whenever possible. o Volunteer to help other teammates. o Go along with the team's decision. o Communicate, communicate! o Do what you said you would do! 	<ul style="list-style-type: none"> o Do all the talking; dominate the meetings. o Be quiet all the time -- say little or nothing. o Pay no attention and ignore quiet people. o Talk about doing work but let the others do it. o Be secretive and hide your knowledge. o Put in "face time" to impress your colleagues. o Try to do too much of the work on your own. o Be a "free rider," and not do your fair share. o Do one project task then disappear from view. o Miss meetings with no warning or excuse. o Disappear from view; stay out of touch with no sign of remorse or word of good-bye. o Yell, scream & pound your shoe on the table. o Get caught in the weeds of excessive detail. o Stubbornly hold on to your own opinion. o Give up too easily if you don't get your way. o Stab colleagues and opponents in the back. o Mumble to yourself constantly and complain. o Avoid unfamiliar areas and a chance to learn. o Go your own way, unless you get your way. o Hear nothing, say nothing, do almost nothing. o Promise the moon; deliver late or not at all.

¹ War Story. Work expands to fill the time in JPMorgan's Research department.

Leading Highly Effective Teams

By Peter Everson, Everson Institute, June 9, 2000

All significant human achievement has been the result of team leading:

1. Teams where members depend on one another.
2. Where they work toward a common goal.
3. Where they become personally and group motivated;
4. Use and improve their unique team shared knowledge;
5. Work together using technology to improve the way they think and act;
6. Acquire status and/or power through knowledge;
7. Increase community acceptance through contributions;
8. Develop synergy among each other, the organization and their culture.

Lead Highly Effective Teams

Everyone talks about teams and potentials in the corporate culture. But very few teams know how to work together and successfully achieve their potentials.

First, at a deep, unconscious level, all of us want to get along and get ahead. But there are huge differences in our ability to achieve these goals. Second, we need social interaction to develop our personal identity, what we think of ourselves, and our reputation, what others think about us, by recognizing the roles that we play. Most often our identity and reputation provide the vitality of near alignment. But when they get too far out of alignment, we burn and crash. Picturing your preferences and strengths makes it easy to keep focused on you and your team goals.

Changing Your Behavior Improves Your Thinking

Everson Institute has been most successful building this new highly effective mental teamwork for the Knowledge Age by *separating leading people from managing tasks*. This separated sequence creates whole new attitudes and environments. You and teams develop the self-responsibility of working together.

When you think of improvement, most teams think of moving up one step at a time from the bottom to the top of a stepladder. But now ask this question: how long will it take a physical team to all get to the top? Answer: as long as the slowest climber takes. Now ask if a mental team is at the bottom, how long will it take them? Answer: with the synergy of each other's skills, intelligences and innovation, they may all get to the top 5 or 100 times faster than the fastest thinker.

The metaphor demonstrates the benefit of sharing a common mental team improvement model. Produce team synergy by interactively unlocking mental team knowledge. Simultaneously you'll get all your diverse egos in line working together. Then use these perceptions and tools to interactively climb to new heights of personal, team and organizational effectiveness.

Building the Culture

A common human perception of teams and how they work is essential. Using it you release the collaborative synergy to compete in today's ever faster changing global marketplace. The experiential learning unleashes knowledge leaders to provide a whole new way to integrate individual and team thinking.

Here are suggestions for leading each of the recommended 8 steps to build highly effective teams.

1. EMPOWER

Realize everyone has all of these team skills and intelligences. You use them everyday to solve problems, make better decisions and improve actions. Making your internal knowledge available to solve problems expands externally shared team knowledge. **Use notes and software to speed brainstorming.**

Set the climate and environment by recognizing that tomorrow's leaders will rarely have the knowledge to personally uncover and solve complex problems.

Team leaders will draw on their teams of hands on experts to show, share and improve the whole 'team knowledge' in each project. **Bringing the knowledge out of the teams is the dialectic process of all great leader/teachers.**

Socrates questioning was done without the availability of today's movable notes and software where you simultaneously share team knowledge and collectively select the best answers. This empowers everyone to participate. The new behavior changes attitudes from "managing people" to "leading self-responsible people who manage the improvements"

2. LEAD

The shift from management push to leadership pull is happening. Teams win by collaborating and building trust. They learn to make independent decisions as self lead teams. They distribute decision-making across the whole team. This is a radical departure from out of date management practices. Now the best leaders will use their new explicit team leading knowledge to release team expertise. This is the key to developing and thriving in today's fast paced knowledge exploding marketplaces.

Separate leading from managing. This changes the leaders' role so that they seek innovation and then conduct the decision-making analysis for implementing change. Further, Champions self-manage each task, without supervision, from one team meeting to the next. Then they are rewarded and recognized for success. Or if they fail, with the full support of the team, three times they are asked to leave the team.

3 INNOVATE

Brainstorming on whiteboards and across virtual teams and team meetings is here.

Having people seek the innovation before analyzing the problem is a guaranteed way to find new solutions. Then analyzing the results teams often find even better opportunities for change. Any area can be appropriate for team brainstorming. **Use any questions that come to mind.** Ask the team to answer on notes or software. The team discussion will discover and select better projects because the leader is clearly showing trust. Now the team can anonymously display even the most critical observations. Asking for both the good and bad assures a wider collection of insights and innovations. Many techniques for brainstorming are widely available but assuring leaders' conduct them is the key to success. It gets the problem solvers involved up front so they understand how and why the team is doing the work and commit to achieving successful results.

This is the essence of open team leading that assures the leader and the team reach consensus without hidden agendas. This bottom-up problem solving shown in the video is used to achieve the agreed upon vision of the organization. Leaders must also contribute vision to this innovation process.

4. ANALYSIS

Once the brainstorming is complete the team shifts to brainsolving: using the group knowledge to organize and evaluate the projects and steps to be taken. Such open group analysis is unique. Relocating and organizing the team's input-notes -- frames the projects to do. Teams often add better inputs as this step unfolds. They also correct and refine previous contributions. The new methods and tools aid this cooperative team analysis. Which tools are applied will depend on the time and resources available.

When outside expertise is required for problem solving, the team should pursue the task. When the team is satisfied with the problem-solving framework they can move on to asking champions to take charge of each task.

5 MANAGE

Brainbuilding takes place as sub-teams and team members pursue their problem-solving tasks. Champions self-guide tasks without supervision from one meeting to the next. The freedom and trust to do this well is built over time with successively more difficult tasks. Practicing the process builds the trustworthy leaders for the organization. So the process is developing better solutions while your teams are being trained. This simultaneous learning by improving saves time and money while training tomorrow's flexible self-developing inter-networking leadership.

6. SUPPORT

This is the role of supporters, the new name for team members. You speak of leaders and supporters. Supporters' work to the tune of a new drummer: the common objectives with leader guided and approved changes. Just as music allows physical teams to march to the beat of the same drummer it also allows mental teams guidance to move together and support each other. Consciously realizing and accepting team support the new leader instantly guides team collaboration to better decisions. This new concept needs to be discussed and agreed upon as the team's way to give support to each other and to assure successful synergy through collaboration.

Coaching is one of the keys to support. All teams and participants need coaching to improve speed performance improvement. This often emerges from the pressures and exposure of team-improvement. But an independent team coach can guide the learning by improving process with expert independent objectivity.

7. COMMUNICATION

Communication through digital media is emerging with video, computers and software supported inter-networking. Combine these. Digital media is today's message. It provides the parallel use of internal and external organic processing to reach better conclusions.

As participants and leaders now share their perceptions, process and team knowledge they develop their conscious collaborative self, and team-improving methods. This multi-level learning by improving is now learned through real life problem-solving which has the built in motivations and methods for success.

8. PRODUCE

The goal of all projects is to produce a physical or bodily change for improvement. This calls for added knowledge and specialized skills of the team. Using these is the responsibility of the leader and teammates.

Knowing what you don't know is more valuable than sharing what you do know. However, both emerge and become clarified using the Everson Institute EGOS Process. Using it teams identify and produce the collaborative performance to produce the desired results.

That's it.
