TEAM BUILDING



Effective Team Characteristics and Team Building

- Key characteristics for effective team performance:
  - **clear mission** and **high performance**.
  - **compatible** members.
  - **training** facilities and training opportunities.
  - **resources** and equipment.
  - **planning** and **organizing.**

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Ginnett's Team Effectiveness Leadership Model (TELM)

- Stages of the Team Effectiveness Leadership Model:
  - Input
  - Process
  - Output

Leadership Prescriptions of the TELM Model

- Start with a concept
- Create a design
- Engineer it to do what you want
- Manufacture it to meet those specifications

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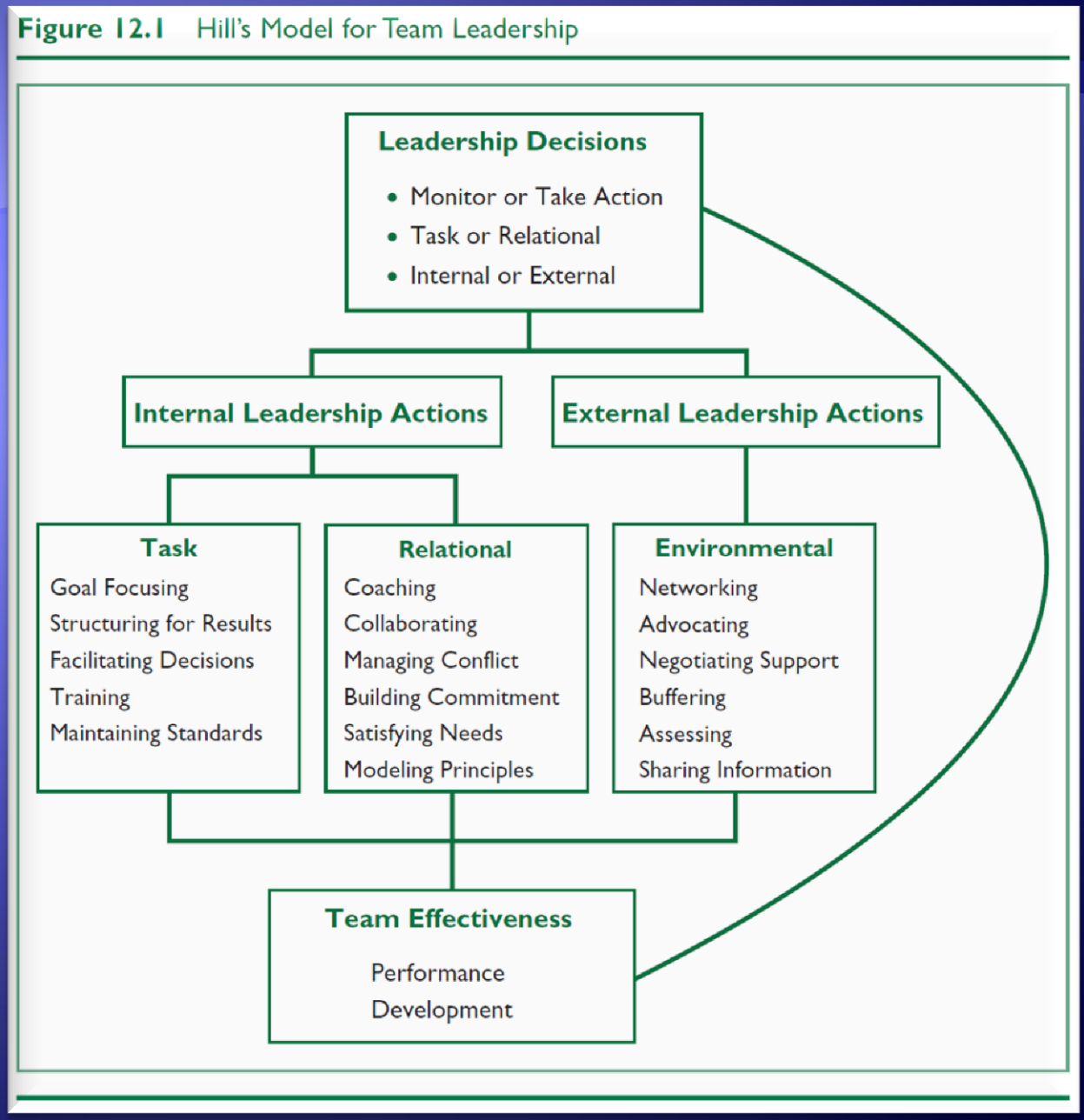
The 3 D's of the TELM Model

- The three critical functions for team leadership:
  - Dream
  - Design
  - Development

Principled Leadership influences team effectiveness through four sets of processes (Zaccaro et al., 2001)

- ***Cognitive*** - Facilitates team's understanding of problems confronting them
- ***Motivational*** - Helps team become cohesive & capable by setting high performance standards & helping team to achieve them
- ***Affective*** - Assists team in handling stressful circumstances by providing clear goals, assignments, & strategies
- ***Integrative*** - Helps coordinate team's activities through matching member roles, clear performance strategies, feedback, & adapting to environmental changes

Hill's Model for Team Leadership



Questions for the Team Leader

- Should I monitor or take action?
  - Maintenance vs. Mechanic function
- Should I Intervene to Meet Task or Relational Needs?
  - Achieving goals & Developing positive climate
  - Solving assignment & interpersonal problems
- Should I Intervene Internally or Externally?
  - Group member conflict, Team goals unclear
  - Or, lack of organization al support to team

Leadership Actions

- **Leadership Functions – performed internally or externally**

Internal Leadership Actions



Task

- Goal focusing
- Structuring for results
- Facilitating decision making
- Training
- Maintaining standards

Relational

- Coaching
- Collaborating
- Managing conflict
- Building commitment
- Satisfying needs
- Modeling principles

External Leadership Actions



Environmental

- Networking
- Advocating
- Negotiating support
- Buffering
- Assessing
- Sharing information

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Internal Task Leadership Actions

Task Performance Skills

- **Goal focusing**
- **Planning for results**
- **Facilitating decision making**
- **Training team members in task skills**
- **Maintaining standards of excellence**
  - assessing team and individual performance
  - confronting inadequate performance

Relational Abilities

- **Coaching** team members in interpersonal skills
- **Collaborating**
- **Managing conflict** and power issues
- **Building commitment** and esprit de corps
- **Satisfying individual member needs**
- **Modeling** ethical and principled practices

External Environmental Leadership Actions

- **Set of skills or behaviors leader needs to implement to improve environmental interface with team:**
  - Networking and forming alliances in environment (gather information, increase influence)
  - Advocating and representing team to environment
  - Negotiating upward to secure necessary resources, support, and recognition for team
  - Buffering team members from environmental distractions
  - Assessing environmental indicators of team's effectiveness (surveys, evaluations, performance indicators)
  - Sharing relevant environmental information with team

Virtual Teams

- Geographically Dispersed Teams (GDTs).
- Four major areas that need to change for global teams to work:
  - **Senior leadership**
  - **Communication technology**
  - **Global / National operations**
  - **Diversity**

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