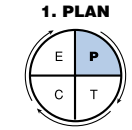
Team Building

The effective use of teams to achieve an organization's strategic objectives and increase productivity can make the difference in a highly competitive marketplace. Teams improve workforce morale and provide important opportunities for leadership; they also make efficient use of the organization's talents. Putting together a good team and then consistently helping it become more effective should be among the top priorities of every leader. It can be done by using the four-step process outlined in this One Page Coach® storyboard: PLAN, TEST, CHECK, and EXECUTE. The illustration to the right and the information in the storyboard explain how to build an effective team.



1. PLAN

Identify the team's mission.

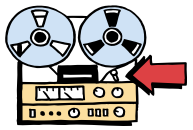
1. Identify the overall mission or purpose of the team. ("Why do we exist as a team?")
2. Express the mission in the most workable and understandable way possible.
3. Widely communicate the team's mission to other teams in the organization with whom there is contact.

Identify the team's vision.

1. As a group, determine the team's vision. ("Where do we want to be?")
2. Use the vision to set specific goals and objectives to improve processes.
3. Set stretching but achievable targets for each objective.
4. Agree on milestone points for each objective and how the review process will work.

Define the team's role.

1. Identify the team's skills and abilities, and then match them to the tasks to be done.
2. Work out who will be doing what in the team in achieving objectives.
3. Agree on who will need to work with who and how (do this as a group).



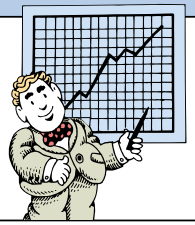
Determine team values and protocols.

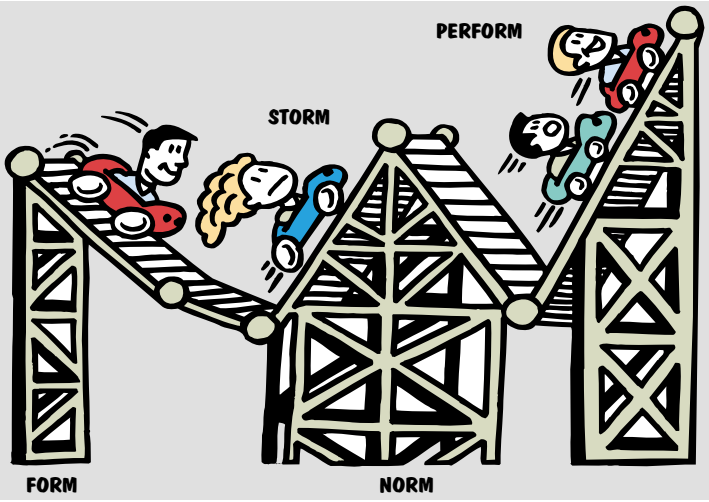
1. Discuss the individual values of team members.
2. List which ones they believe the team needs to adopt if it is to achieve its objectives.
3. Develop a "charter" of agreed-on team behaviors.
4. Determine how the agreed-on team behavior will be monitored and reviewed.

2. TEST

Choose a pilot project.

1. Select one team goal or objective to be achieved in a reasonable time frame (i.e., three months).
2. Set targets and milestones.
3. Determine the role of each member in achieving the goal.
4. Agree on the measurement criteria.





Implement the pilot process.

1. Hold regular meetings on progress toward the goal.
2. Reallocate people and resources along the way, as needed.
3. Openly discuss what is working and what is not working as planned.
4. Document team progress.

3. CHECK

Gather data on the pilot project.

1. When the pilot project is completed, gather together all the data.
2. Give every team member a copy to review.
3. Hold a formal team meeting specifically to review group performance on the pilot project.
4. Share opinions about the project and the team's performance.

Develop standards.

1. Identify key priority areas on which the team should work in the future.
2. Re-define team roles, based on the pilot project learning.
3. Agree on any changes to the list of team behaviors and protocols for the future.
4. Develop simple one-page outlines of standards of expected performance and outcomes for the future.

4. EXECUTE

Apply the learning to all projects.

1. Set targets and milestones for all team projects.
2. Determine the roles of team members and who will work with whom.
3. Develop appropriate ways to measure project performance.

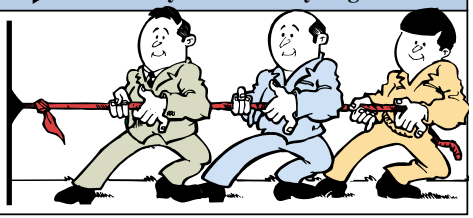
Communicate.

1. Hold regular open meetings and discuss progress.
2. Check that the team charter is being followed and standards are being met.
3. Communicate successes and difficulties quickly and at all levels.

Perform a post-audit and review.

1. Address performance problems and plan how to improve performance.
2. Celebrate successes, and reward the team accordingly.
3. Revert to the planning phase, and set higher goals this time.

Continually seek a totally-aligned effort.



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Team Building: Template

Outcomes:
Goals
Learning
Boundary mgt

HOW?

Direction:
Mission
Purpose
Vision

HOW?

High Performing Teams Checklist

1	**What is our vision as a team?** (WHERE do you want to go?)	
2	**What is the team's mission?** (WHY do we exist? What is our purpose?)	
3	**What are our key agreed-on values?** (In what do we most believe to be successful?)	
4	**What are the major roles that this team needs to perform to be successful?**	
5	**What team behaviours do we want to promote, and what do we want to prevent in the future?**	
6	**How will we measure or appraise the team's performance and give recognition for success when it is achieved?**	
7	**How will we capture the learning from our successes and mistakes?**	
8	**What goals, targets, results, or outcomes are most important for the team to achieve?**	

Progress:
Indicators
Milestones
Recognition

HOW?

Values:
Individual
Team
Organizational

HOW?

Ground Rules:
Behaviors
Responsibilities
Accountabilities

HOW?

Roles:
Style
Preferences
Capabilities

HOW?

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