

# **WELCOME FUTURE LEADERS**

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# **TEAM BUILDING / BUILDING a TEAM**

## **PURPOSE OF TEAM BUILDING**

**INCREASE TRUST**

**IMPROVE COMMUNICATION**

**INCREASE COLLABORATION**

**INCREASE / MAINTAIN MOTIVATION**

# **TEAM BUILDING / BUILDING a TEAM**

**ENGAGEMENT**

**PERCEPTION of MANAGERS**

**HOW TEAMS are FORMED**

**CHALLENGES WHEN BUILDING a TEAM**

# **THE COST of LACK of ENGAGEMENT**

# EMPLOYEE ENGAGEMENT

A study of 64 companies (Kenexa, 2012)

Organisations with highly engaged employees achieve twice the annual net income than organisations whose employees are low on engagement

# EMPLOYEE ENGAGEMENT

Employee engagement = productivity

- US - **70%** not engaged at work
- Employers think that **89%** of employees leave because of money...
- Only **12%** leave because of money
- **75%** voluntarily leaving their jobs, actually leave their managers

# EMPLOYEE ENGAGEMENT

- **90%** of leaders think an engagement strategy has an impact on business...
- Less than **25%** have a strategy
- Only **40%** of employees aware of their companies strategies and goals
- **43%** of highly engaged employees receive feedback once/week...
- Compared to **18%** of employees with low engagement
- Engaged employees are **87%** less likely to leave their employees

# MOTIVATION MANAGERS vs EMPLOYEES

KOVACH, 1987

Promotion and growth  
Full appreciation of work done  
Personal loyalty to employees  
Help with personal problems  
Good working conditions  
Tactful disciplining  
Feeling of being "in" on things  
Job security  
Good wages  
Interesting work



MANAGERS	EMPLOYEES by MANAGERS
Interesting work	Good wages
Full appreciation of work done	Job security
Feeling of being "in" on things	Promotion and growth
Job security	Good working conditions
Good wages	Interesting work
Promotion and growth	Personal loyalty to employees
Good working conditions	Tactful disciplining
Personal loyalty to employees	Full appreciation of work done
Tactful disciplining	Help with personal problems
Help with personal problems	Feeling of being "in" on things

# ARE THESE CORRECT?

**No**

**Everyone was wrong**

Employees, on average, rank these factors the same as their managers

Interesting work

Full appreciation of work done

Feeling of being "in" on things, etc...

Managers consistently perceive the motivation scale of their employees with a different ranking than theirs

MANAGERS	EMPLOYEES by MANAGERS
Interesting work	Good wages
Full appreciation of work done	Job security
Feeling of being "in" on things	Promotion and growth
Job security	Good working conditions
Good wages	5. Interesting work
Promotion and growth	Personal loyalty to employees
Good working conditions	Tactful disciplining
Personal loyalty to employees	8. Full appreciation of work done
Tactful disciplining	Help with personal problems
Help with personal problems	10. Feeling of being "in" on things

# PEOPLE ARE DIFFERENT

The first thing to note is that most people are motivated by:

**Doing interesting stuff**

**Feeling recognized and appreciated**

**Making an impact**

- Varies between people/sectors/cultures, but ...
- Good idea when thinking of people on your team
- What's in it for them in terms of...
- Doing interesting stuff, feeling recognized and appreciated, and making an impact

# WHAT ELSE DOES IT TELL US?

1. Most managers know little about what motivates their people
  2. Managers tend to interpret employee motivations around more material and concrete issues (money, security, and promotion)
- When we probe people more closely it is clear ...
  - Challenge, learning, accomplishment, and recognition are important

# **THE QUESTION...**

**HOW ARE PERFORMING TEAMS CREATED?**

**GROUP BUILDING?**

**TEAM BUILDING**

# BRUCE TUCKMAN 1965

Ideal group decision-making process should occur in four stages

**1. FORMING**

**2. STORMING**

**3. NORMING**

**4. PERFORMING**

**Strongly  
expressed  
views**

**Signs of  
conflict appear**

**Dip in morale**

**STORMING**



# **STORMING MANAGERS ROLE**

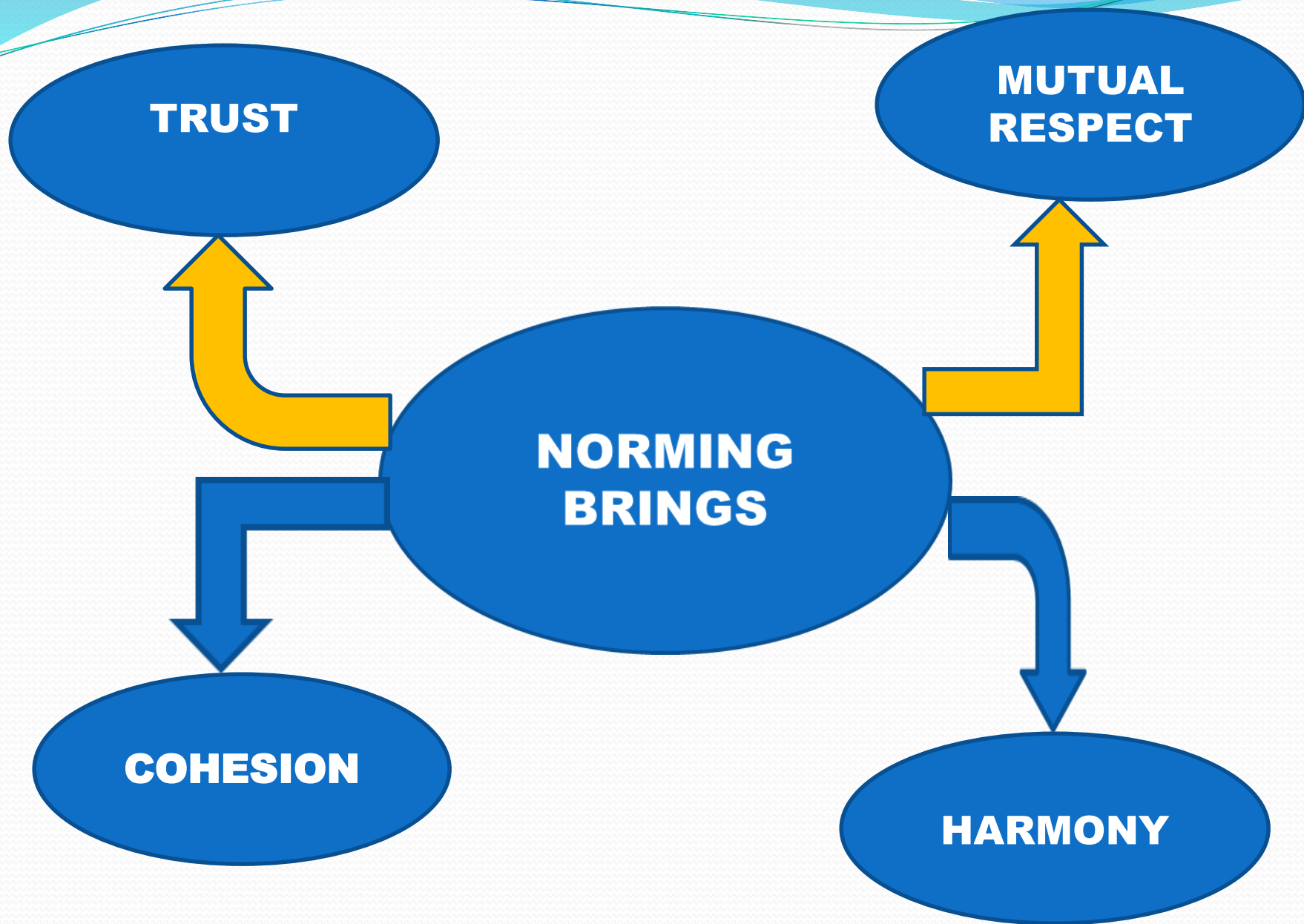
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graph TD; A([STORMING MANAGERS ROLE]) --> B[Control conflict]; A --> C[Alter team composition if required]; A --> D[Aid and explain decision making]; A --> E[Offer support];
```

**Control conflict**

**Alter team  
composition  
if required**

**Aid and explain  
decision  
making**

**Offer support**





The diagram illustrates a progression of roles in creative coaching. It begins with a large blue rounded rectangle on the left containing the text 'NORMING MANAGERS ROLE'. An arrow points from this rectangle to a blue rectangle labeled 'OBSERVER'. Another arrow points from 'OBSERVER' to a blue rectangle labeled 'FACILITATOR'. A final arrow points from 'FACILITATOR' to a blue rectangle labeled 'MENTOR'. The background features a light blue wavy pattern at the top.

**NORMING**  
**MANAGERS**  
**ROLE**

**OBSERVER**

**FACILITATOR**

**MENTOR**

**Show high levels  
of  
loyalty**

**Work as  
an  
autonomous unit**

**PERFORMING TEAMS**

**Act  
as a  
cohesive group**

**Are confident  
decision makers**

```
graph LR; A[PERFORMING MANAGERS ROLE] --> B[DELEGATOR]; B --> C[OVERSEER]; C --> D[MONITOR]
```

**PERFORMING**  
**MANAGERS**  
**ROLE**

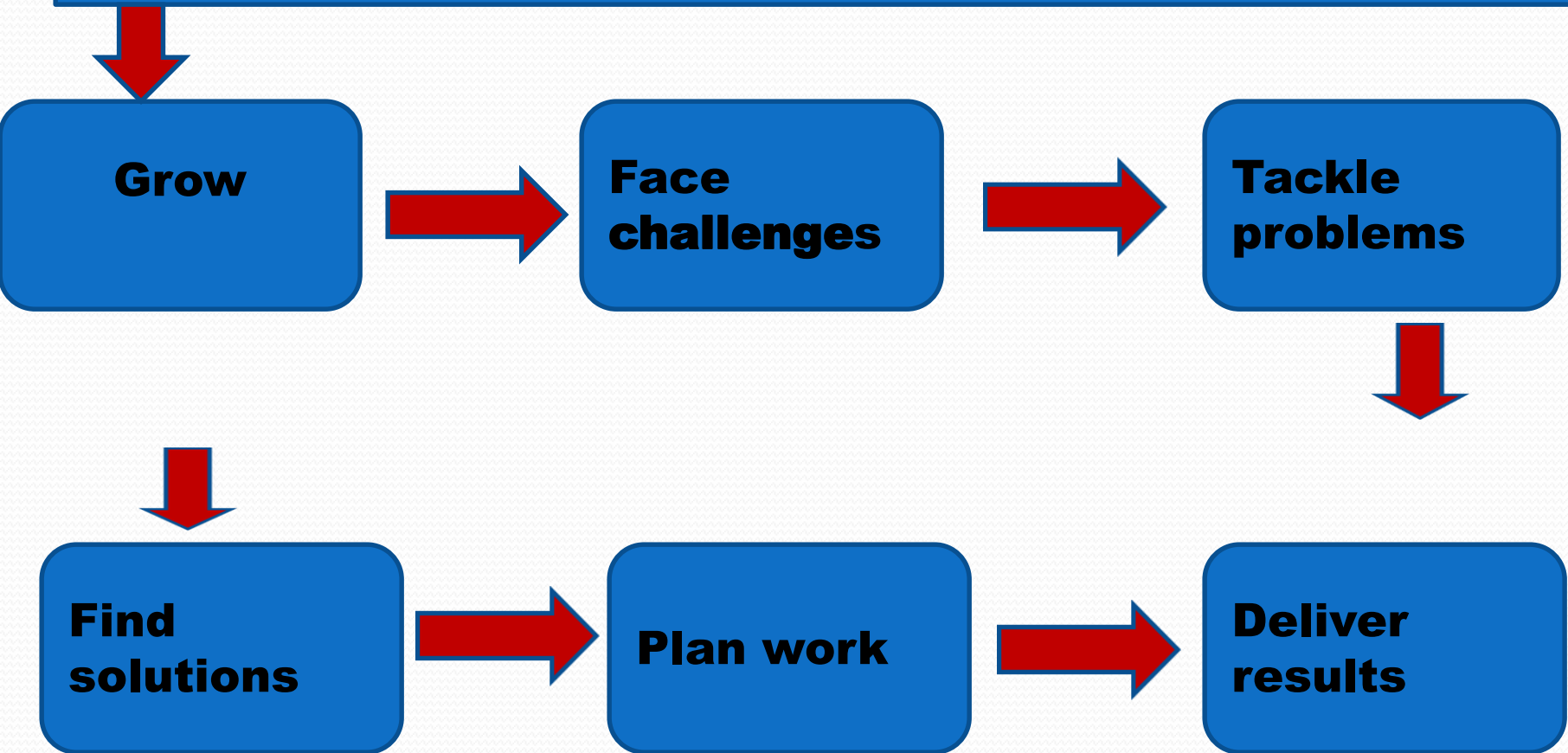
**DELEGATOR**

**OVERSEER**

**MONITOR**

# ARE ALL STAGES NEEDED?

**Yes. So that a team can...**



**This model has become the basis for subsequent models**

# TRAPS AND DYSFUNCTIONS

# TRAPS and DYSFUNCTIONS

## Why are we here?

- Lack of understanding of why the team exists in the first place
- Few, or poorly set, goals/targets

## Our world is THE world

- Teams build walls around themselves - become siloed
- Systems, processes, procedures and limited view

## Single-issue obsessions

- Making one obsession, yours, the teams obsession

## Reality distortion

- Selective seeing - are you touch with reality
- Isolation causes introspection - there is life beyond the team



# TRAPS and DYSFUNCTIONS

## **We all agree with each other**

- Not enough constructive disagreement and rigorous debate
- Leads to team stagnation and increased isolation

## **Resourcefulness**

- Don't stop trying out new solutions
- Ask the 5W's and the H

## **Keep up to date....**

- Constantly reassess the world beyond the team
- Know how your customers' needs, wants and desires change

## **Poor communication**

- Get your team to travel
- 'Team travel' means psychological travel as well as physical travel
- Get into the worlds of the people you serve

# IN SUMMARY

- Comfortable asking for help
- Comfortable admitting mistakes and limitations and taking risks
- Make use of one another's skills and experiences
- Avoid wasting time talking about the wrong issues
- Avoid revisiting the same topics over and over again due to lack of buy-in
- Make higher quality decisions
- Accomplish more in less time and fewer resources
- Put critical topics on the table and have lively meetings
- Align the team around common objectives



**CULTURE**

# PROMISED LINKS

## Employee Engagement

<https://www.themuse.com/advice/10-shocking-stats-about-employee-engagement>

## Patrick Lencioni - 5 Dysfunctions of a Team

<https://www.youtube.com/watch?v=wHpB1EBufFo&t=73s>

## Big five personality questionnaire

<https://www.truity.com/test/big-five-personality-test>

## Is motivation the same for all age groups

<https://www.4cornerresources.com/blog/millennials-vs-baby-boomers-in-the-workplace>

## There is no such thing as a dragon

<https://www.youtube.com/watch?v=A-BQ6wKIMZA>