

BUILDING TOUGH
TEAMS IN TOUGH TIES

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BUILDING TOUGH TEAMS IN TOUGH TIMES



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BUILDING TOUGH TEAMS IN TOUGH TIMES

- INTRODUCTION AND DEFINITIONS
- ASSESSMENT OF YOUR TEAM
- POINTS OF PAIN- 10 REASONS THAT TEAMS BECOME DYSFUNCTIONAL
- CORE DYSFUNCTION
- ADDRESSING ISSUES AT VARIOUS LEVELS

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■ **COMMUNICATION**

- **IT TAKES CONVERSATION TO HAVE COMMUNICATION**

■ **EMAIL**

- **SERVE TO EXCHANGE INFORMATION**

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■ Diagnosing the Dysfunctional Team

1. Gossip or closed door discussions are frequent forms of communication.
www.stopgossipnow.com
2. Tension and conflict are present most of the time and cannot be resolved without intervention from management.
3. Projects are worked on separately with little or no knowledge of other team member's participation
4. You have to watch what you say around "certain" people.
5. Little or no trust for upper management

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■ Diagnosing the Dysfunctional Team

6. Blame and frustrations with others for lack of movement or success
7. Little or no accountability for commitments that are made
8. Often discuss or wonder “what if” scenarios
9. Coffee conga line is strong- One person starts a rumor, story or complaint and conga’s down the hall building false evidence to support their story.
10. Refusal or fear of asking for help.

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■ If you said yes too:

0 -1 symptoms

You are member of a functional team. Have a discussion about items of concern and develop a plan to eliminate these practices.

2 - 4 symptoms

You are member of a functioning team. Create a space to be honest and open with all members and develop strategies to redirect the energy focus.

5 – 7 symptoms

You are member of a dysfunctional team with a base foundation to build on. Get a help quickly while you still have some common interest at stake.

8-10 symptoms

Well at least you answered the questions – that's a start! Now take the next step and call us 303-329-9555

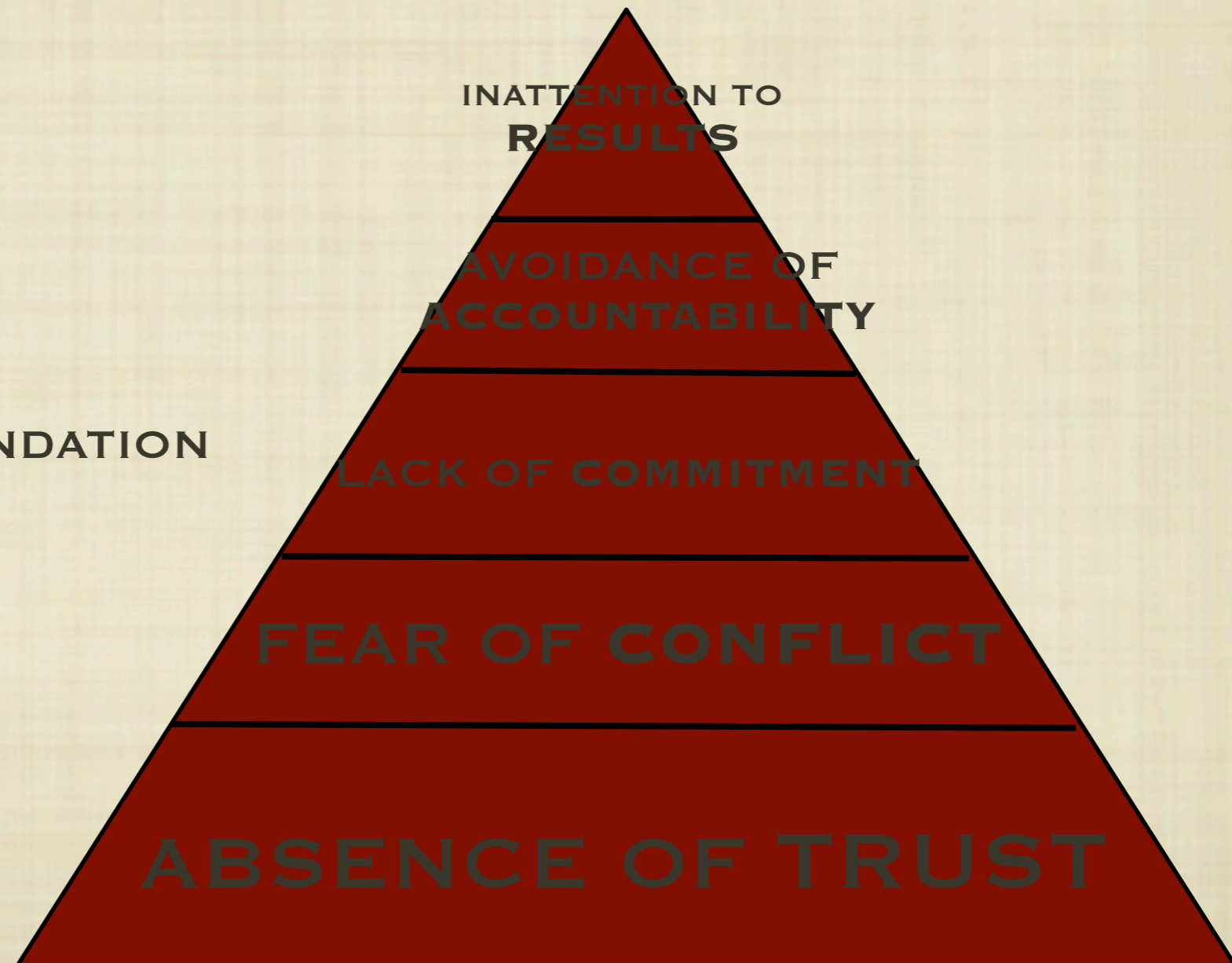
HOW TEAM BECOME DYSFUNCTIONAL

- LACK OF EDUCATION
- LACK OF COMMITMENT BY UPPER MANAGEMENT
- LACK OF TIME
- LACK OF MONEY
- LACK OF A PLAN FOR IMPLEMENTATION & RESTRUCTURING

HOW TEAM BECOME DYSFUNCTIONAL

- LACK OF COMMUNICATION
- LACK OF EMPOWERMENT
- LACK OF PURPOSE
- LACK OF TRAINING
- THE BUCK STOPS AT THE TOP

THE FIVE CORE DYSFUNCTIONS OF A TEAM



■ BUILD ON THE FOUNDATION

THE FIVE CORE DYSFUNCTIONS OF A TEAM

■ BUILDING TRUST

- TRUST THE FOUNDATION OF THE TEAM WORK
- ON A TEAM, TRUST IS ALL ABOUT VULNERABILITY, WHICH IS DIFFICULT FOR MOST PEOPLE
- BUILDING TRUST TAKES TIME, BUT THE PROCESS CAN BE GREATLY ACCELERATED.
- LIKE A GOOD MARRIAGE, TRUST ON A TEAM IS NEVER COMPLETE; IT MUST BE MAINTAINED OVER TIME

THE FIVE CORE DYSFUNCTIONS OF A TEAM

- **MASTERING CONFLICT**
- **GOOD CONFLICT AMONG TEAM MEMBERS REQUIRES TRUST, WHICH IS ALL ABOUT ENGAGING IN UNFILTERED, PASSIONATE DEBATE AROUND ISSUES.**
- **EVEN AMONG THE BEST TEAMS, CONFLICT WILL AT TIME BE UNCOMFORTABLE.**
- **CONFLICT NORMS, THOUGH THEY WILL VARY FROM TEAM TO TEAM, MUST BE DISCUSSED AND MADE CLEAR AMONG THE TEAM.**

THE FIVE CORE DYSFUNCTIONS OF A TEAM

■ ACHIEVING COMMITMENT

■ COMMITMENT REQUIRES CLARITY AND BUY IN

■ CLARITY REQUIRES THAT TEAMS AVOID ASSUMPTION AND AMBIGUITY, AND THAT THEY END DISCUSSIONS WITH CLEAR UNDERSTANDING ABOUT WHAT THEY HAVE DECIDED UPON.

■ BUY-IN DOES NOT REQUIRE CONSENSUS. MEMBERS OF GREAT TEAMS LEARN TO DISAGREE WITH ONE ANOTHER AND STILL COMMIT TO A DECISION.

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THE FIVE CORE DYSFUNCTIONS OF A TEAM

- **KEYS TO EMBRACING ACCOUNTABILITY**
- **ACCOUNTABILITY ON A STRONG TEAM OCCURS DIRECTLY AMONG PEERS**
- **FOR A CULTURE OF ACCOUNTABILITY TO THRIVE, A LEADER MUST DEMONSTRATE A WILLINGNESS TO CONFRONT DIFFICULT ISSUES**
- **THE BEST OPPORTUNITY FOR HOLDING ONE ANOTHER ACCOUNTABLE OCCURS DURING MEETINGS, AND THE REGULAR REVIEW OF A TEAM SCOREBOARD PROVIDES A CLEAR CONTEXT FOR**

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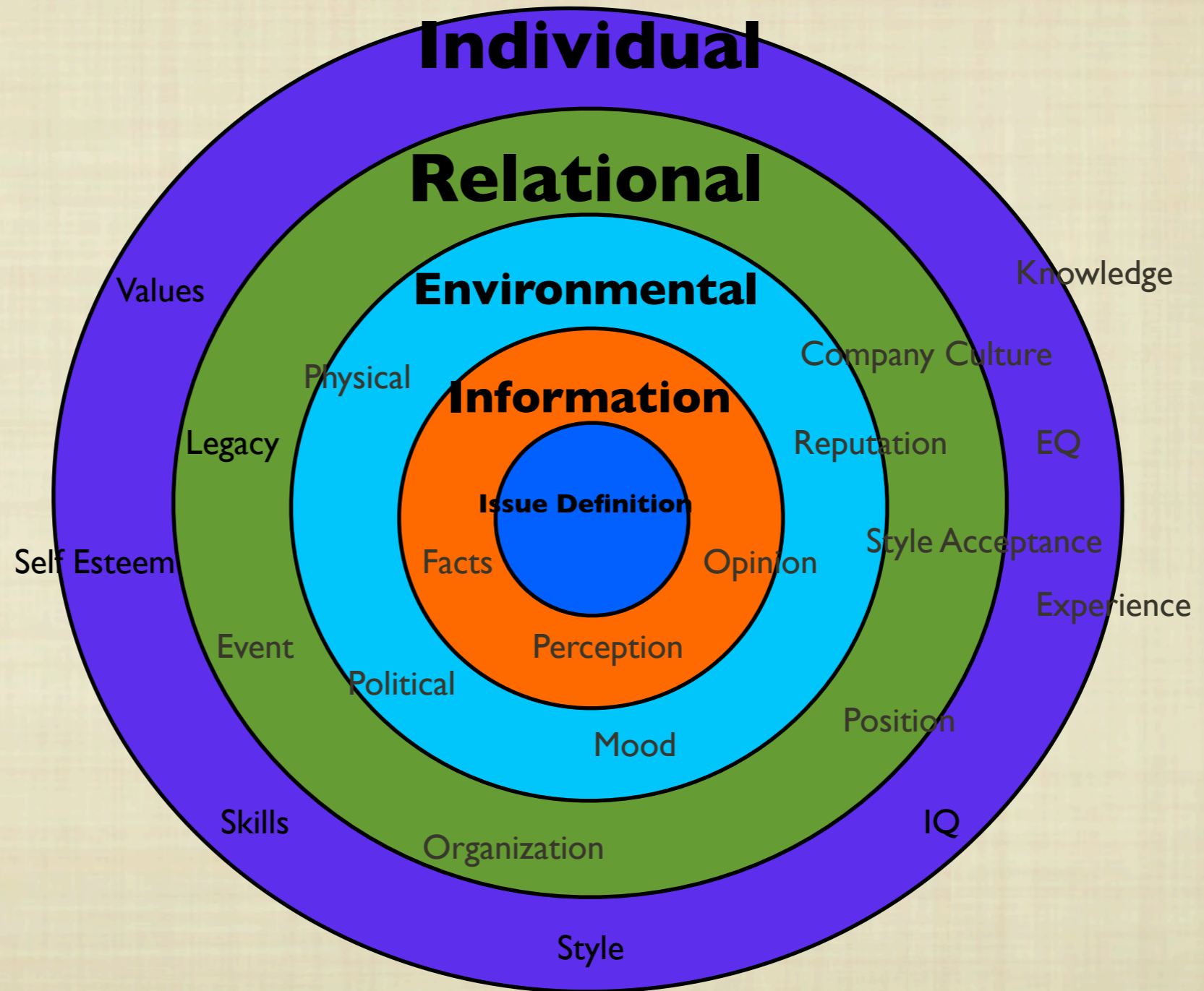
THE FIVE CORE DYSFUNCTIONS OF A TEAM

■ FOCUSING ON RESULTS

- THE TRUE MEASURE OF A GREAT TEAM IS THAT IT ACCOMPLISHES THE RESULTS IT SETS OUT TO ACHIEVE
- TO AVOID DISTRACTIONS, TEAM MEMBERS MUST PRIORITIZE THE RESULTS OF THE TEAM OVER THEIR INDIVIDUAL AND DEPARTMENTAL NEEDS
- TO STAY FOCUS, TEAMS MUST PUBLICLY CLARIFY THEIR DESIRED RESULTS AND KEEP THEM VISIBLE

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