THE POWER OF TEAMS MULTIPLIED

Endeavor
What to expect

Moderated discussion 45-50 minutes
Questions addressed along the way and at end
Put questions in chat
Introductions

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Experienced/ Certified Executive Coach  
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Director – Human Capital  
30 years Fortune 500 HR leadership  
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Director - Organization Performance  
Experienced Executive Coach (PCC)  
Birkman Certified Professional High Performing Teams expert
High Performing Teams

“In this day and age of informational ubiquity and nanosecond change, teamwork remains the one sustainable competitive advantage that has been largely untapped.”

*Overcoming the Five Dysfunctions of a Team*

by Patrick Lencioni
What is an Ideal Team?

“A small number of people with complementary skills who are committed to a common purpose, performance, goals, and approach for which they hold themselves mutually accountable”

(Katzenbach and Smith, 1993)
What do we hear?
What Do Executive Teams Struggle With?

• Clear purpose
  • Why do we exist as a team...who are our customers and other stakeholders?

• Team Dynamics
  • How are we going to act towards one another....what standards of behavior are we going to set?
  • How do we build trust and handle conflict?

• Team processes
  • What work processes or tasks are we going to work together on to achieve our objectives and goals?
  • What does working together as a team, look like?
TEAM STAGES

Form
- Excitement for new project
- Uncertainty around roles
- Dependency on leader

Storm
- Growing confidence
- Resistance to task demands
- Struggle for leadership

Norm
- Will to belong to team
- Open exchange of opinions about issues
- Start of procedures, clear task definitions
- Accepted leadership, trust & cooperation

Perform
- Focused on getting job done
- Procedures ensure efficiency, resources allocated
- Able to problem solve
- Group focus, efficient communication, flexible response, goal orientation

TASK FUNCTION
The Five Characteristics of High Performing Teams

*Based on Lencioni's *Five Dysfunctions of a Team*
What we see:
Excitement, yet reservation due to unknowns
Positioning and attempts to find place in team
Overly polite and yet attempting to establish rules
Looking to the “leader” for direction and confirmation

How we coach teams through this:
Acknowledge the newness, excitement
Give voice to the possible confusion and its normalcy
Directly support the team with a framework for existence through a Team Charter
Begin development of a Team Purpose

Only if we are included at the start!
Team Charter
Guides the Team to Define Itself

1. Identify team members
2. Define Purpose of Team
3. Establish roles and responsibilities
4. Specify team behaviors and expectations
5. Determine initiatives to deliver on Purpose
6. Establish goals and milestones
Task
Purpose tied to Vision & Mission
Definition of success

Relationship
Roles & responsibilities
Group dynamics

Team Processes
Division of work
New team members
What we see:
Tension
Struggle for leadership below “leader”
Disagreement, hostility, concerns around individuality
Lost focus on task/purpose
Conflicting or misunderstood workstyles
Misalignment of objectives & incentives

How we coach teams through this:
Give voice to the tension and its normalcy
Provide a framework for existence through a Team Charter
Begin development of a Team Purpose
Calibrate Team Dynamics with a workstyle assessment
Task
Share a common purpose
Defined problem to solve

Relationship
Team Dynamics
Workstyles

Team Processes
Decision making
Conflict Management
The Birkman measures broad occupational interests as well as workstyles and behaviors.
**Team Stages**

**Team Dynamics**
- **Interdependence**
- **Cohesion**
- **Conflict**
- **Dependency**

**What we see:**
- Acceptance of the purpose
- Open exchange of opinions and ideas
- Continued but potentially productive conflict
- Initiation of new processes
- Change management issues
- Misalignment of motivations and objectives

**How we coach teams through this:**
- Create clear trust building opportunities
- Clarify decision making processes
- Clearly defining the communication brand and process
- Initiating tasks and co-responsible parties
- Assess and align team engagement with organizational objectives
Task
Align tasks with purpose

Relationship
Clear roles & responsibilities
Mutual support and Accountability

Team Processes
Recognize when in agreement
Follow through on agreements
Team Behavioral Development Roadmap

**External Motivation**
- Compliance
  - Readily follow rules and procedures
  - Adherence to Team norms
  - Acts on information

**Behavioral Change Model in Teams**
- Integration
  - Positively reflects Team norms
  - Seeks to understand “Why”
  - Follows and accepts the experiences of leaders and managers

**Internal Motivation**
- Internalization
  - Team purpose is embedded deeply into the unconscious
  - Behaviors are central to self identity
  - Belief in the “Why”
What is Accountability in a High Performing Team?

• Giving and receiving feedback for:
  • breaking a commitment
  • violating a promise
  • not living up to shared expectations
  • behaving badly

• Can be between individuals, amongst a team or other cohesive group.

“Team accountability implies an attitude that the team’s success is important to me; anything that affects the mission or success of the team, I have an obligation to raise up the concern with the team, and together, figure out a way to deal with it.”
Where is Your Team?

Psychological Safety

Low

High

Accountability

Low

High

Comfort

Learning Zone

Cynicism

Anxiety

Modified from Amy Edmondson, TEDx 2014
Team Stages

What we see:
Clear purpose and what each team member’s role is in achieving that purpose
Joint Accountability for the process and outcomes
Processes embedded in team members jobs
Clear and efficient decision making and communication
Looking to each other for direction and confirmation

How we work with teams here
Create and align to objectives and measures
Utilize Team Accountability to ensure progress and health communication
Help the team tell the story
Celebrate successes and replicate the experience for other teams
Task
Define & monitor metrics
Know their customers

Relationship
Mutual support

Team Processes
Follow through on agreements
Effective meeting management
A Summary of the Tools Endeavor Utilizes in Team Coaching

- Birkman Workstyle Assessments
- Lencioni High Performing Team Assessment
- Team Chartering
- Team interviews
- Engagement Assessments
- Observation of team in meetings
- SWOTs
- Stage Gate Decision Analysis Process
- Balanced Scorecards
- Executive, Team and Enterprise Based Leadership Simulation Training

![Balanced Scorecard Image]

The Balanced Scorecard (BSC) helps different industries strategize and plan their activities. It's often used to improve internal and external communications.
What makes Endeavor different?
Anyone Can Say They Coach Teams

At Endeavor we distinguish our professional team coaches by:

• Experienced in team leadership, cultural change, organizational transformation and leading change both as an executive coach and as a team coach and industry leader

• Experts at working with the team (High performing team process) and the individual

• Bring business or industry experience of what it takes to lead and manage a business or department

• Requiring that our coaches have and maintain a professional coaching credential

• Certify and maintain certification with the various team, organizational and coaching tools we utilize

Experience matters:

Years of experience as a coach matter. Our coaches have seen many variations on leadership issues

Years of experience are testimony to our coaches’ ability to move clients to deliver on personal, team leadership, team development and professional objectives
Connect with us

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THANK YOU
WE LOOK FORWARD TO WORKING WITH YOU

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