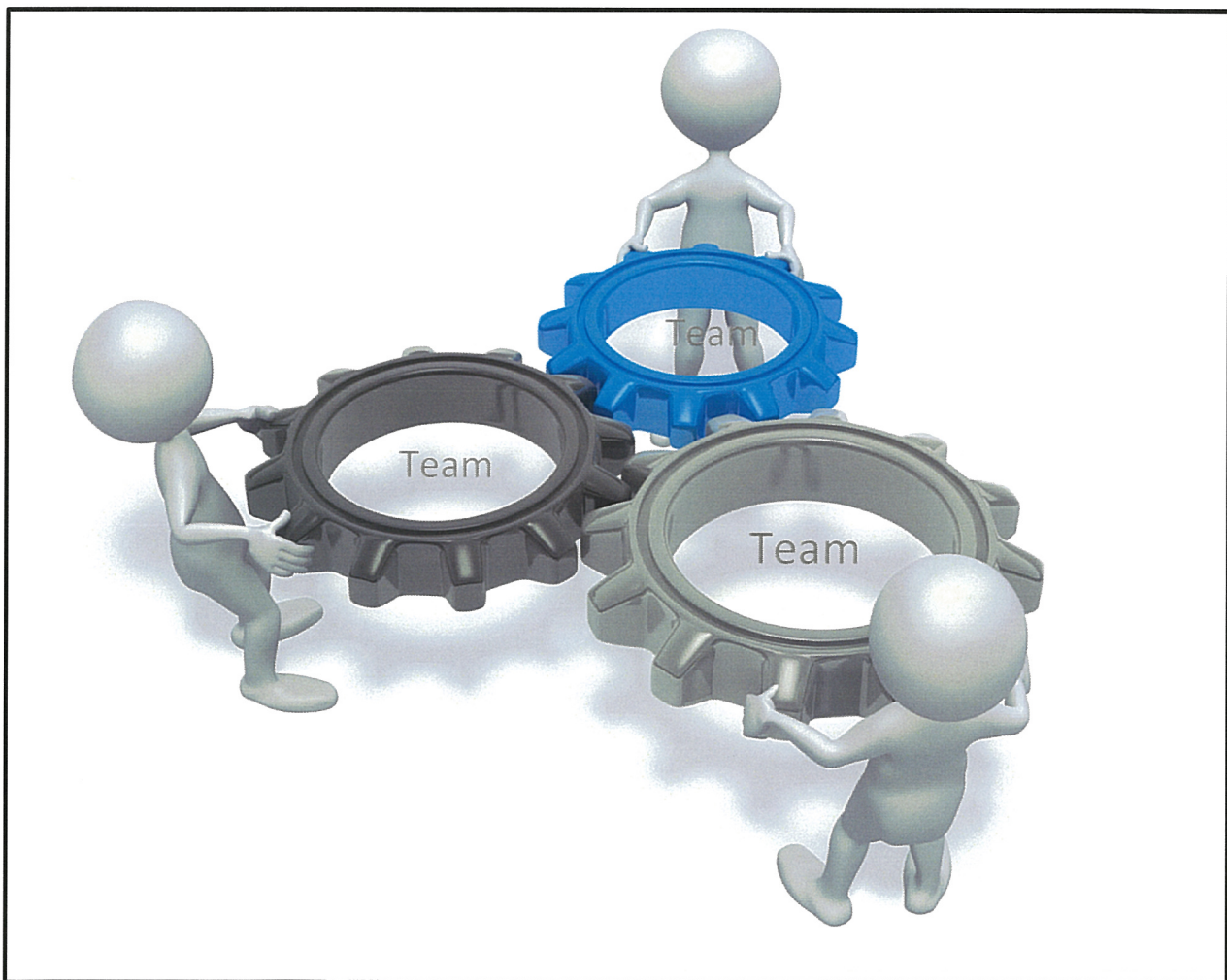


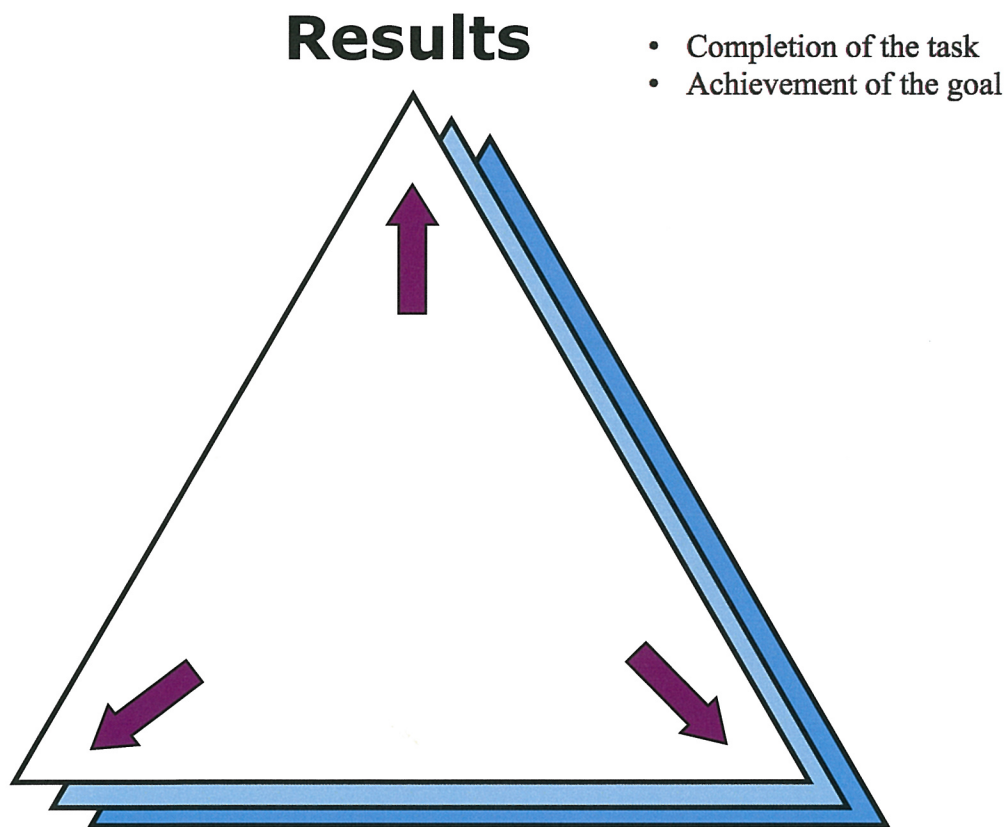
# Focus on Results, Processes and Relationships

Facilitative leaders know that achieving outstanding results is only one element of success. Success can also be measured in terms of how the work gets done (processes) and the way people treat each other in the workplace (relationships). Facilitative leaders balance the three elements to create a collaborative team culture.



# Elements of Success

*Because leaders are accountable for results, they tend to focus their energy and attention on reaching the goal quickly. Consequently, leaders often inadvertently undermine the long-term success of the endeavor. Facilitative leaders balance their focus across three elements: results, processes and relationships.*



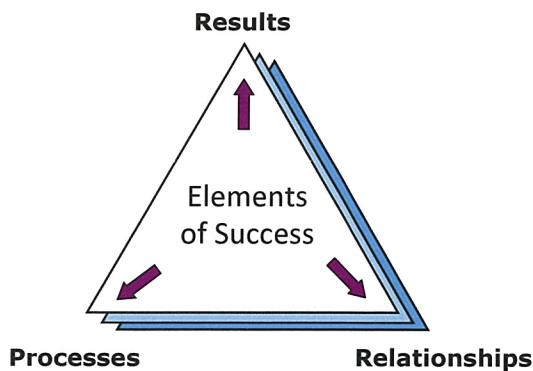
## Processes

- How the work gets done
- How the work is designed and managed
- How the work is monitored and evaluated

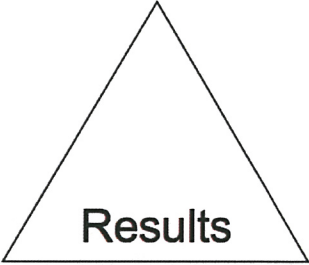
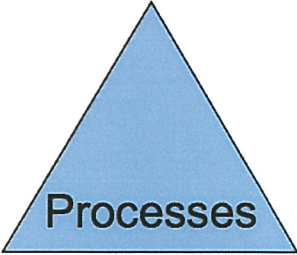
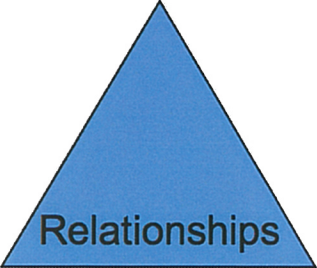
## Relationships

- How people experience each other
- How people relate to the organization
- How people feel about their involvement and contribution

# Measuring Success

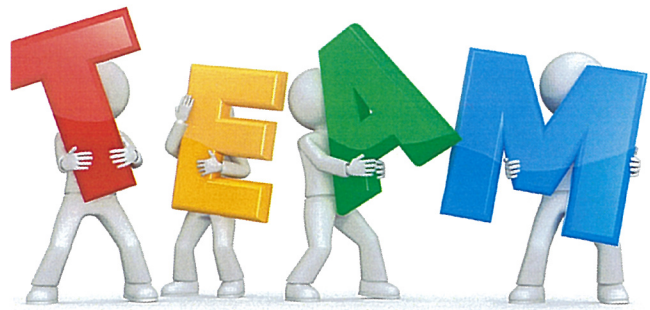


*Facilitative leaders ask key questions for each element of success. They collect and evaluate data related to these measures and make conscious choices about where to focus their attention in order to have the highest impact.*

Element	Key Questions
 <p>Results</p>	<ul style="list-style-type: none"> <li>• Are the results of high quality?</li> <li>• Are the results timely?</li> <li>• Do the results meet customer requirements (internal and external)?</li> </ul>
 <p>Processes</p>	<ul style="list-style-type: none"> <li>• Are the processes clear and logical?</li> <li>• Are the processes efficient?</li> <li>• Are the processes appropriate for the task?</li> </ul>
 <p>Relationships</p>	<ul style="list-style-type: none"> <li>• Do team members feel supported?</li> <li>• Do team members trust each other?</li> <li>• Do team members feel valued?</li> </ul>

# Team Culture

*Team culture is the attitudes, beliefs, and norms of a team, which includes the team's vision, mission and values. When team culture reigns, teams are dependable and consistent. People voice their opinions openly and demonstrate creativity, innovation and collaboration.*



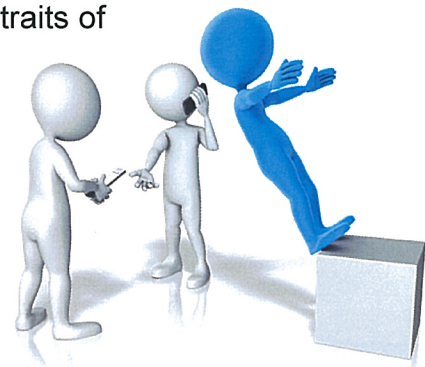
## The importance of trust

Successful teamwork is built on a foundation of trust. Each member of the team must establish trust, cultivate trust through actions and words, and work to maintain it.

What Behaviors Build Trust?	What Behaviors Bust Trust?
<ul style="list-style-type: none"> <li>• Being dependable</li> </ul>	<ul style="list-style-type: none"> <li>• Making excuses</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Facilitative leaders lead by example and demonstrate the traits of trustworthiness and build trust in others by:

- Being accountable for their actions.
- Being honest in dealing with others.
- Doing what they say they will do.
- Treating others with dignity and respect.
- Working towards the goals of the organization.



# Exercise: Teams and Teamwork

## Instructions:

1. Answer the following questions and statements.

A team is. . .	A team is not. . .
Teamwork is. . .	Teamwork is not. . .
List 3-5 characteristics of teams:	List 3-5 characteristics of teamwork:

2. Work with a partner to compare responses.
3. Combine responses and eliminate duplicates

# High Performing Teams

*High-performing teams have a clearly defined and commonly shared purpose, mutual trust and respect, clarity around individual roles and responsibilities, high levels of communication, willingness to work towards the greater good of the team, and a leader who both supports and challenges the team members.*

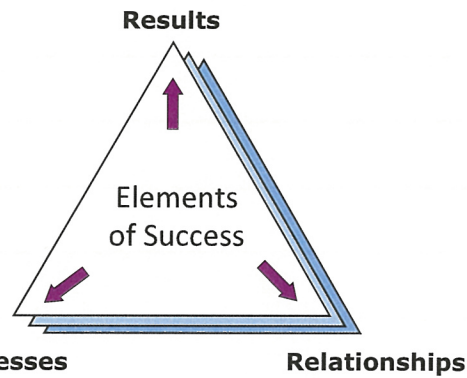


## CHARACTERISTICS OF A HIGH PERFORMING TEAM

- Common goals, purpose, and mission
- Mutual trust / mutual support
- Well-defined roles and responsibilities
- Open, honest, and effective communication
- Effective processes and planning methods
- Strong relationships
- Creativity and innovation
- Motivation
- Celebrations

# Focus on Results, Processes and Relationships

## Connect, Reflect and Summarize

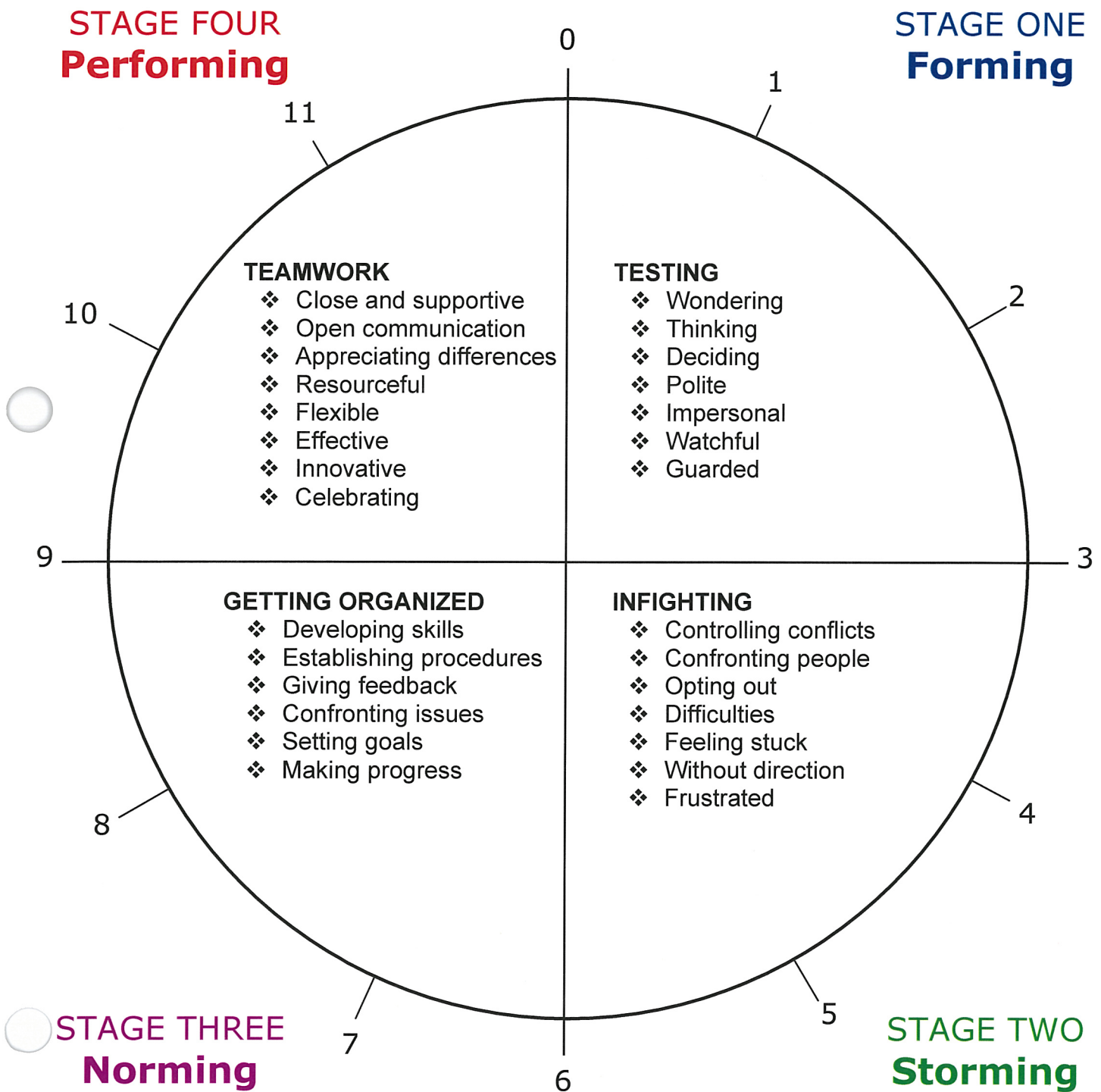


Element	Key Questions
	<ul style="list-style-type: none"> <li>• Are the results of high quality?</li> <li>• Are the results timely?</li> <li>• Do the results meet customer requirements (internal and external)?</li> </ul>
	<ul style="list-style-type: none"> <li>• Are the processes clear and logical?</li> <li>• Are the processes efficient?</li> <li>• Are the processes appropriate for the task?</li> </ul>
	<ul style="list-style-type: none"> <li>• Do team members feel supported?</li> <li>• Do team members trust each other?</li> <li>• Do team members feel valued?</li> </ul>



# Stages of Team Development

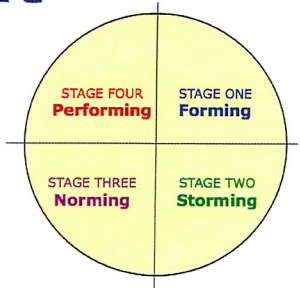
Team Development Wheel: Place a mark on the circumference of the wheel to represent the present status of your team as you see it.





# Stages of Team Development

All teams, no matter who the participants might be, go through several stages to get to peak performance. The cycle begins when a team comes together, experiences initial conflict, overcomes obstacles and then begins working together.

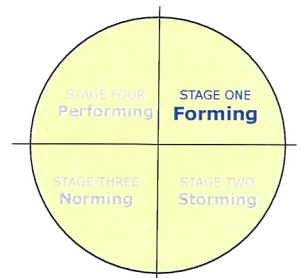


Like most relationships, teams will go through a maturing process. There are four stages in a team's development: *forming*, *storming*, *norming* and *performing*. How well a team moves from one stage to the next depends on a variety of factors such as trust among team members, time together, honest communication and ongoing assessment and evaluation of team progress.

Research shows that teams appreciate knowing in advance that they will naturally form, storm, norm, and ultimately and hopefully, perform.

## Description of the Stages of Team Development

### Stage One – Forming



Team members become acquainted with each other in this stage. There are feelings of excitement and optimism as well as feelings of fear and anxiety. During this stage, members make efforts to establish ground rules, create a vision for the team, discuss roles/responsibilities and set goals. The team isn't really a team at this time. Individuals are at the "Who am I" stage. They question each other and cautiously participate in group work allowing the leader to hold center stage.

When groups are organized, a number of needs and questions occur. Team members at this stage have high expectations as well as anxiety about where they individually fit as well as organizational parameters.

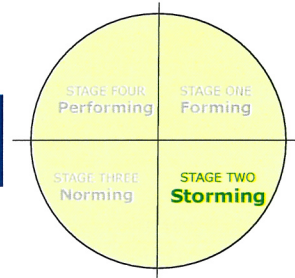
- Plan icebreakers for all group gatherings.
- Clarify expectations and desired group outcomes.
- Invite a "ranking official" to provide the "charge" to the team.
- Assign roles or procedures for designating chair, facilitator, recorder, and process observer

## Stage Two – Storming

Team members find out about their individual differences at this stage as reality sets in. Some conflict arises as members adjust their position and try to establish roles within the team. Members can become defensive and competitive in the decision-making process, argumentative over ground rules and unclear about roles on the team. A sense of impatience can pervade, and progress may be perceived as slow. Collaboration and trust between team members is limited during this stage. A few members still dominate the group while others drop out emotionally or leave the group.

In this stage, team members rebel against each other and often against authority. Members may express disappointment with the lack of progress. They can feel angry about goals, tasks, and action plans.

- Consider a retreat to address the feelings and concerns in the group.
- Implement selective abandonment to refocus the group.
- Clarify expectations of behavior among group members in and out of meetings.
- Provide training on consensus building and conflict resolution

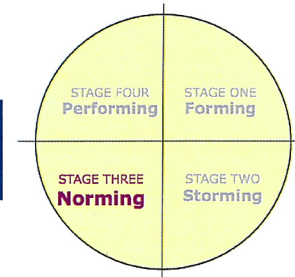


## Stage Three – Norming

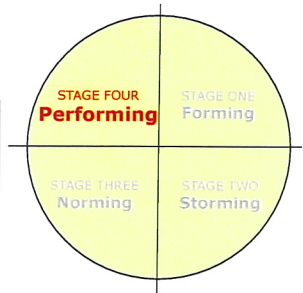
Members begin to relax in this stage. Individual differences are understood and accepted and harmonious attempts are made to be collaborative as well as friendly. This is a period of positive group identity where mutual respect, trust and humor prevail. Some team members may be afraid to challenge ideas because they don't want a conflict to cause the group to backslide into the dissatisfaction stage. The team continues to create an environment where challenges and difficulties are welcome. Actually, this is the turning point in the team's developmental cycle-the period that bolsters the positive team attitude that leads to success.

If groups successfully resolve the storming issues, they arrive at this stage. Dissatisfaction is replaced by harmony, trust, support, and respect. Team members are more open and willing to provide feedback.

- Invite a critical friend to work with the group.
- Monitor and regularly update group norms.
- Plan appropriate celebrations for work accomplished
- Provide additional training on meeting and group effectiveness



## Stage Four – Performing



During this stage, the team is comfortable with each other's strengths and limitations. They share leadership roles and use team time effectively. The team is confident with their ability to diagnose and solve group problems, issues and tasks. Because of this noticeable progress, members are optimistic about the future. Morale is high and celebrations occur often. A sense of closeness is shared.

This stage describes a highly productive group. Team members work collaboratively and interdependently, show confidence in accomplishing tasks, share leadership responsibilities, and perform substantive work.

- Ensure the group continues to learn together.
- Share leadership and task responsibilities.
- Consider strategies for increasing time efficiency.
- Find ways to recognize and promote risk takers.

Successful teams go through each stage to become a performing team. When new members are added, teams often have to cycle back to review issues previously resolved. And when your team successfully arrives at the performing stage, there is truly a great sense of accomplishment.

The length of time in any stage is unique to each team. Actually, movement between stages is common. A team that has experienced many battles together may feel content with its current status. Although such a team has conquered many obstacles, this does not mean that the team is invincible or protected from unsuspecting tears in the armor. Fortunately, research does provide tips for overcoming obstacles when they present themselves in the future.

Note: The group development language was introduced by Tuckman in 1965 and described in greater detail by Johnson and Johnson in *Joining Together: Group Theory and Group Skills*. New York: NY: Prentice Hall, 1982