

**FORMING
A
TEAM
WORKBOOK**

A BASIC BUSINESS VICTORY GUIDE

This book was developed by James H. Saylor

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FORWARD

This basic business workbook is part of the VICTORY Basic Business series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY™ is this system. The MANAGING FOR VICTORY™ system includes:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

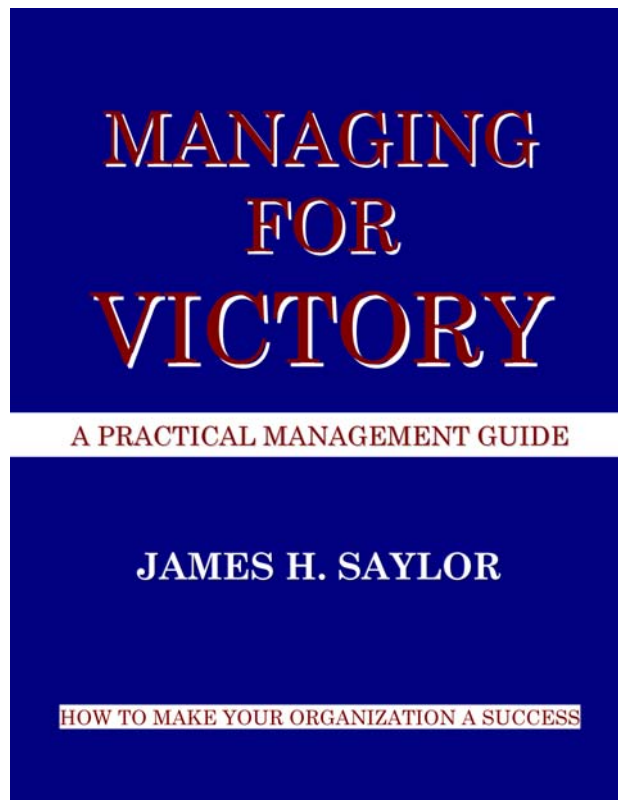
Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY



ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, an organization focusing on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of *TQM Simplified*, and co-author of *Customer-Driven Project Management* published by McGraw-Hill. Jim's latest book is *MANAGING FOR VICTORY™*. For further information about Jim's books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org or email coachjim@thebusinesscoach.org.

FORMING A TEAM

Forming the team is an important first step and vital to making teams work. This is where the team develops the foundation for working together toward a common goal. In many teams, success or failure is determined during this critical phase. The formation phase sets the stage for all other team activities. When forming a team, there should be consideration for both relationship building and project performance. However, it is necessary to spend more time in the beginning on relationship building. Resist the temptation to jump right into performing the task. An investment in relationship building will pay huge dividends later in the process.

Forming the team involves:

- ❑ Establishing a shared purpose
- ❑ Conducting effective meetings
- ❑ Building teamwork
- ❑ Deciding on a common process or methodology

For many teams, education and training are also essential for development of essential team building knowledge and skills during the formation stage. Specific training should be conducted at the time it is needed for it to be efficient and effective. It is wise to integrate the training requirements into the team process.

Forming a Team Considerations

Focus on a shared purpose.

Orient the team to each other and the team process.

Recognize the expected outcomes.

Model a common process or methodology.

When To Form a Team

Teams are the organizational structure of choice for flexible, rapid response to ever-changing customer needs and expectations.

Teams provide:

- B**etter decisions and motivation
- E**veryone a chance to participate
- N**urturing of work relationships
- E**ncouragement of rewards in work itself
- F**reer contribution of information
- I**ncreases in communication
- T**hrusts toward an organizational focus
- S**upport for organization-wide perspective

Therefore, a team should be considered when:

- ✌ Starting a project
- ✌ Solving a problem
- ✌ Performing a mission
- ✌ Setting strategy
- ✌ Implementing a new program
- ✌ Needing high performance, flexible, adaptable structure
- ✌ Involving many different people to achieve a common goal
- ✌ Empowering a work team
- ✌ Supporting a systematic integration of the organization

A team is normally not appropriate when:

- Reacting to a crisis
- Seeking to complete a short-term objective
- Working on an individual basis would be superior
- Trying for excessive control of process and people

For some activities individual contributions, work groups, committees, or task forces may be more appropriate to use.

Preparing to Form a Team

Preparing to form a team involves:

- ❑ Establishing the purpose of the team
- ❑ Determining why a team is the most appropriate structure
- ❑ Deciding who should be part of the team

Establishing the purpose of the team

The purpose is the initial mission statement of the team. It should be drafted before forming the team. The purpose should:

Provide the project scope

Unite the team

Recognize the desired outcomes

Prevent misunderstandings of what is to be accomplished

Orient the team toward specific customer expectations

Set the common direction

Empower - authority, responsibility, and resources

Determining why a team is the most appropriate structure

A team may not always be necessary. Although teams are the organizational structure of choice, it may be more appropriate to take individual action, establish a task force, or use a committee. The reason for forming the team should:

Reinforce business and individual objectives

Encourage participation

Anticipate objections

Solicit commitment to achieve the mission

Obtain support for the team process

Nurture both relationships and results

Deciding who should be part of the team

The team leader is critical to the success of a team. Since the team leader guides the team to work together to achieve a common purpose, the team leader should be selected first. Then, the team leader should determine who should be team members. The specific composition of the team depends on the team's mission. The team should include representatives of all stakeholders in the process i.e. customers, suppliers, process owners, process workers, union leaders, etc. In addition, the people on the team should be kept to the absolute minimum needed to achieve the mission.

Selecting the Team

The success of the team depends upon the people on the team. The team leader and the team members must work together to ensure that the team achieves its mission. Selection criteria for the team leader and team members varies by team. It is important to decide on specific criteria for the team leader and team members for each team.

Team Leader Selection Criteria

- Communicates, allows input, is willing to listen
- Interested, supportive, appreciative, humanistic, considerate
- Displays trustworthiness, honesty, integrity, ethics
- Is objective, open-minded, tolerant, reasonable, fair
- Delegates, trusts, empowers, allows room to achieve
- Motivates, challenges, inspires, is team oriented
- _____
- _____
- _____
- _____

Team Member Selection Criteria

- Positive attitude
- Willingness to participate
- Flexibility and adaptability
- Ability to do and follow at same time
- Stakeholder, owner, or expert in the process
- _____
- _____
- _____
- _____

In many organizations, you will not be able to find the “ideal” candidates. The criteria listed above are the basic characteristics to be a player in the game. In addition, team leaders and members also need to possess or acquire many team skills to be competent. Therefore, the team, team leader, and team members usually require additional assistance. The team should be provided coaching, education and training, facilitating, and mentoring help as necessary. Further, it is a good idea to systematize an ongoing team leader and team member development process in the organization.

Team “Kick-Off Meeting” Checklist

Team’s Initial Mission Statement

Reason for the Team

Team Leader Selection

Team Members Selection

Kick-off meeting set-up

Determine meeting date

Schedule meeting room

Arrange for introduction by management

Letter of Invitation

Meeting Focus Statement (attach to Invitation)

Meeting Agenda (attach to Invitation)

Meeting room set-up (chairs, overhead, easel, etc.)

Meeting materials (handouts, chalk, markers, etc.)

How to Form a Team

The action process steps for forming a team are as follows:

1. Provide the purpose of the team.
2. Link the purpose of the team to business focus.
3. Provide an opportunity for members to discover “what’s in it for me.”
4. Take time to get to know each other.
5. Learn how to conduct effective team meetings.
6. Prepare a team code of conduct.
7. Determine team meeting roles.
8. Establish a process for conducting meetings.
9. Learn the fundamentals of teamwork.
10. Clarify or write the team’s mission statement.
11. Define the roles of team members necessary to achieve the mission.
12. Establish a methodology for accomplishing the mission.

Forming a Team Worksheet

1. **Provide the purpose of the team.** This is the initial mission statement.

Purpose or Initial Mission Statement

2. **Link the purpose of the team to business focus.** This is the bond to the vision and mission of the organization. NOTE: This should be presented by top-manager/leader in the organization.

Business Focus Link

3. Provide an opportunity for members to discover “what’s in it for me.” Address potential concerns. Outline benefits to the organization. Allow time for individual benefits to emerge.

Acknowledge Potential Concerns

Potential Benefits to the Organization

Potential Benefits to Individual Team Members

4. Take time to get to know each other. The team leader and team members introduce themselves. An example of an outline for team introductions follows:

Name: _____ Function in the Organization: _____

Team Member’s View of Their Major Contributions to the Team: _____

Previous Team Experience: _____

Team Member states one professional or personal item he or she is proud of in the last six months: _____

5. **Learn how to conduct effective team meetings.** It is important to use appropriate meeting tools for effective and efficient meetings. These tools include:

- ☞ Agenda with focus statement
- ☞ Code of conduct
- ☞ Meeting roles

Review the actions to be accomplished before the meeting, during the meeting, and after the meeting. Additional information can be found in the “Conducting Effective Team Meetings” Workbook.

Meetings are a technique of bringing a team together to work for a common purpose. Effective meetings are an important aspect of making a team work. In team meetings, the individual contributions are synergized to maximize the potential of the team. The key is conducting effective team meetings. Effective meetings require a balance of relationship building and action focus. All the members of the team must be able to work together on a common purpose using a specified process.

Meeting Considerations

Make a focus statement

Ensure team meeting roles are assigned and understood

Ensure the team uses an agenda

Take time to prepare, participate, and perform

Focus Statement

The focus statement provides the purpose of the meeting. Each team meeting must have a written purpose statement. If the team cannot write a focus statement, there is no need to hold a meeting.

Focus Statement

Focus for the meeting

Output expected from the meeting

Clear, concise, simple statement

Understood by everyone on the team

Start for the agenda


EXAMPLES

Informational Meeting Focus Statement:

The purpose of this meeting is to gain insight into the requirements of an effective meeting.

Action Meeting Focus Statement

The purpose of this meeting is to create a mission statement for this team.

 **Action:** Identify the focus statement for this meeting or for the next meeting. The focus statement is:

Focus Statement

Agenda

An agenda acts as the meeting guide. It gets the team to focus on the meeting's desired outcome(s). An agenda encourages an effective and efficient meeting because it provides a meeting target. It documents key team activities and it acts to stimulate progress.

Agenda

Acts as the team's meeting guide


Gets the meeting's desired outcomes

Encourages effective and efficient meetings

Nurtures a focused team meeting

Documents key team activities

Acts to stimulate progress

 **Action:** Use the agenda format on the next page to complete an agenda for this meeting or use at the end of the meeting to formulate an agenda for the next meeting.

TEAM AGENDA

Date:
Start Time:
End Time:

FOCUS STATEMENT:

ITEMS:

- Item:
Owner:

- Item:
Owner:

- Item:
Owner:

- Item: Meeting Critique
Owner: Team Leader

- Item: Next Steps.
Owner: Team

ACTION ITEM	OWNER	STATUS

Comments:

6. Prepare a team code of conduct.

The code of conduct provides guidance for the team's behavior. The code of conduct considers "how" team meetings will be conducted. Each team makes their own unique rules. These rules are determined during the first team meeting by consensus. The code of conduct opens communications for the team in a non-threatening situation. They are posted during every team activity. Although they are established during the first team meeting, these rules can be changed at any time the team determines it is necessary. However, the rules are established by consensus in the first meeting to help build rapport.

Code of Conduct

Considers "how" the team behaves

Opens communication

Done by consensus

Each team makes its own unique rules

Code of Conduct Considerations

Commitment of team members

Owners of specific processes

Negotiation process

Decision making process

Unity issues

Communications procedures

Time management

Example of Items for Code of Conduct

- ❑ **Rely** on facts, not opinions.
- ❑ **Understand** others' points of view.
- ❑ **Listen** actively to all ideas.
- ❑ **Encourage** others.
- ❑ **Submit** assignments on time.

- ❑ **Open** communication of all issues.
- ❑ **Focus** on issues and mission; not personalities.

- ❑ **Come** to meetings on time.
- ❑ **Orient** toward customer satisfaction.
- ❑ **Never** gossip about the meeting or team.
- ❑ **Decide** using consensus.
- ❑ **Use** and build on everyone's ideas.
- ❑ **Conduct** the meeting using an agenda.
- ❑ **Take** time to self-critique the meeting.

- ✎ **Action:** Prepare the team code of conduct.

Code of conduct.

Using the Code of Conduct

The code of conduct is posted at all team meetings in plain view of all participants. This can be posted on the wall or it can be placed in front of each participant. When a team member notices an issue that is part of the team's code of conduct, the team member simply points to the item on the code of conduct to let the team know. At that time the team take action to resolve the code of conduct issue.

As the team progresses, the code of conduct should be revised as necessary. As the team moves through the stages of team development, the behavior of the team changes. This requires the team to re-evaluate the code of conduct to minimize and manage potential conflicts.

7. Determine team meeting roles. The following are suggested team meeting roles. If your team decides not to use a certain team meeting role, just write "N/A" in name column. In some teams, each meeting role is assigned to a primary and an alternate. In this case, write the primary name first and alternate second under the name column. Note: It is recommended that each team member have a team meeting role. In addition, detailed minutes need not be taken. The agenda provides a record of the team's progress. It should be sufficient to inform people outside the team about the team's activities. Typically, team members take sufficient notes to be able to actively participate and to inform other team members.

 **Action:** Assign meeting roles.

<u>Role</u>	<u>Name</u>
Meeting Leader	_____
Recorder	_____
Assumption Recorder	_____
Glossary Recorder	_____
Chart Scribe	_____
Action Item Monitor	_____
Meeting Facilitator	_____
_____	_____
_____	_____
_____	_____
_____	_____

8. **Establish a process for conducting meetings.** This involves deciding what to do before meetings, during meetings, and after meetings. In general, each team member should do the following before, during, and after team meetings.

Before the Meeting

Brainstorm ideas regarding focus statement

Evaluate what you know

Formulate alternatives

Orient toward one alternative

Review the agenda

Ensure that you complete assignments

During the Meeting

Display teamwork

Understand the viewpoint of others

Remain focused

Involve yourself

Nurture others' ideas

Go for win/win

After the Meeting

Act to perform assignment(s)

Find necessary support and resources

Talk up team activities

Ensure team integrity

Review the next meeting's agenda

Meeting Critique

Some teams find it useful to perform a meeting self-assessment at the end of each meeting. This is particularly beneficial during the early stages of forming a team. The following is a sample meeting critique. The team uses this critique or it can design its own critique based on the team's past experience.

Meeting Critique

Communications - Was there open and honest communication?

Results - Was the focus statement accomplished?

Involve ment - Did everyone participate?

Training - Does the team require any training?

Individuals - Were individual contributions recognized?

Questions - Are there any items requiring further research?

Unity - Did the team work together? Any symptoms of conflict?

Escalate - Are there any issues requiring management help?

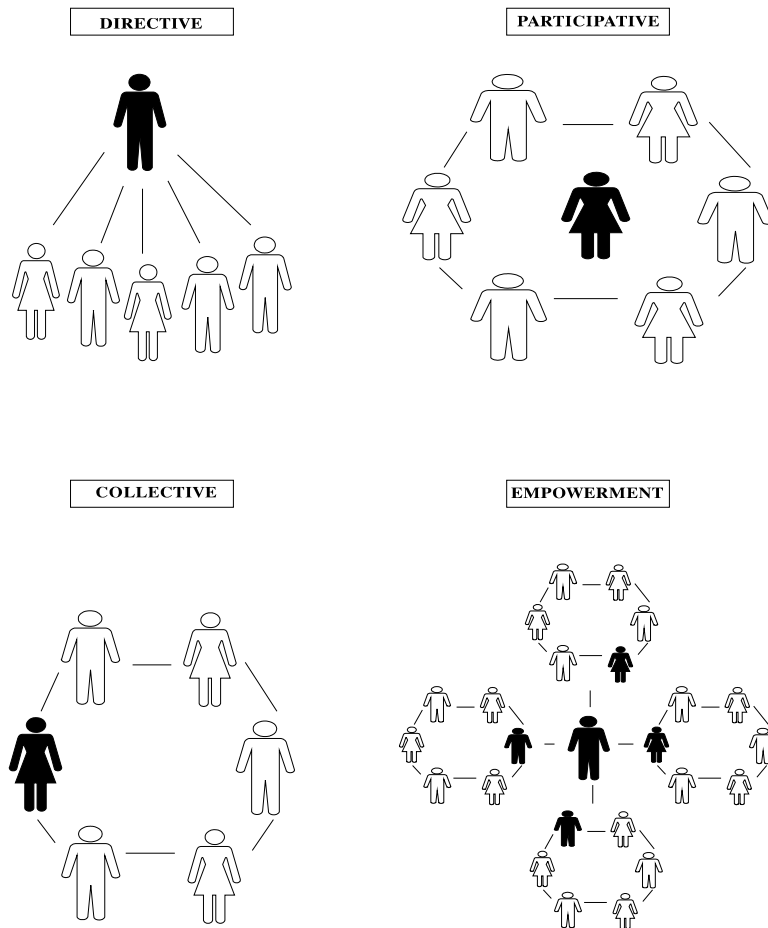
✎ **Action:** Decide the meeting process.

It is important to decide how the meetings will be conducted. For instance, some teams have the team leader prepare the agenda before the meeting. In other teams, the team prepares the agenda for the next meeting at the end of the current meeting. For each of the "what" items, mark **B** for before the meeting, **D** for during the meeting, and **A** for after the meeting in the "when" column. Assign responsibilities in the "who" column.

<u>What</u>	<u>When</u>	<u>Who</u>
Meeting notice	_____	_____
Focus statement	_____	_____
Agenda	_____	_____
Code of conduct	_____	_____
Assign action items	_____	_____
Make decisions	_____	_____
Monitor progress	_____	_____
Meeting critique	_____	_____
Perform action items	_____	_____
Get resources	_____	_____
Escalate issues	_____	_____

9. Learn the fundamentals of teamwork. It is critical when forming a team to develop a common understanding of the meaning of teamwork for your specific team. People have different experiences with teamwork. They usually associate teamwork with a particular sport i.e. football, basketball, baseball, soccer, volleyball, tennis, etc. Each of these sports are different. For instance, they require differing degrees of leadership, decision-making, and team and individual contributions. In addition, people on the team could be confused by previously participating in work groups, committees, and/or task forces.

The meaning of teamwork depends on your specific situation. There are different types of teams. Teams can be directive, participative, collective, and empowering.



Action: State the type of the team.
 Your team is the _____ type.

Teamwork

Teamwork is the technique where individual team members work together to achieve a common goal. This involves cooperative relationships, open communications, group problem-solving, and team decision-making. Teamwork can only be effective in an environment of honesty, trust, open communications, individual involvement, pride of workmanship, and commitment. Additional information is contained in the “Building Teams” Workbook.

Teamwork Considerations

Trust

Effective communication, especially listening

Attitude positive “can do”

Motivation to perform and improve

We mentality

Ownership

Respect and consideration of others

Keeping focus

Team Dynamics

Each team must understand that although they are unique, all teams normally go through distinct stages before they are truly performing as a team. The common stages of team development are:

- ☞ forming
- ☞ storming
- ☞ norming
- ☞ performing
- ☞ continuous improvement/close-out

Each team must go through four of the stages of team development before they reach synergy. There is no short-cut. The duration and intensity of each stage varies with each team. It is important to maintain the focus and a positive attitude throughout all the stages..

Team Success Factors

~~2~~ **Action:** State team success factors.

Team members have been exposed to effective teams both in sports and in the work environment. Based on these experiences, type of team desired, and teamwork considerations, decide as a team the characteristics that will make this team the “best.”


Steps

1. Each team member brainstorms an individual list.
2. Take one item from each team member’s list until all the items on each team member’s list is exhausted. Write each item on flipchart.
3. Decide on five to ten “critical” success factors.

10. Clarify or write a team mission statement. The team needs to agree on the mission statement. First, the team must determine if the mission statement is achievable by the team. The mission should be realistic. It should not be expressed in terms of the biggest problem in the organization. However, the mission should be broad enough to allow the team flexibility for continuous improvement. Additional information is contained in “Establishing a Mission Statement” Workbook.

Mission Statement Considerations

- M**ust be customer driven
- I**ncludes the purpose of the team
- S**ets the common direction for the team
- S**ets the expected results
- I**nvolves all team members
- O**pens and maintains communications
- N**urtures long-term results and relationships

 **Action:** Finalize the team mission statement.

Final Team Mission Statement

Determine specific outcomes. Visualize what it will look like if the mission is accomplished. This is how you know there is progress or the mission has been achieved by the team.

Specific Outcomes

11. Define the roles of team members necessary to achieve the mission. Roles are the specific contributions expected from each team member to accomplish the mission. Every team member is assumed to be competent in his or her specific discipline or function. This is the formal role of the team member. In addition, team members may be required to face many new challenges for the team. This is the informal role. This informal role may be such things as: coordinator, troubleshooter, trainer, facilitator, etc. Additional information is contained in the “Building Teams” Workbook.

Action: Define team member roles..

Each team member writes formal and informal role they would like to play in order to help achieve the team’s mission.

Team Member Contributions Chart

Member 1	Member 2	Member 3	Member 4	Member 5	Member 6

12. Establish a methodology for accomplishing the mission.

Each team needs a common process. Examples of a common methodology are:

- ❑ Clarify, yearn, choose, launch and evaluate (figure top level planning)
- ❑ Improve, measure, probe, require improvement, operate, verify results, encourage continuous improvement (figure improvement methodology)
- ❑ Identify the problem, analyze the problem, generate alternatives, select a solution, implement solution, evaluate outcome. (figure problem solving steps)
- ❑ Define focus, determine improvement opportunities, select opportunities, take action, and evaluate results.
- ❑ Understand process, select critical process, analyze process, generate improvement alternatives, select improvement, (plan, do, check, act), plan and gain approval, institute approved process, check results.
- ❑ Identify the problem, analyze the problem, generate alternatives, select a solution, implement the solution, evaluate the outcome.
- ❑ Analyze, design, develop, implement, and evaluate.
- ❑ Plan, do, check or study, and act.
- ❑ Symptoms, diagnosis, approach, and action.
- ❑ Define customer expectations, understand processes, select improvement opportunities, analyze improvement opportunities, take action, check results, implement improvement, monitor results.

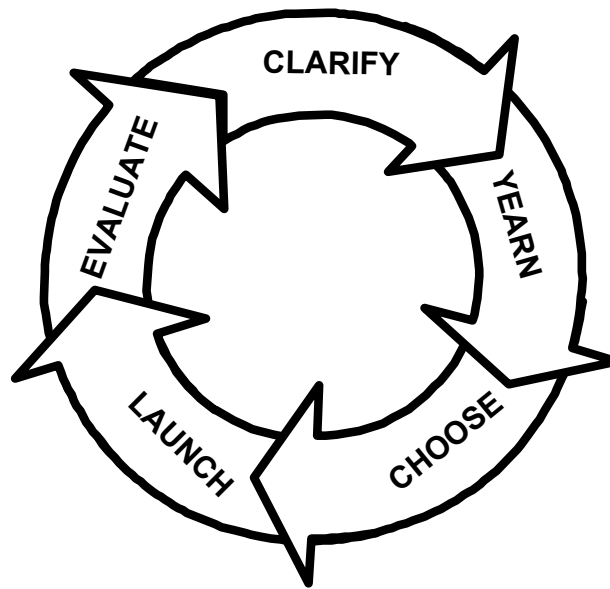


Figure Top Level Planning

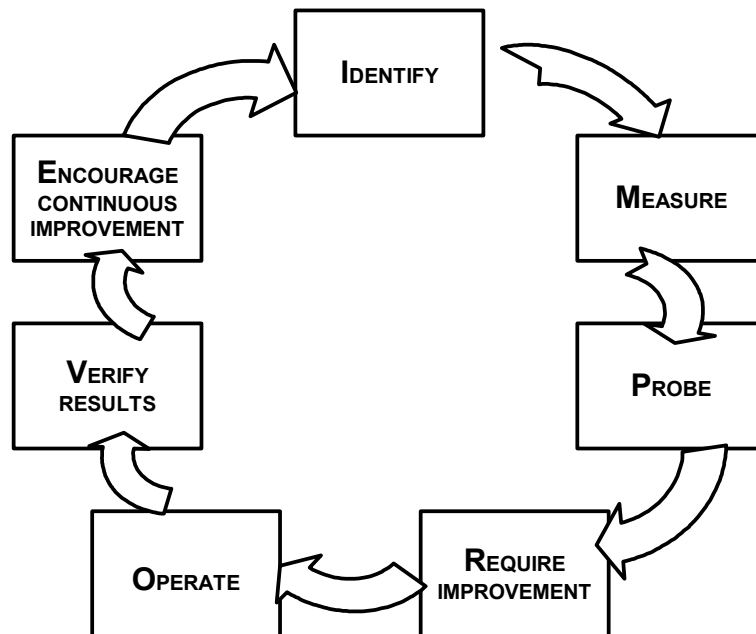


Figure Improvement Methodology

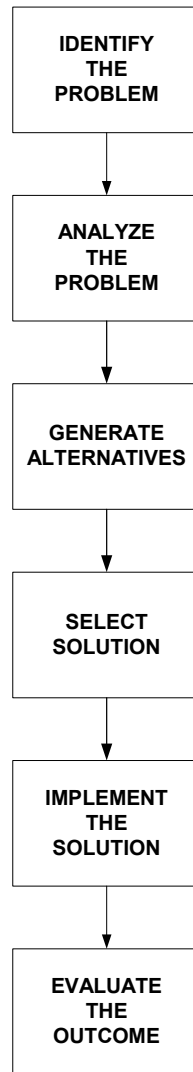


Figure Problem Solving Steps

 **Action:** Determine methodology.

In the space below, outline the process for achieving the mission.
