

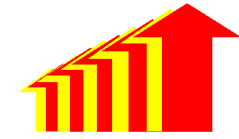
Track Training Services (UK) Ltd



SBEN NOVEMBER 18 2009

HOW TO BUILD EFFECTIVE TEAMS

DAVE CHESTERS



WHY BOTHER WITH TEAMS?

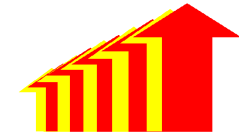
T Together

E Everyone

A Achieves

M More

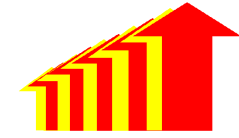
*"The best efforts
of the team are
better than the
best efforts of
the best
individual"*



TYPICAL CHARACTERISTICS OF EFFECTIVE TEAMS

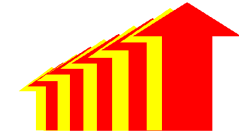
- Clarity of roles and goals
- Climate of support and trust
- Open lines of communication
- Manages conflict
- Appropriate leadership
- Review systems
- Concern for development





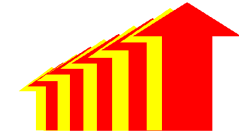
CLARITY OF ROLES AND GOALS

- Who does what? Where are the boundaries?
- At the same time flexible and change orientated
- Common direction and values
- Clarity of objectives for all and effective performance management systems
- Individuals in a role that enables them to make best use of their KSA's and encouraged to do so!



CLIMATE OF SUPPORT AND TRUST

- Relationship building skills: respect, genuine, empathy, rapport, honesty = Trust
- Feelings recognised and managed – excellent IPS
- Strengths and weaknesses recognised and managed
- Members ask for and receive support appropriate to their needs
- Contributions of others recognised/valued at all levels



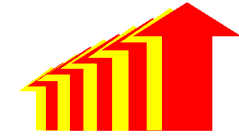
OPEN LINES OF COMMUNICATION

- Positive and developmental feedback given and received
- Excellent face to face communication
- Open to influence, open minded
- Relates positively to other teams and all service users
- Avoids silo mentality
- Shares best practice



MANAGES CONFLICT

- Conflict is inevitable and can be constructive
- Issues dealt with immediately and openly
- Contributions from all recognised
- Assertion is the norm
- Culture: not blame but joint problem solving
- Unhelpful competition is minimised



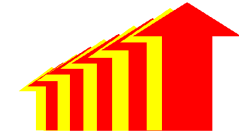
APPROPRIATE LEADERSHIP

- Walks the Talk, leads by example
- Models the agreed competencies and behaviours
- Is appropriate for the team mix: skill v will, confidence v competence, knowledge, skills, time, the situation
- Uses strengths of the team and builds on its weaknesses
- Flexible – one size does not fit all!



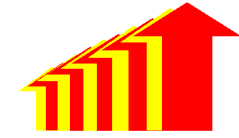
REVIEWS PROGRESS

- Appropriate performance management
- SMARTER objectives
- Reviews objectives and targets regularly
- Learns from the past but focussed on the future
- Involves all in the review



CONCERN FOR DEVELOPMENT

- People are the number one resource
- Recruit the right people to start with
- Look for constant opportunities to develop staff
- Team members look for opportunities to develop each other
- Leader develops self, seeks feedback from team
- Funding available for continuous development



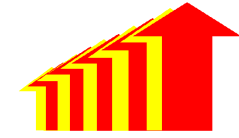
Track Training Services (UK) Ltd

YOUR EFFECTIVE TEAM?

“One that achieves its objectives
and stays together”



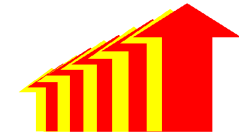
'Developing People – Developing Business'



FACTORS WHICH INDICATE AN INEFFECTIVE TEAM

1. Atmosphere of indifference or boredom
2. Objectives not clear
3. Team members do not listen to each
4. Disagreement taken personally
5. Members unsure of their roles
6. Criticism given not feedback
7. Personal feelings not expressed
8. Little monitoring of performance

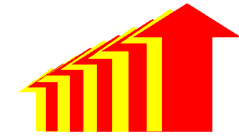




FACTORS WHICH INDICATE AN INEFFECTIVE TEAM

9. Deadlines not met
10. Low levels of output
11. Poor quality
12. High absence
13. High turnover
14. High accident rates
15. High level of grievance/disputes

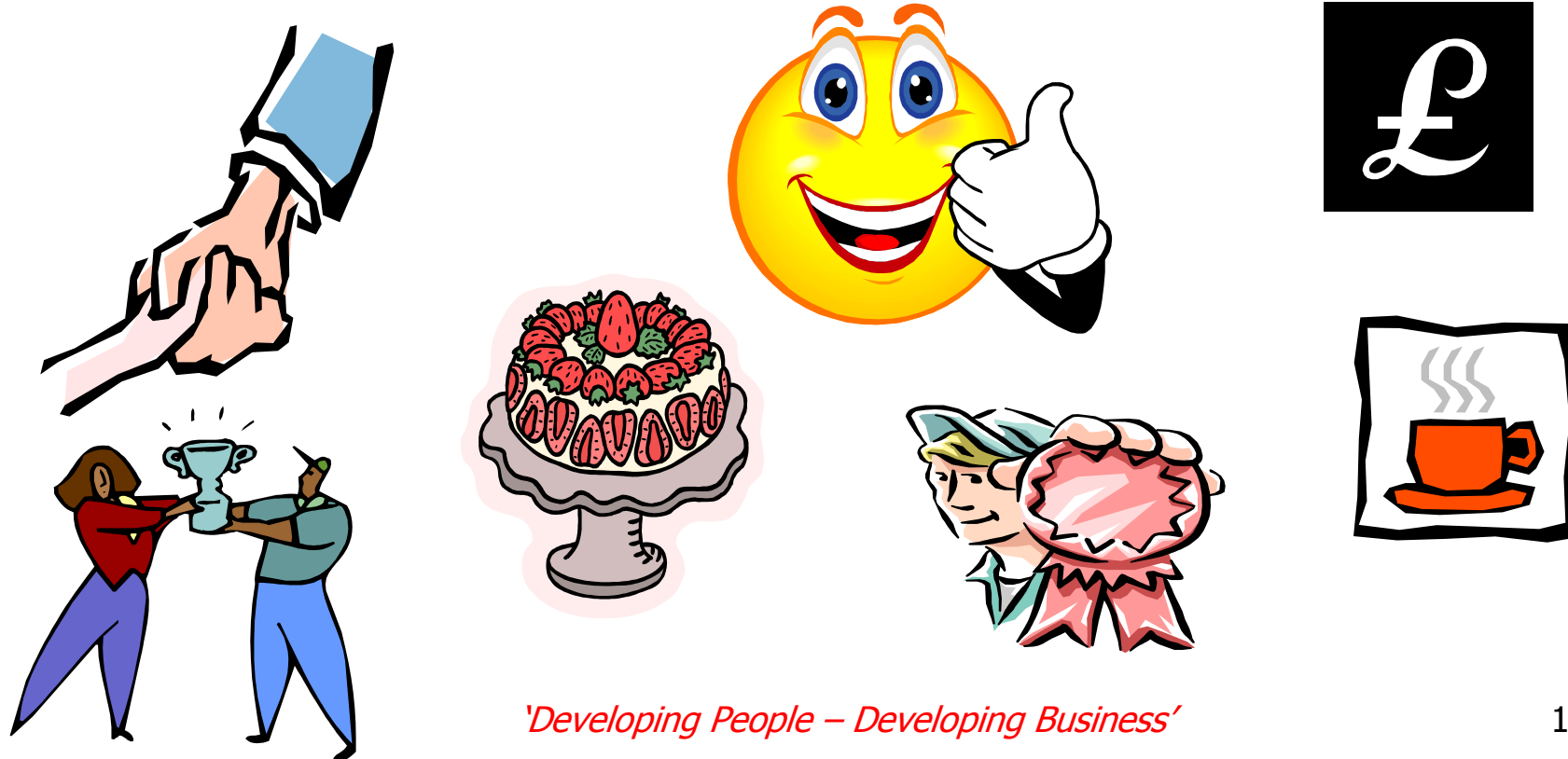




Track Training Services (UK) Ltd

ACHIEVEMENT AND ENJOYMENT MAY BE LINKED!

LOOK FOR WINS – CELEBRATE SUCCESS



'Developing People – Developing Business'