

## Building a High Functioning Team

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## Objectives

As a result of this workshop participants will:

- Identify structures that increase a team's readiness to work.
- Explore three critical elements of high performing teams
- Practice developing team operating agreements.

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## Team Defined

➤ A group of interacting individuals sharing a common goal and the responsibility for achieving it. The Quality Assurance Project

➤ The connotation of team is one to which we connect in a very positive and emotionally resonant way. Kohn, O'Connell, 6 Habits of Highly Effective

Teams



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**Consider this...**

- Is it really worth taking that extra time to work in teams?
- Can individual work get the same (or even better) results?

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**Team Readiness**

- Purpose
- Players
- Roles and Responsibilities
- Accountability
- Decision Making

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**Purpose**

- What is the purpose of your team?
- How does the team purpose align with our district priorities?

Would all the team members be able to articulate the purpose in the same way?

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**Players**

- Considering the purpose of your team, are you missing any key members?
- Who else might need to be involved?

What happens when critical perspectives aren't represented at the table?

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**Roles and Responsibilities**

- Who arranges the meetings? Who facilitates?
- Who will take notes and document progress?
- What is expected of team members?

What happens when team members aren't clear about what's expected of them?

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**Accountability**

- Who does the team report to?
- What is your level of decision-making and authority?

How are team members accountable to each other?

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## Decision Making

- What process will you use?
- Don't overuse consensus

How and when will your group decide on a decision-making process?

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## Effective Teams

- Trust one another.
- Engage in unfiltered conflict around ideas.
- Commit to decisions and plans of action.
- Hold one another accountable for delivering against those plans.
- Focus on the achievement of collective results.

Lencioni, P. (2002).



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## Dysfunction #1: Absence of Trust

Lencioni:

- In the context of building a team, trust is the confidence among team members that their peers' intentions are good and that there is no reason to be protective or careful around the group.
- Be vulnerable with one another—to build trust.

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## Dysfunction #2: Fear of Conflict

- All great relationships require productive conflict to grow.
- Passionate unfiltered debate that's not about getting your way.
- The purpose of productive conflict is to produce the best possible solution in the shortest period of time.
- Avoiding conflict in the name of efficiency is counterproductive. Healthy conflict is a time saver because issues don't have to be continually revisited.
- Lack of conflict often leads to bad decisions.

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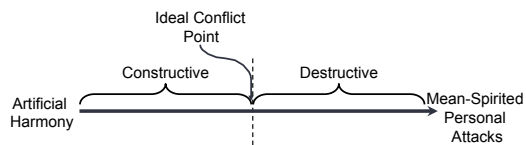
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## Conflict Continuum



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## Rules of Engagement

- Considerations:
  - Is it OK to interrupt?
  - Is it OK to say "I disagree"?
  - How will you address tone, body language (e.g., lack of engagement, angry tone)?

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## Team Operating Agreements (norms)

- Behaviors that you can observe (e.g., We will begin and end on time, we'll voice our concerns out loud)
- Agreed upon by the team
- ALL members take responsibility for "calling a norm"

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## Dysfunction #3: Lack of Commitment

- Great teams make clear and timely decisions.
- Move forward with complete buy-in, even from those who don't support the decision.
- Don't get hung up on consensus! "Commitment is the ability to defy a lack of consensus."
- Commit to a decision **even if** you're not sure it's the right one.

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## Remember

- Make the hard decisions...with confidence...even if it turns out to be the wrong decision.
- "Mistakes are part of the big adventure."

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**References**

- Kohn, S. and O'Connell, V. (2007). Six Habits of Highly Effective Teams. Franklin Lakes NJ: Career Press.
- Lencioni, P. (2002). The Five Dysfunctions of a Team. San Francisco: Jossey-Bass.
- Lencioni, P. (2005). Overcoming the Five Dysfunctions of a Team: A Field Guide. San Francisco: Jossey-Bass.
- Quality Assurance Project. Glossary of Useful Terms.  
<http://www.qaproject.org/methods/resglossary.html>

Suggested Resource:

- Buckingham, M. and Coffman, C. (1999). First, Break All the Rules. New York, NY: Simon and Schuster.

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