The 4 Leadership Skills that Make Teams Work

Legal Notice: These slides are being provided to support your participation in the online seminar which took place on October 1, 2019 and represent the proprietary intellectual property of The Ken Blanchard Companies. They are protected under international copyright law and cannot be resold, rented, loaned, or circulated to any third party. These slides cannot be used to create or deliver any form of a learning experience or training program. Additionally, they may not be duplicated or reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the expressed written consent of The Ken Blanchard Companies.
Lael Good is Blanchard’s Director of Consulting Services for Europe, Middle East, and Africa. Lael is also the coauthor of the book, Leading at a Higher Level and she is the co-creator of The Ken Blanchard Companies’ new Team Leadership program.

Lael is an expert on the dynamics of people working together and high performance teamwork.

Lael has done extensive work for over 25 years with Blanchard’s largest global clients to provide customized design, delivery, and sustainability solutions. Lael received her bachelor’s degree in counseling from the University of Arizona and her master’s degree in psychology from the University of Wyoming.
Work teams FAIL more than half the time

- **Teams are suffering**
  - Only 27% of people think their teams are high performing

- **Better training is needed**
  - Only 1 in 4 people think their organization does a good job of team-leader training
Our Agenda

• **The three common team derailers**—conflict, clarity, and decision making—and what leaders of high performance teams can do at each stage to keep moving forward

• **The four predictable stages all teams go through** on the way to high performance—orientation, dissatisfaction, integration, and production

• **The four essential team leadership skills**—aligning for results, communicating during conflict, building team cohesion, and sustaining high performance
Lack of clarity and process can be destructive

- Unclear goals and purpose
- Murky roles and decision rights
- Lack of accountability
- Poor trust and collaboration
- Lack of candor and openness
- Difficulties tracking progress
Conflict can be debilitating

- Fight or flight
- Withdraw
- No way to move forward
- Lack of candor and openness
High Performance Teams Mindset

Teams Need Clarity above All Else

Teams Embrace Conflict in Order to Grow

Teams Thrive on Trust

High Performance Teams Lead Themselves
What Is a Team Charter?

A team charter is a set of agreements, developed through a collaborative team effort, which provides the framework for what the team wants to accomplish and how the team will work together to achieve results.

Team Purpose • Goals • Roles • Behavioral Norms
Conversational Capacity is the ability to have constructive, learning-focused dialogue about difficult subjects.
High Candor
Unreserved; open, honest, and direct; sincere expression

High Curiosity
Desire to know; inquisitive interest; wanting to learn

The good work happens here
Sweet Spot Conversation Structure

<table>
<thead>
<tr>
<th>Candor</th>
<th>Curiosity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clearly state your <strong>Position</strong> (Here’s what I think/believe)</td>
<td>3. <strong>Test</strong> your view (Seek out what’s missing by getting others’ views)</td>
</tr>
<tr>
<td>2. Explain your <strong>Thinking</strong> (Here is why I think it)</td>
<td>4. <strong>Inquire</strong> to understand others’ views (Ask questions and listen with curiosity)</td>
</tr>
</tbody>
</table>

The key is **collaborative learning** in order to move forward
Teams go through predictable stages on the way to high performance
Key Behaviors Leaders Need to Make Impact

The more often used by leaders, the more positive the impact

1. Setting clear goals for teams
2. Ensuring the team’s purpose is clear
3. Aligning purpose with organization’s vision/values
4. Tracking progress on deliverables
5. Holding team members accountable
# Team Stages

<table>
<thead>
<tr>
<th>T4</th>
<th>T3</th>
<th>T2</th>
<th>T1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRODUCTION</strong></td>
<td><strong>INTEGRATION</strong></td>
<td><strong>DISSATISFACTION</strong></td>
<td><strong>ORIENTATION</strong></td>
</tr>
<tr>
<td>High Productivity</td>
<td>Moderate to High Productivity</td>
<td>Low to Moderate Productivity</td>
<td>Low Productivity</td>
</tr>
<tr>
<td>High Morale</td>
<td>Moderate Morale</td>
<td>Low Morale</td>
<td>Moderate to High Morale</td>
</tr>
<tr>
<td>Sustain High Performance</td>
<td>Build Team Cohesion</td>
<td>Communicate during Conflict</td>
<td>Align for Results</td>
</tr>
</tbody>
</table>

© 2019 The Ken Blanchard Companies. All rights reserved. Do not duplicate.
Productivity and Morale Levels

<table>
<thead>
<tr>
<th>T4 PRODUCTION</th>
<th>T3 INTEGRATION</th>
<th>T2 DISSATISFACTION</th>
<th>T1 ORIENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain High Performance</td>
<td>Build Team Cohesion</td>
<td>Communicate during Conflict</td>
<td>Align for Results</td>
</tr>
</tbody>
</table>

PRODUCTIVITY

MORALE
<table>
<thead>
<tr>
<th>T4 PRODUCTION</th>
<th>T3 INTEGRATION</th>
<th>T2 DISSATISFACTION</th>
<th>T1 ORIENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplished; highly productive</td>
<td>Functional; technically competent</td>
<td>Self-focused; lacks collaboration</td>
<td>Inexperienced as a team; uninformed</td>
</tr>
<tr>
<td>Fully collaborative; flexible</td>
<td>Improved problem solving/decision making</td>
<td>Fragmented; inconsistent performance</td>
<td>Dependent on authority for guidance</td>
</tr>
<tr>
<td>Unified; trustful</td>
<td>Guardedly optimistic; variable trust/respect</td>
<td>Frustrated; confused</td>
<td>Enthusiastic; excited</td>
</tr>
<tr>
<td>Confident; empowered</td>
<td>Cooperative; avoids conflict</td>
<td>Confrontational or withdrawn</td>
<td>High, often unrealistic expectations</td>
</tr>
</tbody>
</table>

**Team Stage Descriptors**

- **T4 Production:** Accomplished; highly productive, Fully collaborative; flexible, Unified; trustful, Confident; empowered
- **T3 Integration:** Functional; technically competent, Improved problem solving/decision making, Guardedly optimistic; variable trust/respect, Cooperative; avoids conflict
- **T2 Dissatisfaction:** Self-focused; lacks collaboration, Fragmented; inconsistent performance, Frustrated; confused, Confrontational or withdrawn
- **T1 Orientation:** Inexperienced as a team; uninformed, Dependent on authority for guidance, Enthusiastic; excited, High, often unrealistic expectations

**Sustain High Performance**

**Build Team Cohesion**

**Communicate during Conflict**

**Align for Results**
The four essential team leadership skills
Four team focus areas for building high performance teams

- Sustain High Performance
- Build Team Cohesion
- Communicate during Conflict
- Align for Results
Leaders must match the team’s development level.
Leadership Behaviors

S1—Structuring
- Set the context for the team’s work
- Orient team members to one another
- Provide structure for developing the team charter
- Establish boundaries

S2—Resolving
- Address and leverage conflict
- Encourage candor and curiosity
- Provide feedback on progress
- Ensure everyone’s voice is heard

S3—Supporting
- Encourage participation and inclusion
- Cultivate trust
- Recognize contributions
- Foster team accountability

S4—Validating
- Encourage creativity, agility, and risk taking
- Recognize and celebrate the team
- Relinquish control
- Help the team apply lessons learned to new challenges
High Performance Teams Road Map

**TEAM STAGES**

**T4—PRODUCTION**
- Accomplished; highly productive
- Fully collaborative; flexible
- Unified; trustful
- Confident; empowered

**T3—INTEGRATION**
- Functional; technically competent
- Improved problem solving/decision making
- Guardedly optimistic; variable trust/respect
- Cooperative; avoids conflict

**T2—DISSATISFACTION**
- Self-focused; lacks collaboration
- Fragmented; inconsistent performance
- Frustrated; confused
- Confrontational or withdrawn

**T1—ORIENTATION**
- Inexperienced as a team; uninformed
- Dependent on authority for guidance
- Enthusiastic; excited
- High, often unrealistic expectations

**TEAM FOCUS**

**Sustain High Performance**
- Share leadership
- Maintain synergy
- Strive for continuous improvement

**Build Team Cohesion**
- Work collaboratively
- Trust and support each other
- Hold each other accountable

**Communicate during Conflict**
- Participate with candor
- Listen with curiosity
- Value diversity

**Align for Results**
- Clarify team purpose
- Determine goals and roles
- Agree on behavioral norms

**LEADERSHIP STYLES**

**S4—VALIDATING**
- Relinquish control
- Encourage creativity, agility, and risk taking
- Recognize and celebrate the team
- Help the team apply lessons learned to new challenges

**S3—SUPPORTING**
- Encourage participation and inclusion
- Cultivate trust
- Recognize contributions
- Foster team accountability

**S2—RESOLVING**
- Address and leverage conflict
- Encourage candor and curiosity
- Provide feedback on progress
- Ensure all voices are heard

**S1—STRUCTURING**
- Set the context for the team’s work
- Orient team members to one another
- Provide structure for developing the team charter
- Establish boundaries
At All Team Stages, the Leader …

- Keeps the team aligned
- Monitors progress and provides feedback
- Creates a safe environment
- Holds team members accountable
- Monitors ongoing team dynamics

The biggest goal of a team leader is to move the team forward
Align for Results

<table>
<thead>
<tr>
<th>Statements</th>
<th>T4</th>
<th>T3</th>
<th>T2</th>
<th>T1</th>
<th>Average Score</th>
<th>Highs/Lows</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Team members understand the purpose of the team.</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3.57</td>
<td>✓</td>
</tr>
<tr>
<td>6. The team has an agreed-upon decision-making process.</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>10. The team has an agreed-upon set of behaviors for working together.</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>3.29</td>
<td>✓</td>
</tr>
<tr>
<td>13. Specific team goals are agreed upon.</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2.71</td>
<td>×</td>
</tr>
<tr>
<td>16. Team members know why the team's work is important.</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>3.14</td>
<td></td>
</tr>
<tr>
<td>22. Individual roles are clearly defined.</td>
<td>3</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>3.43</td>
<td>✓</td>
</tr>
</tbody>
</table>

✓ = Team strength  × = Area to develop  Total respondents = 7
Facilitator Materials

- Self-Study Process: No Training for Trainers required
- Training Designs
- Leader Notes
- PPT slides
- Live-action and motion graphic videos
- Accessed through the Blanchard Exchange materials site
Participant Materials

**LAUNCH**
- Preview video
- Team assessment and sample report
- Discover Team Leadership Online module
- Team Leadership App

**LEARN/PRACTICE**
- Participant Workbook
- At a Glance booklet
- High Performance Teams Road Map

**MASTER**
- Team Assessment Report (multi-rater)
- Team Charter Worksheet
- Team Dynamics Observation Worksheet

© 2019 The Ken Blanchard Companies. All rights reserved. Do not duplicate.
Team Leadership App

- Web-based; accessible on all devices through Blanchard Exchange or LMS
- No app store or additional external activation required
- Easier to translate internally
- Demos accessed through BX or LMS
The Learner’s Experience

- Practice mindset and skillset through interactive assignments
- Learn the Team Leadership Mindset and Skillset
- Team members complete assessment
- Debrief with team
- Meet with their team using the skills and tools
- Watch preview video
- Fill out Team Assessment
- Download the app

It’s a Process, Not an Event
When your teams have a leader who can provide clarity, manage conflict, and build trust, your organization will see superior results.

LET’S DEVELOP YOUR TEAM LEADERS!
Blanchard’s Team Leadership teaches team leaders how to provide clarity, manage conflict, and build trust to successfully grow and sustain high performance teams.

Optimize your team’s performance
Team Leadership Offerings

- Team Leadership, 1-day workshop
- Team Leadership, three 2-hour sessions
- Team Leadership Online (35-min essentials of Team Leadership)
- Team Leadership App
Blanchard’s Team Leadership program

- Enables team leaders to diagnose where their team is and what they need
- Allows team leaders to apply the matching leadership actions to move the team to high performance
- Enroll team leaders or customize for intact teams
Poll: Other Resources

a. Link to Blanchard resources
b. Invite to upcoming product previews
c. Explore bringing Team Leadership into my organization
The Advantages of High Performance Teams

**IMPROVE COLLABORATION**
They bring together skills and experience that exceed those of any single member

**ACHIEVE SUPERIOR RESULTS**
Empowered and accountable—they consistently meet goals

**INCREASE INNOVATION**
They share their ideas to solve issues and develop innovative solutions
The Ken Blanchard Companies® unleashes the potential and power in people and organizations for the greater good.