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Welcome to Situational Team Leadership. This fast-paced, interactive session focuses on developing your team leadership skills. This workshop simplifies the often complex nature of teams training and provides you with knowledge and tools that you can immediately apply in your own situation.

Teamwork has long been accepted as the primary means of getting work done in a variety of settings. In businesses, community organizations, and sports, people are being asked to come together for a common purpose with a willingness to work toward something that is bigger than themselves. Ideally, these individuals with different backgrounds, different skill sets, and different contributions will provide the competitive edge, no matter what the endeavor. While it sounds good, the challenges of working together can make the price higher than the payoff.

Situational Team Leadership addresses the need for a practical and easily understood process that can be used to solve the dilemmas encountered by those working in collaborative situations. At the heart of Situational Team Leadership is the Team Performance Process, which incorporates several research-based models that have stood the test of time in group settings. This process will help you understand what is occurring in a team and what is needed to resolve the issues and move the team forward.

The acquisition of portable skills are imperative for today’s leaders, who are likely to be involved with many teams. The replicable framework provided by the Team Performance Process can be used anywhere to systematically provide team leaders and team members with a basic set of skills and knowledge to increase team effectiveness.

Hopefully, your experience with Situational Team Leadership will take you far beyond what you do in the workshop. What you learn is not as important as what you do with what you learn. So follow through on your good intentions. Carry out your action plan for next steps and use your newfound knowledge to increase collaboration, creativity, and results in each of your team experiences. Because you will ultimately make the difference in how this works. We wish you the best.

Don Carew
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Purpose

The purpose of this workshop is to help you acquire the knowledge and leadership skills for developing high performance teams.

Outcomes

As a result of this workshop, you will learn to apply the Team Performance Process to

- Benchmark a team against high performance teams
- Create a team charter
- Diagnose team development stages
- Match leadership behaviors to a team’s development needs
- Use appropriate strategies for team development
Welcome

Collaboration and Teamwork

High PERFORMANCE Teamwork

The Team Charter

Team Development Stages

Team Leadership

Commitment to Action

Optional Follow-up Modules
List the challenges identified by you and your team members.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 
10.
OBSTACLES TO SUCCESS

The Top Ten

☐ 1. Not taking time to clarify purpose and goals

☐ 2. Unsure of what requires team effort

☐ 3. Lack of mutual accountability

☐ 4. Lack of resources

☐ 5. Lack of effective and/or shared leadership

☐ 6. Lack of focus on creativity and excellence

☐ 7. Lack of planning

☐ 8. Lack of support for a team culture

☐ 9. Inability to deal with conflict

☐ 10. Lack of training

Check off your top three obstacles.
MY BEST TEAM

1. Share your prework example of your best team experience with your group. Describe the type of team:
   - Work—project, ongoing, coordinating
   - Personal—community, sports, organization, etc.
   Include the characteristics that you identified.

2. Identify six to eight of the common characteristics that emerged from your stories.

3. Create a poster containing words or pictures that represent your common characteristics.

Notes

Common Characteristics
TEAM CHECKUP

1. What did we do well?

2. What would we do differently?

3. What did we learn?
MINI-CHARTER WORKSHEET

Work Team Purpose
To experience and learn the models, practice new skills, and support one another during the session

1. Adapt the purpose to fit your work team.

2. Identify three to five norms or ground rules that will be used as you work together in your team and in the larger group.

3. Agree on two or three goals you expect to achieve as a result of this session.
Situation

The President of Tech Talk, Inc., has appointed you to serve on an executive cross-functional team. Although sales have expanded rapidly over the past three years, growth has slowed dramatically this past year. A recent quote from an article in a leading financial journal said that the meteoric rise of Tech Talk seems to have stalled in the wake of customer service and technical support problems. A recent survey of the communications technology industry ranked Tech Talk fourth in customer service among the four largest firms and third in technical support.

The executive team to which you have been appointed includes the Senior Vice President (chairperson) and the top managers in Research and Development, Sales, Customer Service, Human Resources, Marketing, and Finance. The team has been assigned the goal of uncovering the causes of Tech Talk’s poor reputation for customer service and technical support.
Stage 1—Orientation

The First Meeting of the Team
You are relatively eager to participate, but are unclear about what you are supposed to do, how to go about it, and why you are a part of the group.

Task
Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 1 team.

Resources
Refer to the Stage 1 characteristics and needs on page 41 in the Team Performance Handbook.

Preparation Time
10 minutes
Stage 2 Issues
- Are we making progress?
- Tell me again, what we are supposed to be doing?
- What is the priority of this project versus my other functional responsibilities?
- Why does it seem like I am (or a few other members of this team are) doing all the work?
- Can I count on other people to do what they say they are going to do?
- How do we resolve the conflict we’re experiencing?
- What is the best way to rebuild trust?

Stage 2—Dissatisfaction

The Third Meeting of the Team
The team has made minimal progress on uncovering some of the potential issues. However, the team is experiencing conflict and competition among team members and a growing level of frustration and confusion over goals. Team members are extremely concerned about being able to tackle this huge problem and keep up with other work demands.

Task
Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 2 team.

Resources
Refer to the Stage 2 characteristics and needs on page 43 in the Team Performance Handbook.

Preparation Time
10 minutes
Stage 3—Integration

The Sixth Meeting of the Team

The team is making some headway in understanding the factors contributing to the problems, as well as formulating some tentative recommendations for ways to solve the problems. Responsibility for the team’s functioning is increasingly being shared. Behavior within the team is tentative and a tendency to avoid conflict exists for fear of reverting to Stage 2.

Task

Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 3 team.

Resources

Refer to the Stage 3 characteristics and needs on page 45 in the Team Performance Handbook.

Preparation Time

10 minutes
Stage 4—Production

The Ninth Meeting of the Team

The team has come a long way in understanding the causes of the customer service issues and the related technical support problems. The team has implemented some changes and is working on additional recommendations. People work well together, have confidence in their ability to solve problems, and appreciate each other’s contributions.

Task

Develop a 3–4 minute roleplay illustrating the characteristics and needs of a Stage 4 team.

Resources

Refer to the Stage 4 characteristics and needs on page 47 in the Team Performance Handbook.

Preparation Time

10 minutes

Stage 4 Issues

• What’s next?
• Are we getting the recognition we deserve?
• Are we proud of our accomplishments and of working together?
• What have we learned about working together as a team?
• What would we do differently?

Preparation Time

10 minutes