

How to Build and Grow Successful Teams

Profile of a winning team:

- Works toward common goals
- Strives for quality in everything it does
- Understands that people are different
- Strives for cooperation, not competition
- Builds trust relationships
- Embraces the diversity of its members
- Strives for continuous improvement
- Develops members' skills through effective training
- Creates a motivating team climate
- Uses its time and talents efficiently
- Empowers all team members
- Accepts and embraces responsibility
- Maintains a positive attitude
- Solves problems and makes decisions
- Uses resources wisely
- Continually builds morale
- Confronts and resolves conflicts in a timely way
- Holds well-planned, efficient team meetings
- Welcomes challenge and gets results
- Has open and useful communication
- Recognizes everyone for accomplishments
- Shares successes

Remember, as the team leader, you determine the climate. Here is your opportunity to control the weather on your team. First, answer the following questions, basing your responses on the results of the *Team Climate Survey* offered in the listing. Then make a contract with yourself or someone else in the organization to change the weather for the better!

1. What are my strengths in creating a positive organizational climate?
2. What are my weaknesses that are keeping me from creating a positive team climate?
3. As a result of this climate analysis, how will I change my behavior?

The four social stages of team development:

Team Stage	Team Coach's Roles	The Team Leader as Coach/ Counselor*	Level of Empowerment
Defining (Focus on goal setting)	<ul style="list-style-type: none"> . Providing direction by suggesting goals . Orientation – explaining why certain goals could 	Coach	Low

	<ul style="list-style-type: none"> . be important . Creating a “social comfort feel” by helping team members get to know each other . Setting a motivational climate 		
<p>Planning (Concentrate on strategic planning)</p>	<ul style="list-style-type: none"> . Soliciting feedback and proposed goals . Encouraging participation and creativity . Coaching the discussion when there are differences . Managing conflict to reach agreement . Creating a climate of change . Helping to get resources 	Coach / Counsel	Medium
<p>Follow Through (Take action toward goal achieving)</p>	<ul style="list-style-type: none"> . Pushing people out of their comfort zones to take action . Monitoring action . Rewarding success as it happens . Assisting in correcting mistakes . Reviewing progress constantly 	Counsel / Coach	High
<p>Transformation (Mature as a team; team gets results and focuses on other goals)</p>	<ul style="list-style-type: none"> . Delegating more decision making and problem solving to the team . Listening to team concerns . Suggesting alternatives to solve 	Counsel	Low

	problems . Encouraging team members to solve their own problems		
Celebration / Evaluation**	. Recognizing team success . Celebrating with luncheon / dinner meeting	Coach / Counsel	Medium

- Coaching is a “directive process” where the coach does more speaking than listening.
 - Counseling is a “listening process” where the coach does more listening than talking.
- ** This is not a state of development, but a conclusive behavior to bring closure to team goals so that team members realize the job is really done.