

# Strengthening the Team

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# PEAK ENTERPRISE SOLUTIONS

## What is Peak?

- ◆ Manufacturing and distribution management consulting firm
- ◆ Our Focus: Small to mid size companies
- ◆ Experience in consulting and industry management
- ◆ Mission... Support clients in the quest to improve performance and increase enterprise value



# Strengthening the Team

Defining a Team

Organizing a Team

Team Processes

# What is a Team



**Peak Enterprise Solutions**  
Improving the Value of Our Client Organizations

# What is a Team

From Wikipedia: A team comprises a group of people or animals linked in a common purpose.

A group in itself does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his or her strengths and minimize his or her weaknesses.

# What is a Team

## ◆ Types of teams

- Independent and interdependent teams
- Self-managed teams
- Project teams
- Sports teams
- Virtual Teams
- Not all groups are teams

# What is a Team

- ◆ Roles of Teams in Business
  - Problem Solving
  - Develop Opportunities
  - Manage Change
  - Provide Leadership
  - Give focus to specific issues, functions
  - Be flexible, nimble and open minded

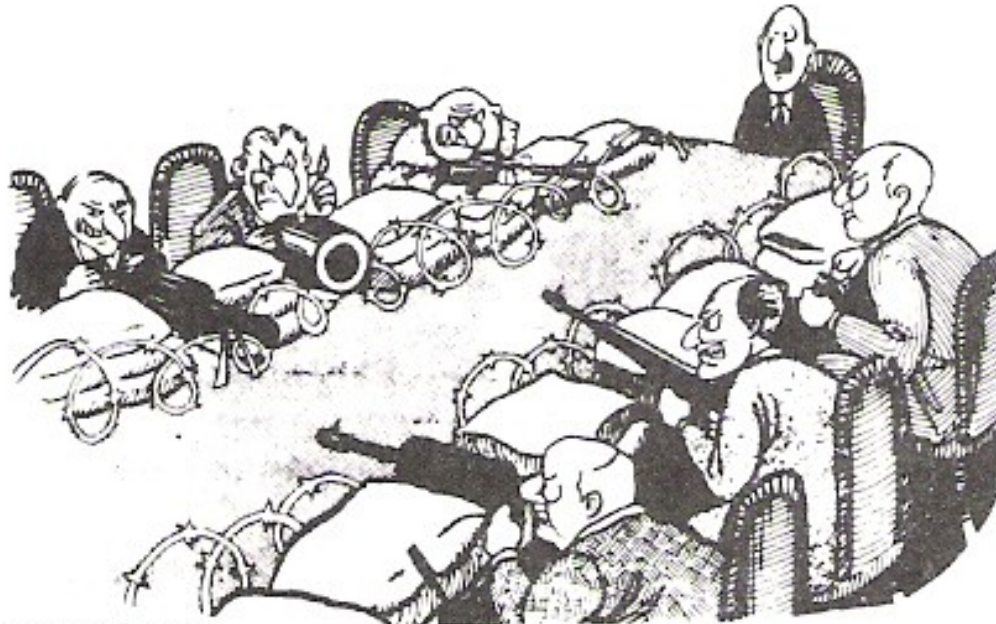
# What is a Team

## ◆ Dysfunctions of Teams

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results

# What is a Team

## FOXHOLE MANAGEMENT



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# What is a Team

# HANDSHAKE



# MANAGEMENT

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# Organizing a Team

## ◆ Team Leader

- Part of the team
- Provide direction and support
- Organizes activities and resources
- Manages administrative details
- Keeps records and prepare materials
- Communicates inside and outside of team
- Monitors progress of team

# Organizing a Team

- ◆ Team Leader

In a nutshell, the Team Leader is ultimately responsible for meeting the team's mission and objectives.

**The Buck Stops Here**

# Organizing a Team

## ◆ Team Member

- Consider team's work part of their "real" job
- Contribute fully
- Listen and be open-minded
- Carry out assignments
- Report status and issues

# Organizing a Team

## ◆ Team Sponsor

- Set direction and mission
- Select team leader and members
- Acquire resources
- Run interference
- Review progress
- Assure team accountability

# Organizing a Team

## ◆ Team Coach

- Assist team leader
- Act as facilitator, consultant, trainer
- Provide “external” point of view
- Can be internal to organization or external resource

# Team Operating Processes

## ◆ Rules of Conduct

- Team meetings
- Attendance/timeliness
- Decision making
- Behavior expectations
- Confidentiality
- Conflict management
- Member authority and accountability

# Team Operating Processes

## ◆ Effective Meetings

- Do up front planning
- Communicate pre-meeting assignments
- Review agenda
- Document results
- Review new assignments
- Evaluate the meeting
- Issue minutes including a “to-do” list
- Follow through on assignments

# Team Operating Processes

## ◆ Brainstorming

- Encourages creativity
- Involves everyone
- Generates energy and enthusiasm
- Builds team spirit

# Team Operating Processes

## ◆ Brainstorming

- Have a neutral facilitator
- Let ideas flow freely
- Do not criticize any ideas
- Capture all ideas
- Prioritize ideas for next session

# Team Operating Processes

**Problem!!**



# Team Operating Processes

## ◆ Problem Solving

From Wikipedia: A problem is an obstacle which makes it difficult to achieve a desired goal, objective or purpose. It refers to a situation, condition, or issue that is yet unresolved. In a broad sense, a problem exists when an individual becomes aware of a significant difference between what actually is and what is desired.

# Team Operating Processes

## ◆ Pitfalls of Problem Solving

- Jumping to a solution
- Not gathering essential data
- Addressing only the symptoms
- Tackling problems too large or undefined

# Team Operating Processes

## ◆ Benefits of Team Problem Solving

- Groups provide a broader look at solutions
- Groups will tend to balance risks
- There is usually better collective judgment
- Group participation leads to better understanding of the problem and decision
- Involved people will better accept the change required

# Team Operating Processes

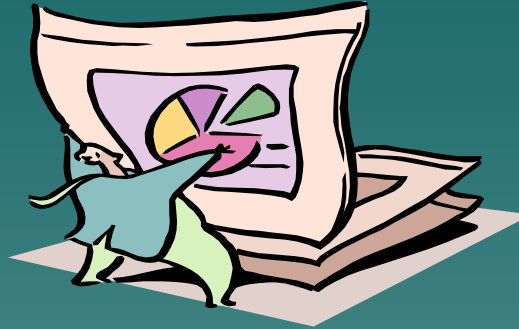
## ◆ Problems of Team Problem Solving

- Groups create pressure to conform
- One individual may dominate the group
- The decision making process is longer
- Groups sometimes take too much risk

# Problem Solving



Identify



Analyze



Solutions



Select/Plan

# Team Operating Processes

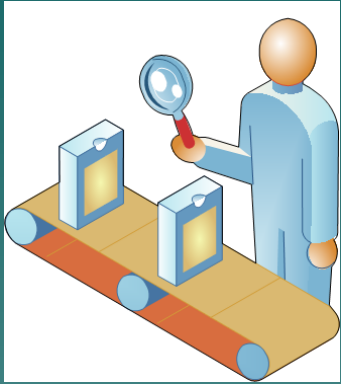
## ◆ Analyzing Situations

- A situation is something that is too big to deal with at one time and needs further analysis to address and develop a solution

and/or

- A situation is something that involves multiple inter-related problems

# Situation Assessment



Define



Form



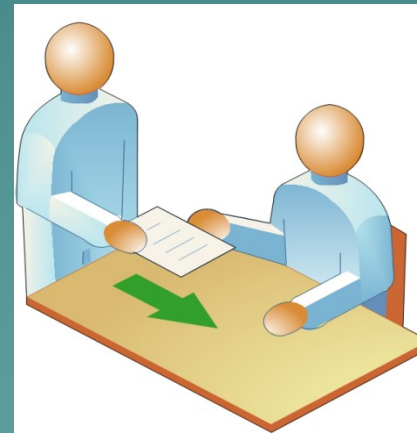
Identify



Review



Prioritize



Plan

# Team Operating Processes

## ◆ Decision Making

From Wikipedia: Decision making can be regarded as an outcome of mental processes leading to the selection of a course of action among several alternatives. Every decision making process produces a final choice. The output can be an action or an opinion of choice.

# Decision Making

Understand the Decision Required



Who



Objectives

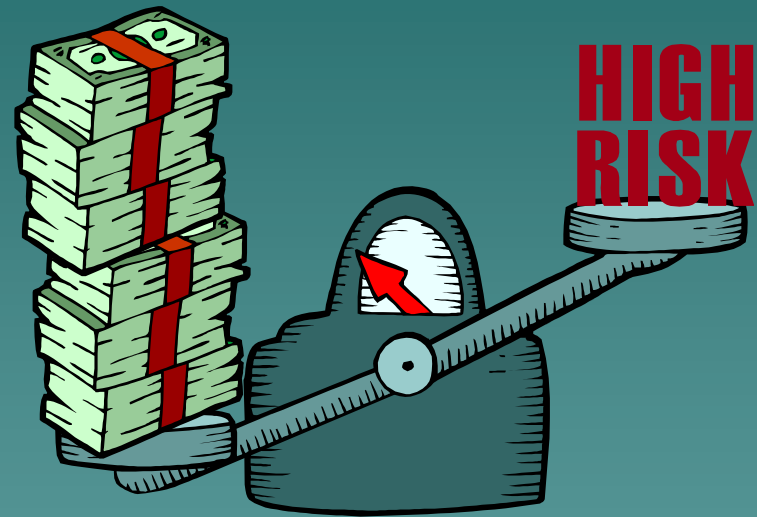
<u>Decision Matrix</u>	Criterion 1	Criterion 2	Criterion 3
Option 1	Good	Fair	Poor
Option 2	Fair	Very Good	Good
Option 3	Good	Very Good	Good

Decision Matrix

# Decision Making



Review  
Alternatives



Assess Risk

# Effective Teams

TEAM

Roles

Rules

Techniques

Problem solving

Situation Assessment



Define



Meet



Prioritize



Decision Making

Understand the decision required



Git-r-Dun



# Strengthening the Team



Questions/Discussion



# PEAK ENTERPRISE SOLUTIONS

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