



Build Your Dream Team:

*Five Steps
to Building Teams
That Deliver*

CALIPER

The Presenters



Moderator
Patrick Sweeney
Executive Vice President
Caliper



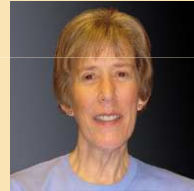
Expert
Kim Butler
Vice President, Organizational Development Services
Caliper

The Presenters

Executive Perspectives

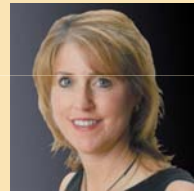
Amy Van Pelt

*Corporate Human Resources Manager
Plymouth Tube Company*



Crystal Dohner

*Director of Foodservice
BC-USA, Inc.*



Today's Discussion Points

- What are the **qualities** of effective teams?
- What are some **common challenges** that business teams face?
- What are the steps you can take to make your team **more effective**?

What is Team Building?



Team building **optimizes** performance by helping members to:

- Discover diversity is their greatest asset
- Clarify goals
- Build ownership
- Achieve results

Why Team Building?

An organization that invests in team building **mitigates challenges** by helping members work together to:

- Improve the cohesiveness and effectiveness of existing or new functional or cross-functional teams.
- Improve communication, collaboration and trust, which decreases unhealthy conflict.
- Enhance productivity.

Plymouth Tube Company



There was a lot of **change** in the upper management levels.

With the change in presidency, it took us probably 6 or 7 years until we had the **right team** in place.

Self-Awareness Is Key

By understanding themselves better and increasing their **self-awareness**, individuals were better able to assess their direct reports and put together a strong team.



The Most Important Result

Team building helped us hold each other **accountable** for a higher level of performance.



Evolution of Teams



People on a team can constantly change over time, which impacts the *social* and *work* **dynamics** of the group.

The Functional Team

This group is *familiar* with each other's work styles and has been working **together** for a long time. They could be from the same department.



Challenges for the Functional Team



The biggest challenge for functional teams is **staying committed** to the guiding principles that make a team successful.

Common Elements of Effective Teams

Purpose: Members identify why the team exists and are invested in accomplishing the mission and goals.

Priorities: Members know what is important, who should do the work and set timeframes for implementation.

Trust: Members engage in open and honest conversations.

Ground Rules: Members establish norms for working together.

Roles: Members know their roles and rely on each other's strengths.

Decisions: Members have a clear process for making decisions.

Conflict: Members engage in Conflict openly and constructively.

Accountability: Members hold each other accountable and responsible.

The Cross-Functional Team

Each member comes from **different areas** of the company, and they work together on various organizational tasks.



Challenges for the Cross-Functional Team



The biggest challenge facing cross-functional teams is **lack of clarity**.

The Executive Team

Each member of the team has to meet **objectives** for his or her own area of expertise, while also setting the **strategic direction** of the company.



Challenges for the Executive Team



- Contributing beyond their area of expertise
- Viewing each other as equals
- Understanding the company's vision and shaping that vision for the entire organization

Polling Question

What do you think is the biggest obstacle a team has to overcome?

- A. Being able to catch each other during a trust-fall activity
- B. Having honest, candid conversations
- C. Recognizing each other's strengths
- D. Becoming more productive
- E. Deciding on an exotic location for a team-building session

Recognizing the Competition



In sports, you know *immediately* who the competition is.

But, in business, it's **not always clear** who the team is up against.

BC-USA, Inc.

Probably the *quintessential* example of a team is a sports team.

While each player has his or her own unique job to do, they ultimately have to **come together** to reach an important objective.



Appreciating Each Other's Strengths



It's very easy for all of us to remain **focused** on what we're doing and not realize how other team members directly **impact** us.

Creating a Safe Environment

If there isn't a strong sense of **trust** on a team, the team leader needs to work with the facilitator to identify **specific elements** that would help to create a **safe environment**.



The Value of Trust

Trust is the foundation of any team.

Individuals won't be able to *move forward* in any direction without having a good sense of trust.



Polling Question

Do you trust the people on your current team?

- A. Absolutely! We can talk openly about any team issue.
- B. Yes, but with certain limitations.
- C. No, but don't tell any of them I said that.

1. Analyze Your Team



Gathering objective information about each team member allows leaders to understand the group's **chemistry** and how the interactions of team members may **support** or **impede** the team's success and goals.

2. Develop Your People



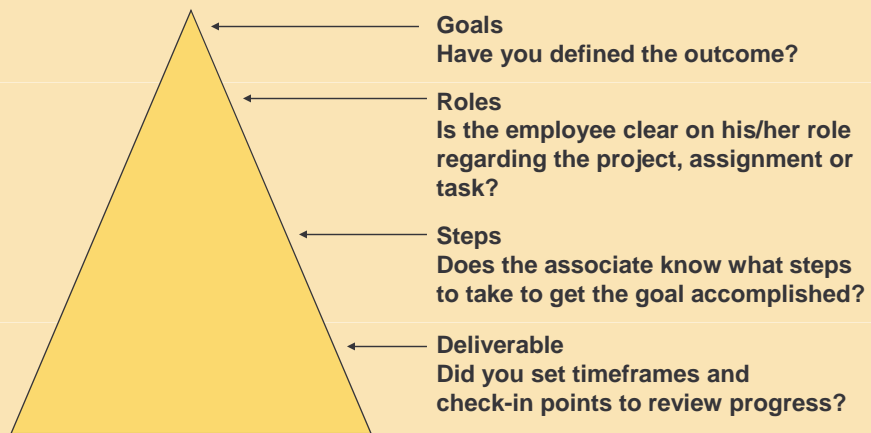
Coaching sessions and developmental suggestions help individuals better understand their **motivations** and **strengths** so that they can make changes in order to work more effectively with the entire team.

3. Engage Each Individual

Team-building workshops offer members the **opportunity** to learn more about each other and engage in open and honest discussions about individual and group concerns.



Setting Clear Agreements



“I” Vs. “You”



“I” statements allow team members to express their ideas more clearly and can help individuals guide communication in difficult situations.

Walking the Wheel

Taking steps to better understand the **intentions** of each team member can go a long way towards creating an open environment and building a sense of trust among team members.



4. An Ongoing Process

Periodic after-action exercises and other assignments will **reinforce** your team's continuing development.



5. The End Result



To understand the end result and see how far a team has gone, the team should review the goals that were established in the beginning of the program and how those goals would be measured.

***Thank you for
joining us!***

Q & A

For more information on team building, visit

caliperonline.com

or email

info@calipercorp.com