

People and Organizations

**Building and Leading High
Performance Teams**

Today's Agenda

- Subarctic Survival Exercise
 - » Individual scores done out of class
 - » Take 30 minutes to complete team portion
 - You must reach “consensus”—everyone on the team accepts or can live with the decision
 - Tally scores when done
- Assess group dynamics and areas for improvement
- 5 pm: Inaugural Lecture: Michael Armstrong

Calculate Individual Scores

Item	Experts' Rank	Your' Rank	Absolute Difference
Compass	13		
Maple Syrup	5		
Sleeping Bag	4		
Water Tablets	15		
Canvas	3		
Matches	1		
Rope	6		
Flashlight	10		
Snowshoes	7		
Rum	11		
Razor & mirror	9		
Alarm Clock	12		
Ax	2		
Inner Tube	8		
Navigation Book	14		

Total Score = Sum of Absolute Differences: ____

Calculate Team Scores

Item	Experts' Rank	Your Team's Rank	Absolute Difference
Compass	13		
Maple Syrup	5		
Sleeping Bag	4		
Water Tablets	15		
Canvas	3		
Matches	1		
Rope	6		
Flashlight	10		
Snowshoes	7		
Rum	11		
Razor & mirror	9		
Alarm Clock	12		
Ax	2		
Inner Tube	8		
Navigation Book	14		

Total Score = Sum of Absolute Differences: ____

Further Calculations

Average Individual Score =

Best Individual Score =

Team Gain or Loss from Average Individual =

Team Gain or Loss from Best Individual =

Generic Team Processes

- Communications—listening to all views?
- Influence—what tactics dominated
- Task Functions—how did you organize?
- Maintenance Functions—did you need this?
- Decision-Making—what rules did you follow?
- Conflict Management—how resolved?
- Emotional Environment—are you still talking?
- Atmosphere—are you still alive?

Communications—listening to all views?

- Who spoke most often?
 - What is the effect of their participation?
- Who spoke least?
 - Why? What affect did this have?
- How were “silent” and “noisy” members handled?

Influence

- Who had the most influence? Who had the least?

- What influence tactics had most effect?

Rational persuasion

Consultation

Personal appeals

Coalition tactics

Legitimizing tactics

Inspirational appeals

Ingratiating

Exchange / reciprocity

Pressure / intimidation

Task Functions—how did you organize?

Who facilitated:

- Initiating
- Seeking information / opinions
- Providing information or opinions
- Clarifying
- Elaborating
- Summarizing
- Consensus Testing

Maintenance Functions

Did you need to holding the team together by:

- Harmonizing
- Compromising
- Gatekeeping
- Encouraging

Who performed these functions?

Decision-Making

- Did you use a rational problem solving process?
 - Identifying the problem, Analyzing the problem, Proposing and evaluating solutions, Implementing decisions
- How did you reach “consensus”?
 - How many people actively participate in decision-making?

Conflict

- How did you handle disagreements?
- To what extent were there arguments about how to do the *task*?
- To what extent did team members take arguments *personally*?
- Were conflicts resolved or simply “buried”?

Atmosphere and Emotional Environment

- Did you build a supportive environment?
 - Empathy, Equality, Spontaneity, Problem orientation
- Were members defensive if their ideas were challenged/rejected?
 - Evaluation / judging, Control, Stratagems / “games”, Superiority, Dogmatism?
- Did everyone stay engaged or some withdraw (literally or physically?)
- Are people involved and interested?
 - Is there an atmosphere of work? Play? Competition?

Team Processes: Summary Points

- Managing Generic Process is Critical to Achieving a “High Performance” Team
- Requires Conscious Effort and Practice Skills
- Skill Building Requires Clear, Honest Feedback
- Use the Tools—in your teams & elsewhere!

Active Listening & Reading Assignment

Write four sentences summarizing your “take aways” from Mr. Armstrong’s speech:

1. What does he see as today’s major management challenges?
2. What skills does he believe you need most to be successful in your first job?
3. How do Mr. Armstrong’s management challenges compare to the ones in the readings for next class?
4. How do they compare with your own views of the major challenges facing organizations?

Bring your written answers to these question to class and be ready to work with your team with these data.