

# Session #413

## Coaching Teams; Creating High Performance Teams

Presented by Kate Larsen, PCC

### TODAY'S AGENDA:

- Define the concepts and characteristics of healthy, high performing teams
- Establish the importance of self awareness and self coaching as team leader
- Understand the value of shared vision—and why it is so hard to create
- Describe the process of gaining consensus and tying it to your team
- Address conflict resolution in a positive way
- Increase team performance through an 8 Step Mapping Process

### BASIC TRUTHS

- Teams are a group of people, usually with diverse styles, temperaments, and experiences, who share a common purpose or goal.
- Having a mission statement, operating guidelines, shared vision, and effective communicating processes greatly helps teams to achieve outstanding results.
- Leaders that uses a coach approach effectively draw out the skills, talents, creativity and insights of team members; attributes that are not guaranteed just because someone is on the payroll.

### THE LEADER AS COACH

👍 Leaders deploy strengths and compensate for team members.

### Coach Leaders:

- |  |                    |
|--|--------------------|
| 1. <u>enable people to feel they have a stake in the vision</u>        | 1. <u>Innovate</u> |
| 2. <u>empower others to experience their /the vision as their own.</u> | 2. <u>Motivate</u> |
| 3. <u>engage their teams by being empathetic</u>                       | 3. <u>Educate</u>  |

### Key Beliefs:

1. Leaders are made, not born.
2. Philosophy: I get to continue to grow and develop throughout life. I don't have to know it all. I don't have to do it all. That's why I have a team.

#### A. Key Belief #1

- B. You are now a team, your mission is to—as a team—is to learn about and commit to developing a more effective team than any other group in the room. (At the conference, at your club, in the industry.) How will you do this? Using the five team focus questions. (Provided in session.)

### FOCUS UPON YOURSELF AS LEADER—Five recommendations:

- |  |                                       |
|--|---------------------------------------|
| 1. <u>Become self-expressive</u>       | 4. <u>Know what you're after</u>      |
| 2. <u>Listen to one's inner voice</u>  | 5. <u>Develop and strengthen your</u> |
| 3. <u>Learn from the right mentors</u> | <u>courage muscle.</u>                |

A healthy team needs: A specific mission (what) and purpose (why you exist) with measurable goals, a time frame, well-designed accountability outcomes for individuals and groups and collective talent.

**Ideally, the team will:**

- TRUST you and one another
- Respect one another (even if they don't "like" each person or you)
- Be mutually committed to a clearly defined goal or objective
- Individually understand exactly how their contribution supports the overall mission of the department relative to the club or organization
- Have clear agreements which function as a working agreement
- Manage their own and their member/client expectations intentionally and consistently
- Commit to honest, transparency, and integrity (to their best ability)

**TEAM ASSESSMENT—Individual Players**

Am I a team player? The following simple questions can give you a good idea of your ability and tendency toward being a collaborative team player, necessary for success in today's competitive marketplace. Your answers will show you what areas may need attention on your part. Be honest; the truth will

To what degree are the following statements characteristic of your behavior and attitudes? Circle each number that you believe applies to you. Either copy this form, or put a number value on a separate piece of paper. (Copies will be available online to session participants.)

5 = Very characteristic

3= Somewhat characteristic

1= Very uncharacteristic

4= Moderately characteristic

2= Moderately uncharacteristic

N/A= Not applicable to me

1. I show respect to my team members and believe that each of them desires to be fully competent in their jobs.
2. I give my team members a chance to demonstrate their range of skills, knowledge, and abilities. (How do you do that?)
3. I encourage and support their individuality. (Can you think of specific examples?)
4. I transfer responsibility and ownership to team members, rather than needing to be in control and hanging onto ownership.
5. I frequently express appreciation when something is done well.
6. I focus on the learning opportunity, rather than the failure, when mistakes are made.
7. I make sure that work is challenging and stimulating for myself and for my team members.
8. I am available as a resource to others, in order to discuss any aspect of team projects.
9. I make it as easy as possible for others to ask for help.

10. I create an environment of trust and integrity where people can talk with me in confidence.

*Rank Your Score*

40-50	You must have a great team!
30-39	There may be some areas for improvement
20-29	It's time to take a deeper look!
19 and below	It's time to enlist help!

How did you do? Are you a team player, or do you need to work on some areas? What is one thing you know you could do differently beginning today to act more as a team member? \* If you marked more than two items as N/A, you may consider whether you are a team member or individual operating solo in a group environment.

### **Effective Communication**

To communicate effectively requires that you understand the barriers to good communication and how to address them appropriately. Feedback is one of many ways to effectively communicate.

Barriers in team communication result from the inability of team members to distinguish the difference between various communication channels we use to speak, such as facts, individual feelings, personal values and opinions.

**A FACT** is: something that has actually happened or that is really true without any emotional reference (positive or negative).

**FEELINGS** refer to: any subjective reaction, pleasurable or unpleasurable, that a person may have to a situation, person or circumstance, sometimes with the absence of reason.

**VALUES** refer to: important personal ideals that make people behave the way they do.

**OPINIONS** are: a set of beliefs not based on absolute certainty but on what seems to be true to one's own mind.

### **Feedback**

The process of giving and receiving feedback is one of the most important ways for learning new behaviors and determining the impact of our behavior on others.

Benefits of feedback:

Reduces uncertainty

Solves problems

Builds trust

Can strengthen relationships

Improves work quality

The key difference between a personal goal and a team goal is group dynamics. Which means communication is critical.

Guidelines for giving feedback (Site examples of each that you have done.)

1. Be specific, and give as many example as possible. Generalizations are almost not worth stating.
2. Be descriptive, not evaluative.
3. Be timely.
4. Be honest.
5. Be ongoing.

\* You will know when feedback has been positively received when someone changes their thinking or behavior due to the information conveyed.

### **Guidelines for receiving feedback**

1. Be open.
2. Do NOT be defensive. (Yes, you are.)
3. Encourage feedback from others.
4. Honestly weigh and analyze comments.
5. Use and apply the feedback. (Rolemodel the positive impact of feedback.)

## **The 8-Step Solution Mapping Process**

Once an issue arises within a group, it moves by process—how members talk and listen together—today an outcome. Any process can produce an outcome. However, certain processes tend to yield better outcomes more frequently. The combinations of process and outcomes often become a pattern for a group. Various process/outcome patterns result in differing levels of productivity and satisfaction for the group.

These 8 steps are intended to be act as a continuous loop. It is not a one-time method for dealing with a problem. Each of the steps are important and can be used in creative problem solving or idea generation (Follow up application sheets with detail will also be available online for attendees.)

### **The 8-Step Solution Mapping Process**

STEP 1: IDENTIFY  
THE ISSUE

STEP 2: CONTRACT  
TO WORK THROUGH  
THE ISSUE

STEP 3: CLARIFY  
THE ISSUE

STEP 4: IDENTIFY  
WANTS & STRENGTHS

STEP 5: GENERATE  
AND CONSIDER OPTIONS

STEP 6: CHOOSE  
ACTIONS, ESTABLISH  
BENCHMARKS

STEP 7: TEST THE  
ACTION PLAN

STEP 8: EVALUATE  
THE OUTCOME—  
REVISE OR RECOMMIT

The best take away idea (s) I got was:

I will commit to \_\_\_\_\_ by \_\_\_\_\_

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Special thanks to Linda Miller, MCC of InterLinkTC for permission use of the 8 Step Solution Mapping Process.