Helping Leaders, Individuals and Teams
Learn,
Communicate &
Connect

KCS   Kacik Consulting Services, LLC

Achieving Team Synergy & High Performance

The Success of Teamwork

- **Coming together is a beginning.**
- **Keeping together is progress.**
- **Working together is success.**

~ Henry Ford ~

The topic of teamwork is everywhere I look, so you may ask why I'm choosing to write about it. Quite frankly, because in the work I do with teams, it's not generally complicated issues that are getting in their way. Often, it's the simple basics that teams and team leaders fail to practice – probably because they seem too simple or the time investment doesn't seem worthwhile.
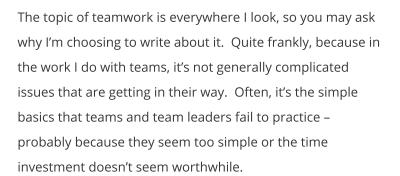
The quote to the right from Henry Ford is simple, yet incredibly deep and thought-provoking.

So here are a few simple reminders to help your team succeed:

The **Four** Stages of Team Development:

Forming is about coming together, getting to know each other, including everyone, figuring out similarities and differences, being

Coming together is a beginning.

Moe's, the Mexican 'somewhat fast' restaurant has a practice. When you enter their establishment, a bell rings, and every employee on the food prep line looks up, looks at you and they all yell "Welcome to Moe's". It's not a difficult practice, but what does it do?

- It makes every customer feel acknowledged an welcomed
- It keeps employees in tune with the value and needs of each new guest arrival
- It's a team habit that keeps the team aware and working together

Compare that to an establishment you enter where the employees are too busy chatting with each other to even acknowledge you before they finish their conversation.

I use these examples to illustrate a very important factor of team success that comes from research around the **Four Stages of Team Development. See the explanation in the sidebar to the right (or if you're on your phone, scroll down)**

Forming is the first stage of team development.

REMINDER #1

If you are a new team, invest the time up front to get to know each other, both professionally and as fellow humans.

REMINDER #2

Learn each other's communication styles and needs and where your skill sets complement each other. Learn each other's strengths and – that dreaded word "weaknesses". Here's my take on weaknesses. Bring them into the light and embrace them. You can only reach the ultimate team

superficial and polite and then there is ambiguity, confusion, anger and frustration at times.

Storming is the healthy result of competition for control and involves counter-dependence within the group, figuring out the decision-making process and who has power and influence within the group, establishing operating rules, attempting to create order, and sometimes attacks on leadership and emotional responses to tasks all while addressing conflict that is natural and <u>necessary</u> for teams to reach their <u>highest</u> potential for success. Conflict arises including, but certainly not limited to: personality differences, work style differences, choice of tasks and methods, team culture issues, roles and leadership (which includes both assigned leaders and organic leaders – those who just naturally have leadership within the group).

Norming is the stage when functional relationships form. Team cohesion begins to grow and there is healthy negotiation and interdependence among team members. As a result, affection within the team beginning to form. A team culture emerges, and the team begins to

synergy and performance if the team steps in to compensate for each other's weaknesses. Instead of trying to hide your weaknesses, put them on the table so others who are strong in that area can step in and do what they do best, leaving you to do what you do best too! (A word of caution here, unless this is done as a group, with an understanding of the reason, it could backfire on you. Let me help you. I have processes and tools and plenty of experience to help your group do these things in a very expeditious and healthy way.)

Now, back to my example and this is a simple thing many teams fail to do: The research shows that the whole team is sent back to the 'forming' stage' every time a person leaves or joins the team. So when a new person joins, is your team all looking up and yelling "Welcome to Our Team" they way they greet customers at Moe's or are you all busy with your own conversations, leaving that new person to figure things out on their own or when you get to them? Do you meet as a whole team to get to know the person, and go through all I just mentioned above?

REMINDER #3

Invest time to form your team well and re-form with each staff change. It leads to much higher synergy and performance.

Keeping together is progress.

REMINDER #4

Embrace the storm; don't run for shelter! I've been saying for years that 75% of the challenges team members come to me for help with either centers around or at least started from the failure to storm. Conflicts lay covered up by the rug they are shoved under and people avoid each other or deal with conflicts in unhealthy ways rather than addressing them and the proverbial elephant stands boldly in the middle of the team.

function with agreed-upon processes, methods, roles and leadership and these things begin to settle in and to solidify the team culture and work.

Performing is the stage when the ultimate team synergy is reached, communication and function is smooth, trust and cohesion are strong, coordinated vision and goals are clear and the path is finely tuned to achieve the desired outcomes. Interdependence grows stronger, affection and team identity and pride becomes solidified, there is growth and insight within the team and collaboration becomes instinctual. All of this works together resulting in the highest levels of productivity and efficiency leading to greater heights in team innovation and results.

Click here to download the 4 Stages of Team Development model.

If you download the model and wonder why there's a butterfly on the top, here's why: The pupa (the first stage of a butterfly if you remember from science class) must fight its way out of the cocoon to become the butterfly BECAUSE the struggle forces fluid from its body out to its wings, so that the wings will be strong enough to fly. The

There's a natural reason for it too. Of the four basic personality styles presented in Jungian theory, only one of the four is somewhat naturally comfortable with confronting conflict – because to that style, it's just about the issue, it's not personal. The other styles tend toward collaborating, accommodating or avoiding as means of addressing conflict. All four methods, plus the fifth of compromise, have effective and ineffective applications.

REMINDER #5

A team cannot reach its performance potential by ignoring conflict. You can't go under it, over it or around it; you must go through it to get to the much coveted synergistic level of performance.

REMINDER #6

While conflict feels scary, intimidating, potentially hurtful, etc., what people fail to remember when they are facing the conflict is that the dawn after the storm is glorious, calm and refreshing. We as humans turn away from conflict because we often fail to remind ourselves how good it is when it's resolved with mutual respect, care and desire for a mutually positive outcome. It's awesome on that side of the conflict and the results are work relationships that have just grown deeper, relief and joy in working together again.

What is your team struggling with? How can I help?

- Do you need a facilitator to help you do some invaluable team building?
- Do you need some help to work through conflict with proven methods that lead to positive results?
- Do you need some individual coaching to guide you through some tough situations?
- Do you need help to learn how to embrace the conflict and how to productively have the difficult conversations that lead to mutually agreeable outcomes?

butterfly is the symbol I use about team development because teams must storm if they are to have the strength they need to reach their highest potential. Without it, they may be good, but they'll never be as great as they could be.

KCS

Speaking Topics

Is your organization looking for a professional development speaker, a webinar or a workshop?

Here are a few of my speaking topics:

Everything is Negotiable - Do It Skillfully

Handle Difficult Conversations with Confidence

Position Yourself for Career Growth

Coaching & Mentoring Skills for Leaders

Quick-Start Your New Leadership Role

Managing the People Side of Change

Managing "Up" -

Reach out to me and let's start with a chat. Helping teams is what I thrive at doing.

Click below to schedule time with me.

Working Effectively with Superiors

Enhance Your Time Management

Stress is an Inside Job

Results Through Goal-Setting and Feedback (A series)

Conflict Series

KCS Services

KCS Coaching Services:

- **Personal Career Coaching**
- **Job Offer and Salary Negotiations**
- **Executive Coaching**

KCS Consulting Services:

- **Leadership Development**
- **Team Development**
- **Customized Training and Facilitation**
- **Strategic Planning**

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