Training for Teamwork
IPP Seminar - October 15, 2009

Thomas J. DeLaura, P.E.
President
Westin Engineering of Michigan
Agenda

- Introduction to Teams and Organization
- “High Performance” Work Teams - Course Code 1674 (Approved by the MDEQ for 0.6 CECs)
- Teams have Individuals – with Personalities
- We Communicate Differently
- Team Problem Solving
- Some Personal and Professional Development Opportunities
Teamwork is a Critical Piece of a Complete Methodology for Sustainability

To develop a sustainable employee skill base, you need an approach which incorporates: standards and principles, the role of employees, vision and mission, and teamwork.
To succeed in today’s workplace, more is needed than basic reading and math skills. Workers need substantial content knowledge and information technology skills; advanced thinking skills, flexibility to adapt to change; and interpersonal skills to succeed in multi-cultural, cross-functional teams.”

J. Willard Marriott Jr. Chairman and CEO, Marriott International, Inc
Are They Really Ready To Work?

• Survey of over 400 key employers across the US
• Employers articulated skill sets for new entrants
  • High School Graduates
  • Two-year Colleges or Technical Schools
  • Four Year Colleges
• Covered Knowledge & Skills

www.21stcenturyskills.org
<table>
<thead>
<tr>
<th>Basic Knowledge /Skills</th>
<th>Applied Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Writing in English 87.9%</td>
<td>1. Oral Communications 95.4%</td>
</tr>
<tr>
<td>2. English Language 88%</td>
<td>2. <strong>Teamwork/Collaboration 94.4%</strong></td>
</tr>
<tr>
<td>3. Reading Comprehension 87.0%</td>
<td>3. Professionalism/Work Ethic 93.8%</td>
</tr>
<tr>
<td>4. Mathematics 64.2%</td>
<td>4. Written Communications 93.1%</td>
</tr>
<tr>
<td>5. Science 33.4%</td>
<td>5. Critical Thinking/ Problem Solving 92.1%</td>
</tr>
<tr>
<td>6. Foreign Languages 21.0%</td>
<td>6. Responsibility 85.6%</td>
</tr>
<tr>
<td>7. Government/Economics 19.8%</td>
<td>7. Leadership 81.8%</td>
</tr>
<tr>
<td>8. History/Geography 14.1%</td>
<td>8. Information Technology Application 81.0%</td>
</tr>
<tr>
<td>9. Humanities/Arts 13.2%</td>
<td>9. Creativity/Innovation 81.0%</td>
</tr>
<tr>
<td></td>
<td>10. Lifelong Learning/Self Direction 78.3%</td>
</tr>
<tr>
<td></td>
<td>11. Diversity 71.8%</td>
</tr>
</tbody>
</table>
Course Outline

- 5 Chapters
- Introduction to “Teams”
- Orientation to Team Assessments
- Understanding Your Communication Style
- A Situational Approach to Problem Solving
- Skill Reflection and Personal Action Plan
Studies designed to look at how groups of workers were able to get things done in less than ideal conditions have shown the benefits of effective work teams.

One of the *most* significant factors for developing effective work teams was determined to be, “creating a sense of group identity.”

Group identity can be defined as, “the feeling of social support and cohesion that comes with increased worker interaction.”

“*Michael, if you can’t pass, you can’t play.*”

*Coach Dean Smith, to Michael Jordan in his freshman year at UNC*
When are Teams Needed?

- There are parts of processes that require problem solving that benefit from team involvement.
- There is a series of complex tasks and the organization’s mission depends on the ability of employees to act in a concerted way.
- The tasks involved require a lot of communication.
- The information needed to complete a task or tasks is held by many people.
- The tasks cannot be successfully carried out without many people knowing
- The group’s role in the larger organization is not changing frequently.
- The group’s role is well defined during emergencies.
- Teamwork is supported by organization leadership, managers, and supervisors.
Process Teams: Share Information; Receive Feedback on Performance Measures; Propose Ideas for Improvement, Get Updates on Existing Projects; Reinforce Practices Related to Safety, Quality, Productivity, and Customer Satisfaction; Evaluate and Provide Input on Changes; and, Interface with Members of Other Teams and Management

<table>
<thead>
<tr>
<th>Team Size</th>
<th>Depends on the Scope of the Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatives</td>
<td>Are From Specific Jobs or Job Areas</td>
</tr>
<tr>
<td>Meeting Frequency</td>
<td>Ideally Every Day for at Least 5 Minutes</td>
</tr>
<tr>
<td>Main Focus</td>
<td>Critical Processes and Daily Measures</td>
</tr>
<tr>
<td>Voluntary or Mandatory?</td>
<td>Mandatory</td>
</tr>
</tbody>
</table>
**Project Teams**

*Project Teams: Support Through Action One or More Organizational Locations or Objectives; Carry a Project Through From Start to Finish with a Disciplined Approach; Evaluate Action Success to Date and Adjust As Needed; Proactive About Working on Key Needs that Extend into Two or More Work Groups.*

<table>
<thead>
<tr>
<th></th>
<th>4 to 8 People</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Size</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Representatives</strong></td>
<td>From Different Work Areas (cross Functional)</td>
</tr>
<tr>
<td><strong>Meeting Frequency</strong></td>
<td>Depends on Urgency of the Project</td>
</tr>
<tr>
<td><strong>Main Focus</strong></td>
<td>Key Project Selected or Assigned</td>
</tr>
<tr>
<td><strong>Voluntary or Mandatory?</strong></td>
<td>Can Be Voluntary or Mandatory</td>
</tr>
</tbody>
</table>
Focus Teams

Support Through Action ONE Key Organizational Performance Areas; Monitor The Effectiveness Systems That Support This ONE Focus Area; Evaluate Action Success To-Date And Make Adjustments As Needed; Proactively Identify/Make System Changes That Improve Systems Effectiveness For Given Performance Area

<table>
<thead>
<tr>
<th>Team Size</th>
<th>6 to 8 People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatives</td>
<td>From Different Work Areas (cross Functional)</td>
</tr>
<tr>
<td>Meeting Frequency</td>
<td>Depends on Urgency of the Project</td>
</tr>
<tr>
<td>Main Focus</td>
<td>Key Performance Area</td>
</tr>
<tr>
<td>Voluntary or Mandatory?</td>
<td>Mandatory Only For Management</td>
</tr>
</tbody>
</table>
Characteristics of HPWTs

• Shared Purpose and Direction
• Motivating Goals
• Commitment to Individual and Team Roles
• Multi-Directional Communication
• Authority to Decide and Act
• Reliance on Diverse Talents
• Mutual Support and Trust
Skills Key to All HPWTs

- Listening
- Observing
- Questioning
- Analyzing
- Speaking
- Evaluating
Team Assessments

Understanding how people (your Team members) see the world and make choices

Reserved  Enthusiastic

Self-Reliant

Approachable
Communication Styles

The Classic Communication Model

- Conversation Between 2 People
  - Message
  - Sender
  - Receiver
  - Feedback
Understanding four ways of being an assertive responder.
Action Plan

• When are Teams Important?
• What are the Different Types of Work Teams?
• What are the Characteristics of HPWTs?
• What are the Principles of Personality Assessments?
• Do You Understand Communication Preferences?
• Do You Know How to Achieve “Win-Win” When Solving Problems?
Thank You

T.E.A.M. = Together Everyone Achieves More

tom.delaura@we-inc.com