




Releasing potential through learning and development


Teamwork and Collaboration for Impact

Mike Phillips
DSC Associate Trainer




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Pause for Thought




...

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."


Maya Angelou

...



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Learning Outcomes


By the end of this session, you will be able to:

- Building effective teams and fostering teamwork
- Collaboration and cooperation skills
- Delegation and empowering team members


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BUILDING EFFECTIVE TEAMS AND FOSTERING TEAMWORK





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Teams and Jigsaws


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Teams and Jigsaws



- Each piece is **unique** in its nature (similar to the individual differences among people).
- Each piece plays a **specific role** in the solution.
- Pieces are highly **interconnected** when teamwork occurs.
- Pieces need someone to **move them**
- Rapid solution is aided by someone with an **overall vision**
- Some pieces are central, some are peripheral – **all are needed**
- The solution is a fragile one (**easily broken**).
- There are **boundaries** (the straight-edged pieces).
- There are **natural groupings** (e.g. by colour or design).



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High Performing Teams

- P • Purpose and values
- E • Empowerment
- R • Relationships and Communication
- F • Flexibility
- O • Optimal Performance
- R • Recognition and Appreciation
- M • Morale

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Teams

A team is stronger than just a group of people

None of us is as smart as all of us

Effective groups solve more complex problems, make better decisions and are far more creative than individuals alone

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Work and Play As a T.E.A.M

- T • Together
- E • Everyone
- A • Achieves
- M • More

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Vision, Mission, Objectives to Lead the Way

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Vision

- An effective leader should be able to **clearly and simply share the vision** they have for their project, team, service or organisation
- 'A vision **gives meaning and purpose** to your actions. It is the picture on the jigsaw box of life'

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An Effective Vision Statement

- **Concise** written in an inspirational manner that makes it easy for everyone to repeat it at any given time
- Defines the **ideal desired future state** - the vision - of what an organisation wants to ultimately achieve
- Functions as the "**north star**:" it is what *everyone understands their everyday work ultimately contributes towards achieving*
- Provides **guidance and inspiration** as to what an organisation is focused on achieving in five, ten, or more years



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Vision: Benefits

- Breaks down operational silos – every member of staff knows how their work contributes.
- Management is how you go about achieving the Vision: objectives and then plans and individual targets.
- Needs to inspire, motivate and be memorable
- Without it you can't plan, set targets or know how to prioritise
- You might not know how you will get there yet - but at least you know in which direction you are going



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Values in Action



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Embed Vision, Mission and Values in Action

- Recruitment; Selection and Induction
- Agreeing Vision, Mission and Values
- Agreeing Team/Individual Behaviours to underpin values and create motivation
- Appraisals/KPI's/Goals
- Organisation and Team Briefing Sessions
- Observing for Feedback on Performance
- Support and Supervision and 1:2:1's



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COLLABORATION AND COOPERATION SKILLS



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4 Collaboration Trends


2023 Collaboration Trends Report:

- While nearly half of people spend 9+ hours a week collaborating, **51% believe they aren't doing it well.**
- Collaboration tools and mandatory in-office days **won't solve the collaboration problem.**
- Almost half of employees leave their jobs **due to poor collaboration.**
- Building strong **collaboration skills is more valuable** than having more collaboration tools.



Source: <https://www.mural.co/blog/why-hybrid-collaboration-is-harder-than-you-think>
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7 Skills for Team Collaboration

- To help your team collaborate, you'll need seven skills:
 1. Open-mindedness
 2. Communication
 3. Adaptability
 4. Organisation
 5. Time management
 6. Creativity
 7. Trust



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20 Online Collaboration Tools

1. Asana	11. Padlet
2. Box	12. Salesforce
3. Canva	13. Skitch
4. Confluence	14. Slack
5. Discord	15. Toggl Track
6. Google Workspace (G Suite)	16. Trello
7. InVision	17. WeTransfer
8. Jira	18. Zapier
9. LastPass	19. Zeplin
10. Mural	20. Zoom

dsc Source: <https://teambuilding.com/>
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Action-Centred Leadership

Achieve the Task
Build the Team
Develop the Individual

Source: John Adair's Action-centred Leadership Model
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McClelland's Motivation Theory

Need for Achievement
Need for Power
Need for Affiliation

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The 8 Power Bases

Positional Power	Personal Power
<ul style="list-style-type: none"> Legitimate Power "The Boss" Reward Power "Bribery" Coercive Power "Protection Racket" Resource Power "Controlling Access" 	<ul style="list-style-type: none"> Referent Power "I like you" Expert Power "Special abilities" Information Power "It's what you know" Connection Power "... and who you know"

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Hertzberg's Motivation Theory

'motivators'

- achievement
- recognition
- work itself
- responsibility
- advancement
- personal growth

'Hygiene' or 'maintenance' Factors

status	security	relationship with subordinates
personal life	relationship with peers	salary
work conditions	relationship with supervisor	supervision
company policy and administration		

Hygiene factors are necessary to avaroid pain - unless eliminated or unacknowledged we have no pleasure, but the motivators they do not motivate.

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Preferred Communication Styles

DIRECT TASK ORIENTED - THINKING		
<p>Look for data</p> <p>Motivated by procedures</p>	<p>Look for results</p> <p>Motivated by challenge</p>	<p>HOW WHAT</p>
<p>Look for trust/security</p> <p>Motivated by appreciation</p>	<p>Look for fun/experience</p> <p>Motivated by experience</p>	
PESSIMISTIC INTROVERTED		OPTIMISTIC EXTRAVERTED
WHY WHO		
INDIRECT PEOPLE ORIENTED - FEELINGS		

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Preferred Communication Styles

FACTS & FIGURES	CHALLENGE & RESULTS
<ul style="list-style-type: none"> • Decides after evaluation • Logical • May be self-critical • More concerned with ideas and principles than people • Wants appreciation for job done – but does not want to be condescended to 	<ul style="list-style-type: none"> • Can be hasty • Decides quickly • Direct • Loves change and challenge • Results oriented • Risk taker • Seeks solutions
PEOPLE & FEELINGS	NEW IDEAS & CREATIVITY
<ul style="list-style-type: none"> • Avoids confrontation and conflict • Can be slow to change • Intuitive • Likes to know motivations • Nice • Wants harmony 	<ul style="list-style-type: none"> • Fun • Enthusiastic • Optimistic • Unstructured • Can be mischievous • Forms opinions from feelings • People oriented

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Preferred Communication Style – Potential Approaches


FACTS & FIGURES	CHALLENGE & RESULTS
<ul style="list-style-type: none"> ✓ Acknowledge skill ✓ Present facts and information ✓ Present ideas logically ✓ Speak calmly ✓ Avoid over-emotion ✓ Focus on benefits 	<ul style="list-style-type: none"> ✓ Be direct and to the point ✓ Focus on the new and exciting ✓ Mix facts and feelings ✓ Focus on actions ✓ Keep the how/whys brief ✓ Acknowledge desire for speedy results
PEOPLE & FEELINGS	NEW IDEAS & CREATIVITY
<ul style="list-style-type: none"> ✓ Take interest in them as people ✓ Establish rapport ✓ Speak calmly ✓ Focus on people ✓ Talk about "gut feelings" ✓ Explain the why 	<ul style="list-style-type: none"> ✓ Use humour ✓ Talk about feelings ✓ Be passionate ✓ Focus on the positive ✓ Explain the why ✓ Don't take topic too seriously

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Pause for Thought



*"Vision without Action is just dreaming.
Action without Vision just passes the time.
Vision – plus Action – can change the world"*

Joel Barker

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DELEGATION AND EMPOWERING TEAM MEMBERS



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Management/Delegation Styles: Pros and Cons

Style	Use	Con's	Pro's
TELL	Dismissal Policy briefing	<ul style="list-style-type: none"> Reactions Stifle creativity 	<ul style="list-style-type: none"> Useful when only one way to do job
SELL	Choice of methodology When full accomplish needs buy in	<ul style="list-style-type: none"> Lack of commitment Ignores potential expertise 	<ul style="list-style-type: none"> Useful if no experience or expertise
CONSULT	To seek views/info To choose between options	<ul style="list-style-type: none"> Sometimes seen as lip service Lots of ideas not taken up 	<ul style="list-style-type: none"> Shows willingness to listen and open to views being heard
SHARE	To maximise on resource To grow or develop staff When no one already knows	<ul style="list-style-type: none"> Time consuming Needs mutual trust in team 	<ul style="list-style-type: none"> Builds trust Can influence creativity
DELEGATE	Develops staff Best use of time/resource	<ul style="list-style-type: none"> Seen as a cop out Open to error Staff may lack confidence 	<ul style="list-style-type: none"> Stretches and motivates Helps managers time mgt



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Delegation Spectrum

The diagram shows a spectrum from 'Ownership by you' on the left to 'Ownership by team' on the right. Below the spectrum, five styles are listed: TELL, SELL, CONSULT, SHARE, and DELEGATE. Red arrows point down from TELL, SELL, and CONSULT, while green arrows point up from SELL, CONSULT, SHARE, and DELEGATE. A horizontal arrow at the bottom indicates 'TIME TAKEN TO COMPLETE' increasing from left to right.



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9 Steps of Effective Delegation

1. DEFINE THE TASK
2. SELECT THE INDIVIDUAL OR TEAM
3. ASSESS ABILITY AND TRAINING NEEDS
4. EXPLAIN THE REASONS
5. STATE THE REQUIRED RESULTS AND SUCCESS CRITERIA
6. CONSIDER RESOURCES REQUIRED
7. AGREE DEADLINES
8. SUPPORT AND COMMUNICATE
9. FEEDBACK ON RESULTS

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Pause for Thought

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

Henry Ford

...

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Thanks for Your Participation!

Mike Phillips
Trainer, Facilitator, Consultant and Coach
(Assoc. CPD Cert. in Training Practice)

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