



Teamwork

• Obstacles? Things that help?



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Teamwork Obstacles

- Lack of Respect for Peers
- Incompatible Personalities
- Poor Communication
- Poor Decision-Making Skills
- Lack of Tools for Collaboration
- Lack of Clear Customer Focus
- Lack of Support and Buy-In
- Different Ways of Thinking

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GRPI Model

- Clear and commonly understood **goals**
- Defined and agreed upon **roles and responsibilities**
- Defined and agreed upon **procedures**
 - Decision-making, meeting management, communication with those outside the team
- Understanding of **Interpersonal Relationships** - personal strengths, ways of communicating and contributions

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Team Leader Role

- Manages the project and the team
- Primary contact point
- Keeps the team and project records
- Solicits help from the project sponsor to overcome project barriers
- Team conflict resolution

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Team Sponsor Role

- Is the process owner – can make the decision to implement changes
- Helps remove barriers
- Helps provide resources (time, SME's, etc.)
- Needs to be kept in the communication loop

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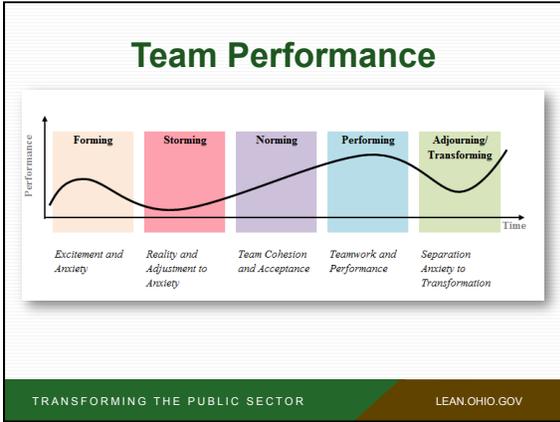
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Do you need a Facilitator?

- Do you have a large project? Does it cross multiple sections or units or departments?
- Do you have a large team?
- Is the topic potentially controversial?
- Is this your first improvement project?
- Do you need group management expertise?
- Do you need process and tools expertise?

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- ### Team Management Lessons Learned
- Form Ground Rules
 - Only meet if needed
 - Agenda
 - Distribute Pre-work before meeting
 - Start on time – End on time
 - Create Team Name
 - Listen
 - Action Registries
 - Provide Minutes
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Meeting Management: Agendas

TIME	TOPIC	OUTCOME	WHO AND/OR HOW
10 min	Check-in, review agenda	Ready for work!	Leader
10 min	Review pre-work	Informed	Jim-Bob
20 min	Discussion of XXX	Decision	Sam/Force-field analysis
10 min	Brain storming on YYYY	Ideas for solution	Jane
5 min	Next Steps	Assignments	Leader/ Action register
5 min	Evaluate meeting	Improvements	Leader Plus/Delta

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Meeting Management: Minutes

Team Meeting Minutes		
Meeting/Team Name: _____		
Date: _____	Time _____	
Attendees: _____		
TOPIC	DISCUSSION	DECISIONS/ ACTION ITEMS

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Team Meeting Guidelines

- Ask "What is the desired Outcome?"
- Use the pre-work in the meeting
- Involve each participant in actions
- Create a "Parking Lot"
- Save the last 5 minutes for a meeting recap and next steps

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Team Conflict Resolution

- Acknowledge and clarify the conflict
- Discuss the impact, agree to cooperate communicate and reach a solution
- Ask for or suggest alternatives
- Together come to some resolution
- Be direct, factual, and sincere
- Actively listen
- Assume that both sides mean well



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Successful Team Tips

- Ground rules
- Clear team goals
- Improvement plan
- Defined roles
- Communication
- Respectful team behavior
- Clear decision-making procedures
- Equal participation



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Questions on Team Management?

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