

DIRECTORS' BRIEFING



**CONSTRUCTING
EXCELLENCE**

Teambuilding

- Small businesses rely on teamwork, just as much as their bigger counterparts.

When a small group of people starts working towards shared goals and producing results that add up to more than the sum of the parts, it becomes a team.

Successful teamworking gets results in all areas — including sales, IT, problem solving and managing new projects. People work more productively and their motivation and loyalty to your business are also increased.

This briefing covers:

- ◆ Forming and briefing the team.
- ◆ Leading teams.
- ◆ Successful team meetings.
- ◆ Solving problems.

1 Assembling the people

- A** When forming a team, bear in mind that the ideal **size** is usually between five and 12 people.
- ◆ A team will function effectively with fewer people, but if the team you are putting together is larger than this, consider redefining your objectives.
- B** Bring together a range of **diverse qualities** and skills.
- ◆ Make sure you have the know-how you will need in all the necessary areas of technical expertise.
For example, if you are planning a sales meeting, involve someone from accounts to advise on late payers.
 - ◆ A range of personal styles and approaches is an asset when solving problems.

For example, energetic doers and cautious thinkers will contribute different perspectives to the team.

- ◆ Even 'difficult' people may bring essential skills, knowledge or drive.
 - ◆ Be aware of personal and group rivalries when choosing team members and allocating responsibilities (see **6B**).
- C** Ideally, choose people to fit each of the key **roles** involved in the team's activities.
- ◆ In a small business, you may have to redefine the roles to fit the people you have available.
For example, if you do not have in-house IT expertise, you may have to make a team member responsible for buying it in.

FURTHER HELP

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2 The initial briefing

Teams need clearly-defined objectives and structures to get results.

A Focus on **one clear goal** for the team.

- ◆ Break down the team goal to define a role and an objective for each team member.

For example, if the goal is to manage a move to new premises, one team member may be made responsible for services, one for handling the IT aspects and one for purchasing furniture and equipment.

- ◆ Ask for people's ideas on how the goals could be refined.

For example, existing employees may be able to suggest ways of achieving equally good results more efficiently, or new employees might know of potential allies.

- ◆ Make team members' roles clear to themselves and others.
- ◆ Avoid conflict by making sure job descriptions do not overlap or clash.
- ◆ Specify how functions within the team will interrelate. Make it clear who answers to whom.

B Outline **how** the team will operate.

- ◆ Discuss and agree what methods will be used for decision-making, problem-solving and running meetings.

Sharing out the leadership

In the most successful teams, leadership is shared by all team members. For this to work, traditional leaders have to learn to let go.

A Team members can take on leadership when leaders **hand over** control.

- ◆ In meetings, encourage input from all team members.
- ◆ Give team members the authority and resources they need to perform.
- ◆ Admit it if you are wrong, or if you do not know the answer.

This is a positive chance for the team to work together to reach a solution.

B Effective **communication** promotes teamworking (see **Communicating with employees**, HR 32).

- ◆ When work is being shared out, it is important that people are given clear instructions, especially for new or complex tasks.
- ◆ Team members do not need to be told how to do familiar jobs.

- ◆ Explain that individual performance will be reviewed in regular team meetings and through random quality checks.

C Agree how you will **resolve** day-to-day problems and disagreements in the team.

- ◆ If one team member is unhappy with another, he or she should discuss the matter with the person concerned.
- ◆ If that does not work, the problem should be brought to the team leader.

This avoids the 'moaning culture', where people complain to each other but do nothing to help solve the problems.

3 Leading the team

Leading teams is an art. But the basic skills of leadership can be learnt (see **Leadership**, HR 12).

A Successful leaders **organise** and enable.

- ◆ Make sure your objectives for the team are SMART — specific, measurable, agreed, realistic and time-limited.
- ◆ Provide appropriate resources for the team to do its job.

For example, adequate equipment and working space.

- ◆ Delegate tasks and make sure they are carried out and quality-controlled.
- ◆ Draw up flexible contingency plans so you can deal with things going wrong.

For example, make sure another team member can deputise if a colleague is ill on the day of a critical sales presentation.

B Leaders **motivate** and give their teams energy.

- ◆ Be enthusiastic about the team's objectives and the likelihood of success.
- ◆ Praise team members' achievements generously and promptly.
- ◆ Celebrate and publicise achievements. For example, if a team successfully launches a new product, congratulate the people involved at your company meeting and tell other employees via email.
- ◆ Ask team members for their opinions and explain the thinking behind your decisions.
- ◆ Lead by example. Show that you keep your word and that you support team rules and procedures.

See **Motivating employees**, HR 27.

C Review the **performance** of the team itself.

- ◆ Hold reviews regularly.

"If people are friendly and enthusiastic, and have common sense, they make good members of your team. Everything else can be taught."

*Julian Richer,
Richer Sounds*

"To get good team leaders and members, start at the recruitment stage. Choose people who have an open and positive approach, as well as being good at their jobs."

*Kate Everall,
Hay Management
Consultants*

"Involve team members in the decision-making process. But do not make decisions by show of hands. It is up to the leader to have the final say."

*Sarah Pigott,
Business Link West*

**DIRECTORS'
BRIEFING**

BRIEFING HR 31

- ◆ Keep the tone of reviews positive.
- ◆ Discuss how the team is organised. For example, could one member of the team be doing something differently to improve the team's effectiveness?

D Review the team's **objectives**.

- ◆ Do they need modifying?
- ◆ What extra resources might be required?

E The team leader takes final **responsibility** for the team's success or failure.

- ◆ Be prepared to be disliked.
Leaders must sometimes risk unpopularity by identifying poor performance and taking decisions some team members will disagree with.

- ◆ Be ready to make the final decision.

F Leaders must be prepared to act as **counsellors**.

- ◆ Develop your listening skills.
Make it clear that your door is open to anyone who wants to discuss aspects of the team's work.
- ◆ Maintain confidentiality when team members come to you with problems.
- ◆ Do not let individuals undermine the team by lobbying for changes in private.

The team lifecycle

A In its early stages, a team needs **direction**.

- ◆ The team leader must lead discussion and take the lead in making decisions about team objectives and strategies.
Part of the job is to draw out ideas from team members, who may be hesitant at first about contributing.

B As the team develops, **differences of opinion** may arise as members offer diverse points of view.

- ◆ The leader must pick out the best suggestions, and keep the direction of the discussion positive.

C Once a team is established, **collaboration** is the hallmark of a successful unit.

- ◆ The leader can step back and let the team develop many of its own solutions.
It is still important to be available as a mediator in the event of conflict or uncertainty — and to take or confirm major strategic decisions.
- ◆ Encourage team members to share information freely and flexibly, to allow them to perform well.

4 Making meetings productive

A Ensure meetings are well **organised**.

- ◆ Hold meetings regularly and often. Teams that meet frequently take less time to gel. Keep the purpose of each meeting clear.
- ◆ Brief team members in preparation for particular or unusual stages of a project.
- ◆ Circulate agendas in good time.
- ◆ Keep meetings short, and start and finish on time.
- ◆ Use team briefings to keep everyone informed of relevant developments (eg changes in technology).

B Get the whole team's **involvement**.

- ◆ During discussion, invite contributions from each member of the team.
Avoid using leading questions. Ask 'How can we increase our margins?', rather than 'Are we going to have to raise our prices to increase margins?'
- ◆ After discussing each point, assign responsibility to an individual, for completion by a certain date.
Make sure action points are understood and agreed by those concerned.
- ◆ At the end of each meeting, review what has been covered and check all team members are happy with the outcome.

C **Follow up** after each meeting.

- ◆ Circulate minutes no later than two days afterwards.
- ◆ Review progress on all actions at the next meeting.

5 Developing team spirit

A Establish a team culture in which people feel **valued**.

- ◆ Get to know individual team members' skills and goals and consider these when allocating tasks. Enthusiasm for a job leads to effectiveness.
- ◆ Avoid favouritism.
Encourage contributions from all members of the team, regardless of position or seniority.

B Make working as part of the team **rewarding**.

- ◆ Provide support and training to help all team members develop. (See **Using training effectively**, HR 28, and **Personal development plans**, HR 29.)

"Successful teams respond faster than hierarchies. Identify the challenges and opportunities for your business and get a team to focus on those areas."

Maggie Docker,
RightCoutts

"Some conflict in a team is inevitable. In fact, it is usual at times of great creativity. Do not let it fester. Deal with it promptly. The improved productivity of the team will more than justify your efforts."

Peter Neall,
Neall Scott Partnership
training consultants

- ◆ Give team members opportunities to learn from each other.

For example, ask a long-term employee, who has a good understanding of the business, to work with a newer employee who has good IT skills.

- ◆ Find out what motivates team members and reward them accordingly (eg with money, time off or more responsibility). Make rewards prompt and appropriate (see **Incentive pay**, HR 11).

C Give team members opportunities to **relax** together.

- ◆ Organise — and take part in — social events, such as team meals.

6 Dealing with problems

A **Friction** between team members leads to wasted energy and poor productivity.

- ◆ If personal criticism crops up in meetings, refocus the discussion by asking what needs to be done, not who is at fault.
- ◆ If necessary, clarify job descriptions and reporting lines within the team.
- ◆ Where possible, allow distance between team members who do not get on.
For example, by moving their desks apart or switching one person to a different room.
- ◆ Discuss personal conflicts between members privately with each party — and ask each of them to propose a solution.
- ◆ If one member is at odds with the others and cannot function happily within the team, be ready to say goodbye.

B **Rivalries** may develop between teams within a business.

You may need to go out of your way to reinforce the idea that you are all on the same side.

- ◆ Invite members of other teams to attend your meetings.
- ◆ Set up mixed-team task groups to solve the problems teams have in common.
- ◆ Ask other teams to tell you what your team does that helps them, and what you could do differently to help more.
- ◆ Organise teambuilding activities where members of different teams are mixed together.
- ◆ Include members of other teams in some of your social activities.

C It may become clear that the team is making **bad decisions**.

- ◆ Be ready to hold spontaneous reviews if a problem arises.
- ◆ If a poor decision has been made, analyse the decision-making process.

For example, was everyone consulted and did everyone really agree to the plan?

Examine who influenced the group, and why.

- ◆ Ask what the team can learn that will help it avoid making similar mistakes in the future.

D The team may collectively **underperform**, delivering less than you would expect from the people involved.

- ◆ Begin by gaining the whole team's acceptance that all is not well.

You cannot begin to change the situation if some team members are in denial and insisting that nothing is wrong.

- ◆ Get a trusted 'outsider' to sit in on meetings and comment frankly on the team at work.

This person might be a senior member of the business, or a representative of another related team.

- ◆ Maintain the discipline of assigning actions to individuals and making sure actions are reviewed on the agreed date.

- ◆ Organise a meeting specifically to re-motivate the team.

Review team goals and recognise successes to date, reinforcing pride in the team's positive achievements.

E Towards the end of its life, a project team may start to feel **demotivated**.

- ◆ Arrange a formal ending that team members can look forward to.

This might be a party for team members, an official launch, or high-profile internal publicity within the business about the achievement of the team's objectives.

- ◆ Get the team to discuss and draft a press release for publication in relevant trade magazines or local papers. (See **Effective PR**, MA 11.)

EXPERT CONTRIBUTORS

Thanks to **Matt Cambridge** (The Expedition Company, 01984 624780); **Lucy Varcoe** (Business in the Community, 020 7566 8766); **Alison Hardingham** (Yellow Dog Consulting, 07989 405548).

FURTHER READING

Working in teams, Alison Hardingham (£6.99, Institute of Personnel & Development, 01752 202301).

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DIRECTORS' BRIEFING

BRIEFING HR 31