Post course resources: Motivating teams – find the spark

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hqn TRAINING

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1 Motivating Teams - Resources

Questionnaire: Team Assessment – attached as separate document

YouTube Video: Daniel Pink "The surprising truth about what motivates us"

https://www.youtube.com/watch?v=u6XAPnuFjJc&t=5s

Book: The Five Dysfunctions of a Team by Patrick Lencioni

Book: S.U.M.O. (Shut Up and Move On!) by Paul McGee

2 Team Assessment - how functional (or dysfunctional) is your team?

Instructions: Use the scale below to indicate how each statement applies to your team. Evaluate the statements honestly and without over-thinking your answers.

3 = Usually **2 = Sometimes** **1 = Rarely**

1. Team members are passionate and open in their discussion of issues.
2. Team members understand and label one another's unproductive behaviours.
3. Team members know what their peers are working on and how they contribute to the collective good of the team.
4. Team members quickly and genuinely apologise to one another when they say or do something inappropriate.
5. Team members willingly make sacrifices in their departments or areas of expertise for the good of the team.
6. Team members openly admit their weaknesses and mistakes.

7. Team meetings are compelling and not boring.

8. Team members leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.

9. Morale is significantly affected by the failure to achieve team goals.

10. During team meetings, the most important and most difficult issues are put on the table to be resolved.

11. Team members are deeply concerned about the prospect of letting down their peers.

12. Team members know about one another's personal lives and are comfortable discussing them.

13. Team members end work-based discussions with agreed actions.

14. Team members challenge one another about their plans and approaches.

15. Team members are slow to seek credit for their own contributions but quick to point out those of others and praise them.

Scoring

Combine your scores for the fifteen statements as indicated below:

Dysfunction 1: **Absence of Trust**	Dysfunction 2: **Fear of Conflict**	Dysfunction 3: **Lack of Commitment**	Dysfunction 4: **Avoidance of Accountability**	Dysfunction 5: **Inattention to Results**
Statement 4 ____	Statement 1 ____	Statement 3 ____	Statement 2 ____	Statement 5 ____
Statement 6 ____	Statement 7 ____	Statement 8 ____	Statement 11____	Statement 9 ____
Statement 12____	Statement 10____	Statement 13____	Statement 14 ___	Statement 15____
TOTAL:	**TOTAL:**	**TOTAL:**	**TOTAL:**	**TOTAL:**

A score of **8 or 9** indicates that the dysfunction is probably not a problem for your team.

A score of **6 or 7** indicates that the dysfunction could be a problem. Go back to the questions and consider what you could be doing differently.

A score of **3 to 5** indicates that the dysfunction needs to be addressed. Go back to the questions and consider what you could be doing differently. Consult your team and get their ideas.

Questions to ask yourself

- Do you make the best of team meetings by setting groundrules, having a clear agenda and encouraging everyone to contribute?
- Do you give regular, fair and balanced feedback to individuals?
- Do you create opportunities to have some fun with the team?
- Do you encourage healthy discussion and discourage inappropriate comments?
- Do you encourage the sharing of strengths and weaknesses, as well as your own?
- Do you celebrate both individual and team results?
- Do you allow people to have different preferences for communication and work style?
- Do you communicate in a timely way any issues that will affect the team?
- Do you consult with your team 'what could be better here?'

Setting the conditions for high-performing teams

Build trust

Members of great teams trust one another on a fundamental, emotional level, and are comfortable being vulnerable about their weaknesses, mistakes, fears and behaviours. They share their working style preferences, what they enjoy, and what concerns them. They take time to listen to each other and show interest in one another's welfare.

Master conflict

Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the team's success. They do not hesitate to disagree with, challenge, and question one another respectfully, all in the spirit of finding the best answers, discovering the truth and making great decisions. They want to problem solve together to find the best solutions.

Achieve commitment

Teams that engage in open, honest communication are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. They ensure that all opinions and ideas are put on the table, valued and considered. This gives confidence to everyone because everyone gets their voice heard.

Embrace accountability

High performing teams hold one another accountable for adhering to agreed decisions, actions and standards. They don't always rely on the team leader to ensure accountability – they talk directly to their peers and give constructive feedback. They offer support when a colleague is struggling to carry out an action.

Focus on team results

Individuals who focus on team results work almost exclusively towards what is best for the team. They do not give in to the temptation to place themselves, and their own ego, above the greater good of the team. Team members are equally interested in each other's successes and outcomes as they are in their own.

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