

SENSE OF DIRECTION

If the team at your worksite is having some difficulties like the following: the goals of the team are unclear; some members who think they know the goals of the team aren't committed to them; the team has been criticized for not achieving its goals...You might consider using one of the following strategies:

STRATEGY 1: Develop a Team Charter

STRATEGY 2: Train the team in how to set "SMART Goals" and apply the lessons learned to re-set the goals for the team

STRATEGY 3: Conduct the "What Day Is it in the Life of This Team" exercise

For detailed instructions for facilitating any of these strategies, follow the instructions as provided in the relevant chapter of Tools for Team Excellence or contact me at: ghuszczo@emich.edu

TALENT

If the team at your worksite is having some difficulties like the following: the team does not have permanent members that have all the pieces of knowledge or skills needed to accomplish their goals; some members might have some skills that other team members don't know about and yet some others just haven't kept their skills sharp... You might consider using one of the following strategies:

STRATEGY 1: Conduct the “Designated Bragger” exercise

STRATEGY 2: Conduct a Training Needs Analysis

STRATEGY 3: Design and deliver training/development sessions to those needing training

For detailed instructions for facilitating any of these strategies, follow the instructions as provided in the relevant chapter of Tools for Team Excellence or contact me at: ghuszczo@emich.edu

ROLES AND RESPONSIBILITIES

If the team at your worksite is having some difficulties like the following: members of the team do not really know what is expected of them; individual members do not know the role or roles they are to play in order to fit into the overall effort of the team; some of the members might know what their responsibilities are supposed to be but do not seem committed to fulfill those responsibilities... You might consider using one of the following strategies:

STRATEGY 1: Facilitate a Role Analysis Technique session

STRATEGY 2: Develop a Roles and Responsibilities Matrix

STRATEGY 3: Conduct the “Clarifying the task, Social, and Dysfunctional Roles” exercise

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PROCEDURES

If the team at your worksite is having some difficulties like the following: the team is not using effective and efficient procedures (for meetings, problem solving, decision making, planning, etc.) to accomplish its goals; there are problematic inconsistencies on how various members fulfill their roles.... You might consider using one of the following strategies:

STRATEGY 1: Train the entire team in the use of the “4-A plus 2” approach to systematic problem solving and then have them apply the approach to the procedural problems the team is experiencing

STRATEGY 2: Provide training in the procedure the team is not conducting effectively or efficiently (e.g. Provide training in how to hold effective meetings)

STRATEGY 3: Identify the Norms (unwritten rules) that seem to influence how the team is going about its tasks and relating to one another

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INTERPERSONAL RELATIONS

If the team at your worksite is having some difficulties like the following: the members of the team are not getting along well enough to accomplish their goals together; members are not respecting the diversity on the team; members are not resolving conflict constructively; members are not communicating with each other well enough... You might consider using one of the following strategies:

STRATEGY 1: Provide training in Communication Skills, Conflict Resolution Skills or in the art of conducting Crucial Conversations

STRATEGY 2: Facilitate a session to identify and celebrate the diversity that exists on the team

STRATEGY 3: Use a non-judgmental framework like that which underlies the Myers-Briggs Type Indicator or the Gallup StrengthsFinder to identify and celebrate the strengths that exist on this team

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REINFORCEMENT FOR BEING TEAM ORIENTED

If the team at your worksite is having some difficulties like the following: the members of the team do not feel that their individual efforts to work well as a team has been appreciated enough; some team members are not being held accountable for following through on commitments made to the team; individuals may get some credit or blame for things but the team itself is not receiving enough recognition from forces outside of the team to reinforce efforts to work together... You might consider using one of the following strategies:

STRATEGY 1: Conduct the “Commitments and Appreciations” exercise

STRATEGY 2: Review the “Roles and Responsibilities Matrix” and provide symbolic gifts for fulfillment and contracts to modify behaviors in line with the Matrix agreements

STRATEGY 3: Develop a “Pay for Knowledge” or a “Pay for Skills” compensation system

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EXTERNAL RELATIONS

If the team at your worksite is having some difficulties like the following: the team has not developed constructive relations with other groups and/or with key people outside of the team; review what they think others in the organization think about their team or whether others even know what the team provides for the organization... You might consider using one of the following strategies:

STRATEGY 1: Conduct a “Force-Field Analysis” of your team’s External Relations

STRATEGY 2: Hold a session with multiple teams in the organization and play the “Do as Well as You Can” exercise

STRATEGY 3: Hold a session with multiple teams in the organization and utilize the “Post-Office Technique” to exchange statements of expectations

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