Team building

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Welcome to this seminar in the area Staff development in the Business Coaching Programme. My name is Bengt Åkesson and the subject here is Team Building.

Jesus - A team builder

Luce 6:12-16

In these days he went out to the mountain to pray, and all night he continued in prayer to God.

And when day came, he called his disciples and chose from them twelve, whom he named apostles: Simon, whom he named Peter, and Andrew his brother, and James and John, and Philip, and Bartholomew, and Matthew, and Thomas, and James the son of Alphaeus, and Simon who was called the Zealot, and Judas the son of James, and Judas Iscariot, who became a traitor.

Jesus was a really good team builder. He selected different kind of people to his inner team. Four fishermen who already had experience of working in team, Some were brothers. A hated tax-collector with eg reading and counting abilities. One were a political rebel and so on. 12 men in the inner team and then many more in the fan club who came and went. The question is to us: How do we build a strong team?
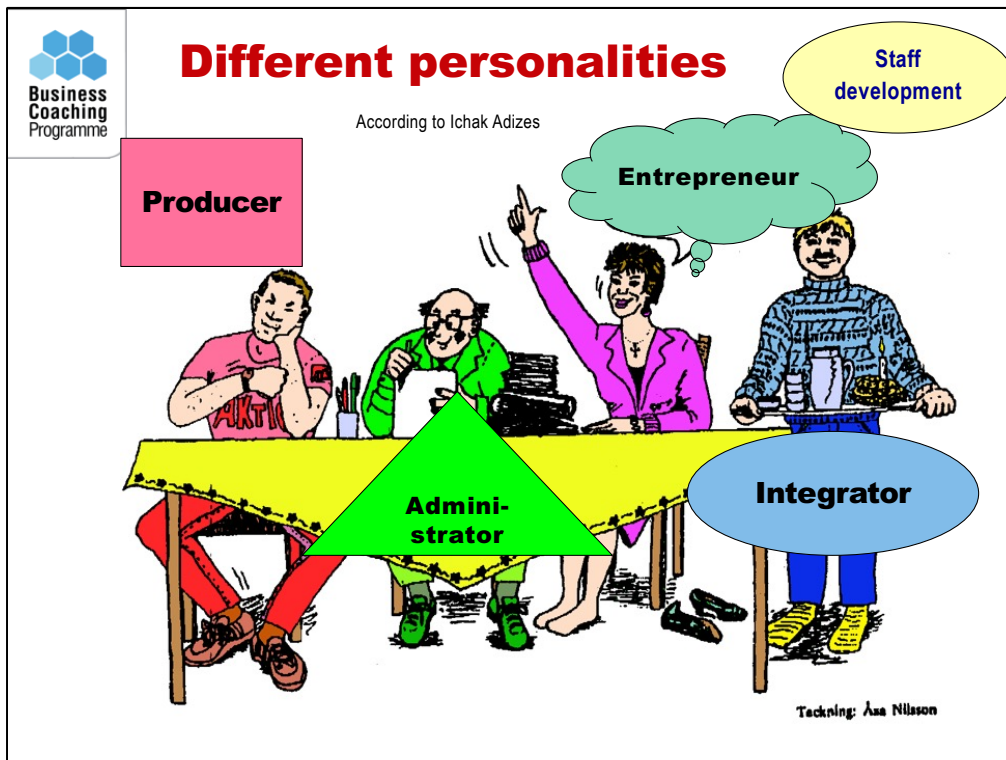
You recognize that your staff has different personalities. Somebody we can call "Producer", "Entrepreneur", a third "Integrator" and e fourth " Administrator". One theory distinguish these fore types.

Different personalities

According to Ichak Adizes

Staff development

Producer	Administrator	Entrepreneur	Integrator
Is acting at all things needed to be done.	Is good at keeping good order.	Is creative and come with new ideas all the time.	Is social with every–one, coordinating people and make them work well in team.
He/she is eager to start and do things and want to see result quickly.	He/she is planning both own work and others, makes up routines, and give orders of how to go about.	He/she is never afraid of renewal or changes.	He/she wants every-one to feel good and hates conflicts.
Do not like to much talking and planning.	Sometimes you call him a bureaucrat.	Sometimes he/she needs help to go from word to action and to be persistent.	Sometimes the coffee-brakes tends to be too long together with the integrator.

You recognize also that the "Producer" is those who do things very quickly and fast, start and stop all the time. Things are happening around these people. But they don't like to discuss things and they don't like to plan.

I'm shore you also can recognize the administrator. Those who are good at keeping good order, those that can follow all the rules and regulations. Those who have good routines for their own work etc. But on the other side you might call them bureaucratic.

Then we have the "Entrepreneurs" Maybe you are an entrepreneur yourself who like to start up new projects, like to renew things, never afraid of new ideas. But on the other side they need help to go from word to action.

And finally the "Integrators". Those who have high social capability. Networkers. They don't like conflicts and have a sense for that everybody are feeling good. But they sometimes also like to talk too much and have too much social interaction.

These are for different personalities we can recognize and identify when building a team. They are all needed in ta good team.
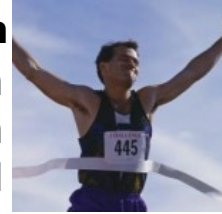
Recognise your staff according to their drive forces

Staff development

Learning
Learn
Understand
Develop

Competition
To win
Be seen
Be praised

Helping others
Be useful
Contribute

Good life
Experience
Adventure
Fellowship

Create result
Create
See result
Challenge yourself

You also recognize that we have different drive forces. We are motivated of different things.

1 To those who love to learn, understand and develop things: Give a books to read or coarse in an area which is good both for the business and for themselves.

2 Those who like to be compete to win, be seen and praised: Let them shine in front of others, give them challenges there they will perform well and the business will benefit.

3 Those who are creative or love the challenge to do things beautiful or functional or just enjoy to see the good results of the finished well done job: Give them challenging work in which they have the chance to excel

4 Those who longing for the good life with various experiences, adventure and love to chat with others: Give them tasks with diversity especially such where they can socialise with others.

5 The caring people that happily helps others are normally good team workers: Give them tasks there they can help others. Praise them for their contributions.
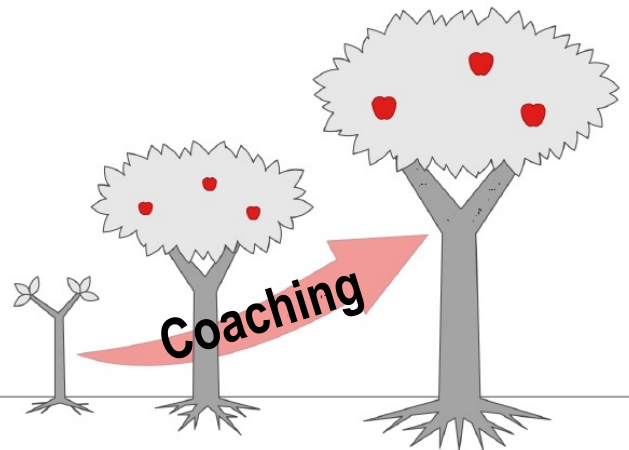
So we have both different personalities and also different interest – drive forces.

How can we use these categories to build a strong team? It is not just to requite the right personnel according to their personalities and talents. You also need to help them become mature persons – grow in responsibility, cooperation and in skill,.

Here coaching is the method. By the coaching we will see the growth coming. By coaching we help people to find and develop their talents. By using the recognized individual drive forces we motivate the individual to develop his/her talents, self confidence and group behaviour. Lift up examples of good group behaviour – good cooperation. What we are doing is empowering people. Empower the individual to be the best version of themselves. When doing individual empowerment also the whole team will gain. The whole team will getting more mature.

Have trust in the team members good intentions avoiding detailed control. But keep an eye on how the individuals are growing. Find out who are the natural leader in the group and you might give her/him responsibility as group leader in the future.

Sometimes we think that a leader is the strong and clear leader that always have answer to all questions. But remember that the best leader is someone that empower other people to grow.
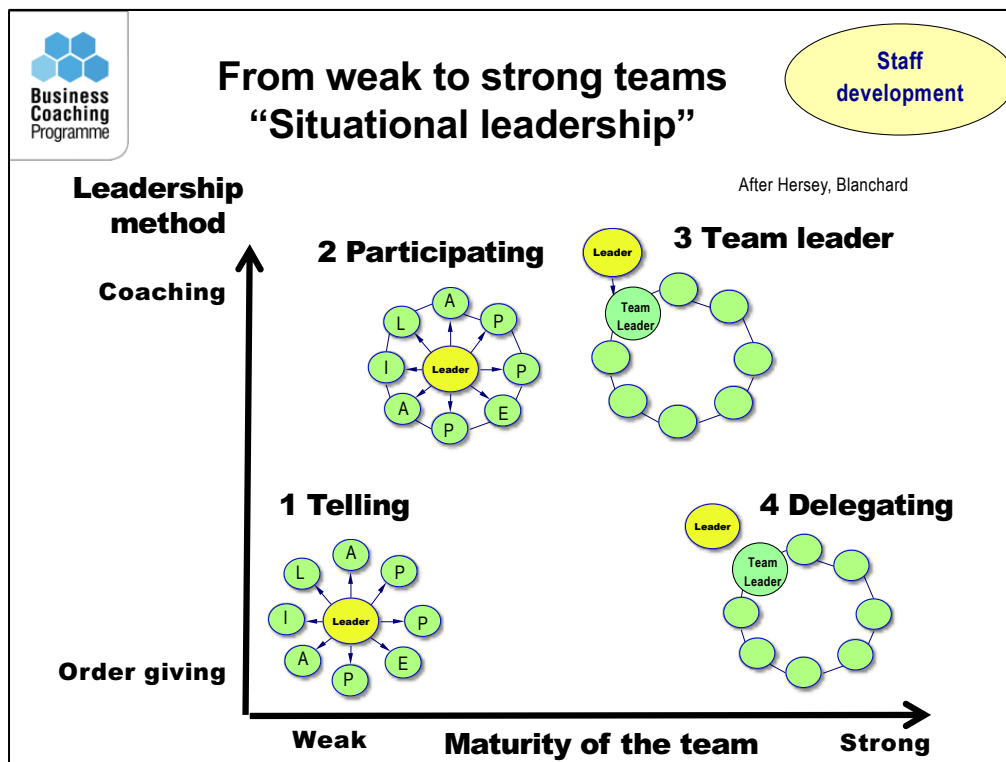
This chart try to explain the process we will have when building a team. Your role as team leader is going from giving clear orders what people should do till a more coaching leadership stile. And as the maturity of the team members builds up you change your role from being one of the team members as team leader you appoint a new team leader that you are coaching. In the beginning intensely coaching to gradually just be observing with the full responsibility on the new team leader.

You have to be sensitive to which level of maturity your team is at. You adapt your methods of management after there way of their acting. With maturity we mean that people are participating in forming goals and values in the team. People are getting more independent from the leader, more goal oriented, and in a higher degree are cooperating with each other in the team without competing.

1 A new inexperienced team has to be told what to do and when. You as the leader give detailed order and check up the result. Teach them how you want them to be **responsible** for the tasks you give them and to **cooperate** as a team. As soon you notice that someone takes initiatives in the right direction and grows, you encourage and stimulate the good behaviour. Give feedback on their progress to motivate them to continue. 10 times more positive feedback than corrective feedback. Never try to motivate with money. That might destroy team cooperation – find other ways adapted to the individual persons drive forces as mentioned earlier. To improve the **skill** coach each individual in how they would be able to improve their skill. Give them the possibility to train their skills. You might find a course or training session adapted to the individuals need. That ought to be perceived as a bonus for shown improvement. Team cooperation may be stimulated by attractive team activities. You might very well do simple things together yourself. Go out for a meal or football. The important thing is that the teammates get friendly with each other and get accustomed to cooperation without competing. By using coaching methods you will increase the team maturity to be able to cooperate with each other without you telling them.

2 By applying coaching methods you have now managed to get a team that are a bit more mature and aware of what real teamwork is. Now you don't have to tell in detail the orders but instead "selling" the "projects" to them – the total work you want them to be responsible for. With "Sell" I mean that you rather from giving orders, motivates them to do the job happily with responsibility.. But you still have to be the leader of the team, controlling most steps of the work. To make them more independent you have to involve them more in the planning and controlling of the work projects.

3 For this you appoint a Team Leader. Choose one of them who are most mature and empowering the others. Or if none is suitable you might requite someone else. But not another manager – a team leader is part of the working team. He/her are working in the same way as the others beside that he leads the work and is the team represent talking with you as the external Leader. He must be trusted by the full team. Your work is then to help the Team-leader to grow into the job and help the teammates to accept him/her as Team leader. The method is really coaching.

4 When you have a good Team Leader in a good functional team able to work independently from you, you may delegate to the team the full responsibility of a well defined project or piece of work. Then you just may tell the team what you want them to do.

Coaching questions

- **How mature are your staff just now in skill, cooperation and take on responsibility?**
- **What to start with in training your staff in teambuilding?**
- **How could an action plan for building your team look like?**

I will give you three coaching questions to fink about together with you coach. Thank you very muck and God bless you.