

Energizing Teams Towards Positive Outcomes

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Learning Goals for This Session

- That we gain insights and understanding regarding the **key qualities of team success**, both conceptually and in our own work experiences, so we may apply them to our current work.
- That we explore how teams can cultivate our best energies to foster **Innovation, Collaboration, and Change/Transition Leadership** → insights and applications we can 'bring back home' to energize and engage teams inclusively and respectfully
- That we experience **simply structured group activities** for teams that can be applied to key challenges we face in our work with teams.

What is a Team?

- **Definition:** *“Any group of people who need each other to accomplish a result”**
- **Key Characteristics:**
 - Shared Goal or Purpose
 - Concerned with Balancing Personal and Group Needs to Accomplish this Purpose
 - Clearly Understood Roles & Functions (*aligned with Purpose*)
 - Nurturing Effective Communication Among all Members
 - Interdependent Relationships Fostered to Achieve Goals (*in contrast to dependent or independent relationships*)
 - Evaluated as a Unit (*not merely a collection of individuals*)

*Webne-Behrman, *The Practice of Facilitation* (1998)



Keys to Team Success*

- **Affirming Environment**
 - Respect/ Ground Rules
 - Mentoring & Support → Managing Fears, Supporting Aspirations
- **Effective Group Process**
 - Facilitative Leadership
 - Effective Communication
 - Addressing Conflicts and “Gunk”
- **Balance Between Personal and Group Goals**
 - Situational Leadership
 - Experimentation and Creativity
- **Cooperation & Synergy**
 - Cohesiveness
 - Shared Vision

* Webne-Behrman, *The Practice of Facilitation* (1998)



Building From Our Experiences...

- ***Recall a time you were a member of a highly functioning, successful team...***
 - What made it a success?
 - How does your experience align with our characteristics of effective teams?
- ***Share your story with a Partner...*** (2m per person)
- ***Link up with another pair:***
 - What are the common ‘keys to success’ you are discovering?
 - What challenges need to be navigated in order to be successful with teams in your current work environment? (~7m)
- ***De-Brief:*** In forming a team, we would want to create a Charter that reflects our values and identifies “Key Challenges” ...all in service to a Shared Purpose

"You can never step into the same river, for new waters are always flowing on to you..." – Heraclitus of Ephesus, ancient Greek philosopher



Meg Wheatley on The Key to Leadership: Simple Conversations

“Whenever I read about a new humanitarian relief effort – some of which have won the Nobel Peace Prize – it is always a story of the power of conversation. Somewhere in the description of how it all began is the phrase:

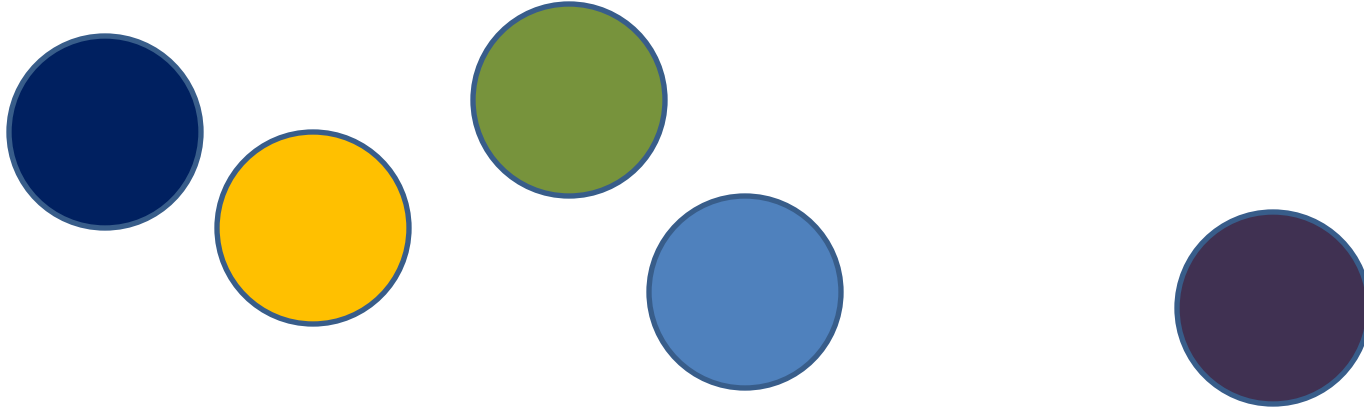
"Some friends and I started talking. "

It is always like this. Real change begins with the simple act of people talking about what they care about...

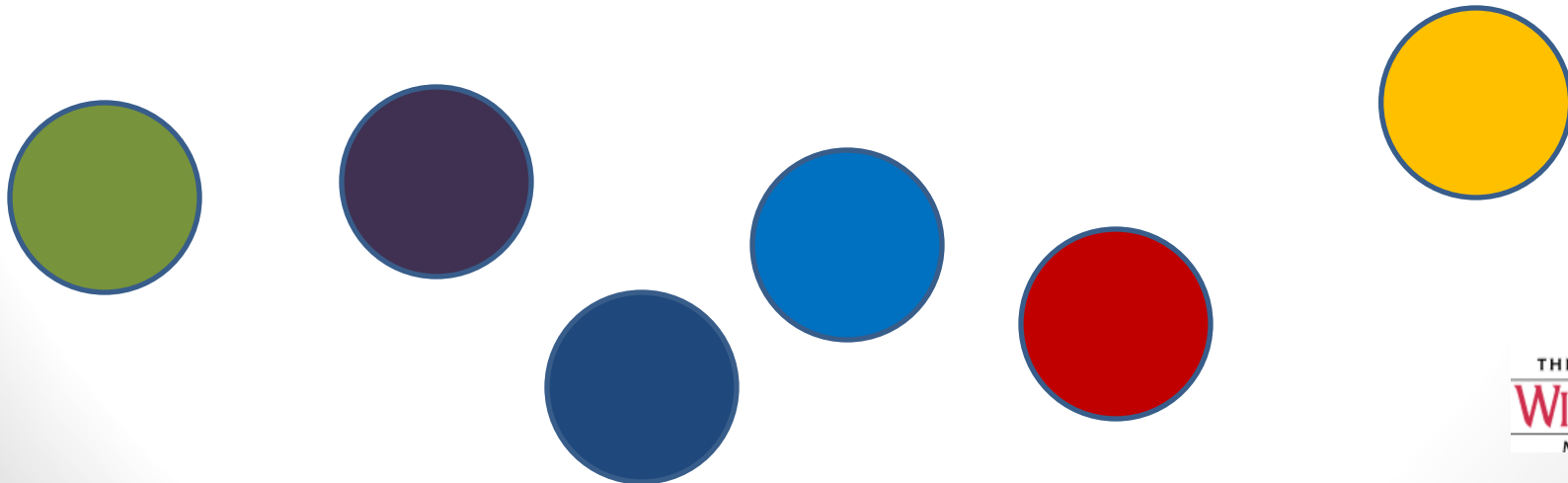
-- from ***Turning to One Another*** (2002)



IF WE ARE MERELY INDIVIDUALS, EACH
OBSERVING INDEPENDENT CHALLENGES...



We have little idea of where to focus our energies



WHEN WE EXAMINE THE RELATIONSHIPS
AMONG ISSUES AND CONVERGE OUR
EFFORTS...



Conversation as a Catalyst for Innovation: Embracing Challenges

- **Have a 5m conversation** with one of your Colleagues in this room... someone you do NOT tend to work with (or, perhaps, know very well).
 - *Explore the “provocative possibilities” of collaboration together – do you see one worthy activity that may be worth discussing further?*
- Next round: Partner with another pair and share the results of your initial conversations. (5m)
 - *What has emerged?*

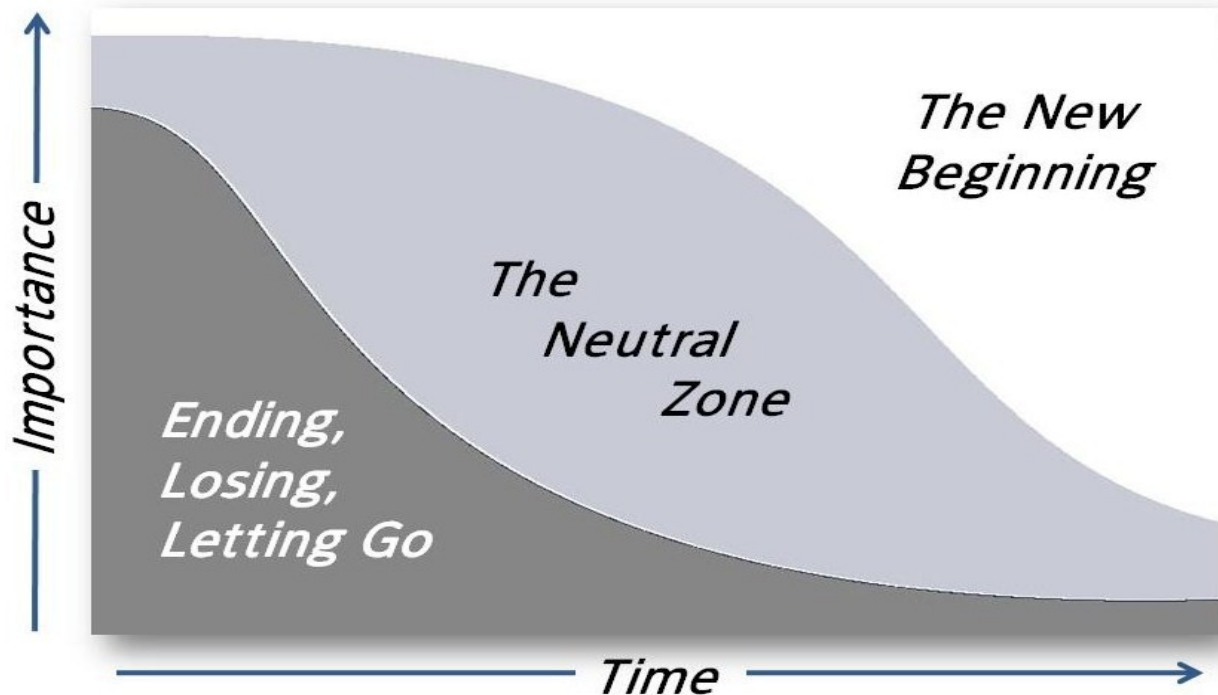
Key Term: Transition

*“Transition is not just a nice way to say change. It is the inner process through which people come to terms with a change, as they let go of the way things used to be and reorient themselves to the way that things are now. In an organization, managing *transition* means helping people to make that difficult process less painful and disruptive.”*

- William Bridges, author of *Managing Transitions* (1991)



William Bridges' "transition model"



Building from our Experience

- *What are experiences and stories from your life that speak to your resolve and resilience in the face of significant transition?*
- *What have you learned that might be applied to challenges you are now encountering?*
- *How might a TEAM help address the needs and challenges of change and transition?*
- *What might such a TEAM need in order to be successful?*



Navigating Through Significant Transition

- Seek wise counsel (*We are not alone*)
- Learn the 'lay of the land' (*Some have traveled this way before*)
- Be open to things being REALLY different (*Some haven't...*)
- Persist with your vision in the face of obstacles (*Keep your eyes on the prize*)
- Be open to the 'dangerous path' providing essential tools... even if it's scary (*Even fires clear the way for new growth*)

“Group Mingle” → Action Plan

- ***So, how do you plan to act upon what you have learned?***
- Write down 1-2 ‘action steps’ you now wish to take in order to further your initiative...
- “*Group Mingle*” is an opportunity to share your ideas and get additional feedback from several people.
 - Focus on the Presenter’s intention and goals;
 - Offer specific support and ideas (including others who may be resources);
 - Be concise... and then, move on to another partner!
- Indicate you are ready to find a new partner by raising your hand...