ROCKING AROUND THE CLOCK WITH A NEW TEAM

Northstar Fall Conference – October 2019

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ROCK AROUND THE CLOCK

1. Introduction
2. Overviews of teams
3. Joining a new team
4. Leading a new team

Rock: Questions

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WHO IS SHERI

- UCare: Associate Vice President, Member Enrollment & Premium Billing
- Team Experience
  - My Team (new ~ 15 months ago)
    - 3 direct reports/~40 Indirects
  - Leadership Team ~ 25 people
  - Project Team Member
  - 2 Boards
- My Goal Today…
  - You take home one thing…

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OVERVIEW OF TEAMS

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TYPES OF TEAMS

- Project Teams
- Functional Teams
- Operational Teams
- Sports Teams
- Permanent
- Temporary
- Committees
- Self managed
- Cross functional

"A number of persons associated in some joint action" ~ dictionary.com

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GROUPS OR TEAMS

- **"A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others." – Norman Shidle**
- ***Groups*** organize around individuals bringing together *independent work* in light of *individual goals.*
  - Think school and group projects
- ***Teams*** organize around individuals bringing together *coordinated work* in light of *collective goals.*
  - Think sports team

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4 STAGES OF TEAM DEVELOPMENT

- Forming
- Storming
  - Most critical stage because…
    Lightening!
- Norming
- Performing

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FORMING

- Orientation and getting acquainted.
- Uncertainty - HIGH
- Looking for leadership and authority.
- Asking questions
  - "What does the team offer me?" "What is expected of me?" "Will I fit in?"
- Social interactions
- Establish Ground Rules

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STORMING

- Critical stage
- Conflict and competition
  - Individual personalities emerge
- Decreased performance is common
- Subgroups and cliques may form
  - Strong personalities or areas of agreement.
- Not addressing conflicts may result in long-term problems.
- Members start to communicate feelings but still see selves as individuals
- Resist control by leaders

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WHAT'S NEED TO STROM

- Communication Skills
  - Especially conflict resolution skills
- Let Them Storm
  - Think parent/child
  - Increased individual and group pride, confidence and respect are often the result of productive storming
  - Only step in if the conflict is becoming unproductive and destructive to the team or individual.
- Do 1:1 Check-ins
  - People generally talk more freely
- Review Established Norms
  - Idea: Evaluate individually with a letter grade
- Ask to Alter Behaviors not Personalities

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NORMING

- Consensus develops
  - Leader and individual roles.
- Interpersonal differences begin to be resolved; a sense of cohesion and unity emerges.
- Team performance increase
  - Cooperation and focus on team goals
- Harmony is precarious
  - Disagreements might push back to storming
- People feel part of a team
- Acceptance of other viewpoints

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PERFORMING

- Consensus and cooperation well-established; team is mature, organized, and well-functioning.
- Clear and stable structure; members are committed to the team's mission.
- Problems and conflicts still emerge
  - Dealt with constructively.
- Open and trusting atmosphere
- Flexibility is key
- Hierarchy is of little importance

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IMPACT ON PERFORMANCE

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TROUBLESOME TEAM MEMBERS

Name	Description	Name	Description
Jump to Solution Joey	No time to waste on analysis – problem solved!	**Silent Sam**	Gives you an earful after the meeting
Disengaged Debbie	Technically present but just waiting to it to end	**Negative Nancy**	"Been there, tried that, no money, not going to work"
Corporate Climber Cliff	Working a personal agenda; looking for the next rung	**Texting Ted**	Eyes down, thumbs working overtime
Tyrant Tim	Suddenly his way or the highway	**Busy Bonnie**	Love to help but just too busy
Blah Blah Betty	A lot of reworking, restating & revisiting	**Slippery Sue**	Says yes to everything, but where is she when the work starts?

Credit to: Ten Types of Troublesome Team Members @ https://www.bing.com/images

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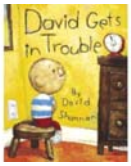
TROUBLESOME TEAMMATES

- Which one is most difficult?
- How have you dealt with them?
- Have you been one?



Take 5 minutes and talk with a neighbor...

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JOINING A NEW TEAM

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REMEMBERING

- When was the last time you were new?
- What was it like?
- What was best about it?
- What was worst about it?
- Is there anyone you remember during this time?

Take 5 minutes and talk with a neighbor...

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BEING NEW

- Acknowledge two sets of feelings:
  - New person: nervous and excited
  - Existing people: curious and suspicious
- Know your role
- Ask questions
- Be careful how you talk about previous role
- Be a good teammate

"Individual commitment to a group effort — that is what makes a team work, a company work, a society work, a civilization work." ~Vince Lombardi

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10 TIPS FOR BEING NEW

1. Research the environment
2. Smile, ask question and be interested
3. Say "yes"
4. Don't complain
5. Respect everyone
6. Give 110%
7. Repeat everyone's name when introduced
8. Appreciate company quirks
9. SOPs are your friend
10. Offer to help

Credit to: Inc.com

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BIGGEST MISTAKES WHEN NEW

1. Saying "I know" too much
2. Dishing the dirt
3. Failure to recognize "top dogs"
4. Too much time on technology
5. Not writing things down
6. Turning down invitations
7. Talking too much about past success
8. Failing to smile

Credit to: quickbase.com

When you realize you've made a mistake, make amends immediately. It's easier to eat crow while it's still warm.
~Dan Heist

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LEADING A NEW TEAM

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WHO'S YOUR TEAM

- Type of team
- Level of authority
- Introducing yourself
- Learning from others

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HOW YOU GOT THERE MATTERS

- New to organization
  - Introductions
    - Who, not just what
  - Uncertainty on both sides
  - What's already known
- Promoted from within
  - History
    - Benefit or curse?
  - Established relationships
  - Reinventing yourself

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ASSESS THE TEAM

- Who's on your team?
  - Introductions
  - Skills
  - Performance
  - Potential
  - Development needs
- Meeting your team
  - Story/History
  - Opinion of organization, department, role
  - One change
  - Fun fact

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ASSESSMENTS KEYS

- Assessments involve listening; recommendations involve talking
- Take enough time -60/90 days
- Observations
- Pros/Cons
- People, process & technology
- Recommendations

We have two ears and one mouth so that we can listen twice as much as we speak. ~Epictetus

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TIPS FOR THE NEW BOSS

- Listen, listen, LISTEN
- Limit references to former organization
- Open mind; willingness to change your mind
- Transparency
  - Suspicion – don't feed it
- Vulnerability
- Ask questions
- Listen, listen and LISTEN

A new boss is different than a new teammate…

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MOVING FORWARD

- Make a plan
- Communicate the plan
- Execute the plan
- Check-in Often

- Additional Tips for the "big boss"
  - Get to know your in-direct reports
  - Walk around; check-in
  - Communication plan
  - Staff meetings

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REMEMBER

- Relationship take time
- Trust takes times
- Time will be helpful
- Enjoy rockin' around the clock

Time is the wisest counselor of all ~ Pericles

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QUESTIONS

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