

**BUAD 3000 - INTEGRATED SKILLS FOR MANAGEMENT**  
**SESSION 4**

I. TODAY'S SESSION

☐ BUILDING HIGH PERFORMANCE TEAMS

- Discuss the types and dynamics of teams and means of measuring their performance
- Identify the causes of team failure
- Understanding the critical factors for team success
- Discussion of City Council exercise and Individual Group Analysis
- Team Case Study and Team Project Time

II. WHAT IS A "TEAM"?

III. TEAMS IN HISTORY/SOCIETY

- Is the concept of "team" a new one?
  - ⊕ Rugged individualism vs. teams—who's the new guy?

IV. BUILDING HIGH-PERFORMING WORK TEAMS

☐ A HIGH PERFORMANCE WORK TEAM IS AN "EMPOWERED" TEAM

- Empowered Team (Attachment 1) -

☐ "TYPES" OF TEAMS (ATTACHMENT 2)

- Are you surprised that there are "types" of teams - does one size fit all?
- Ad hoc Teams -
- Process Teams -
- Project Teams -
- Most important to remember that . . .

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V. **MANAGING TEAMS--PERFORMANCE MEASUREMENTS-METRICS MAY DIFFER FOR EACH TEAM TYPE**

▪ **Ad Hoc Teams**

- ⊕ Performance emphasis on individual contribution to solve a single problem or issue.
- ⊕ Participation alone may be recognized as an objective
- ⊕ Pay for performance focus - use of external consultants or highly skilled employees—higher consulting rates or base salaries and project bonus (likely to have a pay-for-skills component).

▪ **Process Teams**

- ⊕ Team performance emphasis in on team's long-term ability to serve customer
- ⊕ Individual contribution is defined as contribution to team success
- ⊕ Pay for performance focus - team incentives; salary movement based on demonstration of team competencies.

▪ **Project Teams**

- ⊕ Performance emphasis is on project results.
- ⊕ Individuals' performance measurements can create a scenario whereby an individual can be seen as successful even though the project failed.
- ⊕ Pay for performance focus - Pay/bonuses based on achieving project "milestones"; achieving long-term project results, development of necessary competencies.

- Roles of the Leader and Members will vary based on type of team. (Attachment 3)

VI. **HOW DO WE MANAGE TEAMS? HOW DO WE ACHIEVE HIGH LEVELS OF PERFORMANCE?**

- *RATIONAL MAN MODEL* —

AND . . .

**RIGHT COMPETENCIES + ALIGNED SYSTEMS = HIGH PERFORMING TEAMS**

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VII. Understanding the nature of high-performing teams means that we focus on these “aligned systems” or 5 key variables:

1. CLARITY -
2. STANDARDS -
3. RESPONSIBILITY -
4. REWARDS -
5. TRUST -

VIII. DISCUSSION OF “CITY COUNCIL” TEAM EXERCISE FOR SESSION 5 AND INDIVIDUAL GROUP ANALYSIS

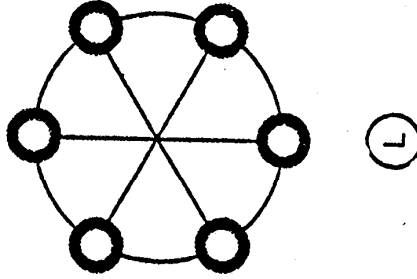
⊕ Teams 1-6 will each represent a different city department (police, fire, water, etc.) - Team 7 will function as the assessors of each team’s performance using the form being handed out. N.B. You’ll be using the same form as you will for your individual “Group/Team Analysis”.

⊕ Team assignment will be emailed to you this week. Be prepared!!!

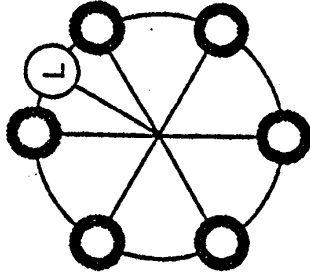
IX. TEAM CASE STUDY BREAKOUT

# Empowerment Continuum

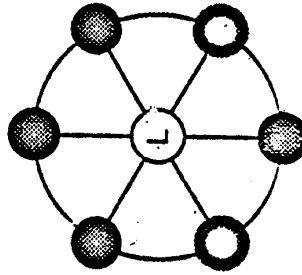
Highly Empowered



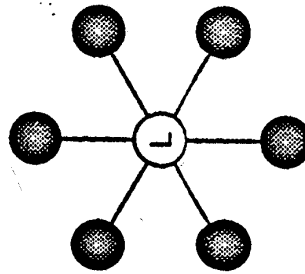
Partnership



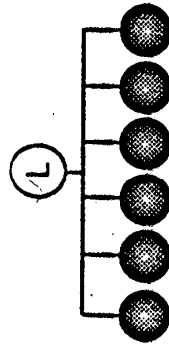
Transition



Leader is Central



Chain of Command



Attachment #1

5

4

3

2

1

# TEAM TYPES

ONE-SIZE DOES NOT FIT ALL!  
CHOOSE THE RIGHT PEOPLE FOR THE RIGHT TEAM!

## Attachment #2

Ad Hoc	Process	Project
<ul style="list-style-type: none"> <li># May emphasize individual performance</li> <li># “Honor” to be chosen</li> <li># Specific mission to be accomplished</li> <li># Focus on technical/functional expertise</li> <li># Short-term</li> </ul> <p>Examples:</p> <ul style="list-style-type: none"> <li># “Task Force”</li> <li># One-time “Deals”</li> </ul>	<ul style="list-style-type: none"> <li># Emphasis on working as part of a team</li> <li># Ability to build long-term relationships</li> <li># Technical expertise <u>and</u> team competencies</li> <li># Long-term/permanent</li> </ul> <p>Examples:</p> <ul style="list-style-type: none"> <li># Call Center, Benefit Claims Processing Center, Manufacturing Team</li> </ul>	<ul style="list-style-type: none"> <li># Emphasis on working together for project duration only</li> <li># Focus on working as a project contributor to meet project’s goals</li> <li># Medium-Moderate term</li> </ul> <p>Examples:</p> <ul style="list-style-type: none"> <li># Y2K Conversion</li> <li># SAP Implementation</li> </ul>

# TEAM ROLES AND COMPETENCIES

	Ad Hoc	Process	Project
<b>Leader</b>	<ul style="list-style-type: none"> <li># Technical Mastery</li> <li># Managerial Direction</li> <li># Coordination</li> </ul>	<ul style="list-style-type: none"> <li># Empowerment</li> <li># Persuasion</li> <li># Conflict Resolution</li> <li># Resource Optimization</li> </ul>	<ul style="list-style-type: none"> <li># Planning and Organizing</li> <li># Resource Management</li> <li># Problem Solving</li> <li># Influence</li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li># Technical Expertise</li> <li># Results Orientation</li> <li># Cooperation</li> </ul>	<ul style="list-style-type: none"> <li># Collaboration</li> <li># Affiliation</li> <li># Tenacity</li> <li># Patience</li> <li># Coaching</li> </ul>	<ul style="list-style-type: none"> <li># Achievement</li> <li># Innovation</li> <li># Integration</li> <li># Relationship Building</li> </ul>

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### **SESSION 4**

#### ***CREATING SUCCESSFUL TEAMS***

#### **RIGHT COMPETENCIES + ALIGNED SYSTEMS = HIGH PERFORMING TEAM**

##### **TEAM CASE STUDY**

You are the CEO of a \$4.2B Manufacturing and Distribution company involved with the sale of health-care supplies to Hospitals across the country. Due to strong competitive pressures, your company has been forced to lower the prices it charges its customers and cut costs. While these moves have maintained market share, profits have significantly declined. Clearly, your company cannot sustain offering such low prices and maintain profitable operations for long. Something must be done and done quickly. You have a few ideas, but would prefer to get additional input before making a final decision.

You decide to create a specialized team to analyze, assess, design, develop and prepare for implementation, a comprehensive new business strategy. The goal of this new strategy will be to maintain your company's market share and provide for profitable operations. This team will be comprised of the very best talent in the company. You'll nominate the top performers from all of the major business functions (i.e. I/S, HR, Finance/Accounting, Manufacturing, Engineering, Marketing, Sales, etc.) to become members. However, simply creating this team and telling its members to get to work won't be enough. You seem to remember that the formula for team success is:

#### **RIGHT COMPETENCIES + ALIGNED SYSTEMS = HIGH PERFORMING TEAM**

As a graduate of University of Colorado-Colorado Springs, you remember a class you took years ago, BUAD 3000. The instructor stated that he'd consider the class successful if you only remembered one concept that you could use in later life. You remember how offbeat you felt that statement was at the time—but now you realize that you only remember one concept - and wouldn't you know it, it's exactly the knowledge you need at this moment!

You remember that to create a high-performing team that 5 key variables (or aligned systems) must be met: They are: Clarity, Standards, Responsibility, Rewards and Trust.

Based on the above scenario, answer the questions indicated for each of the 5 variables:

1. CLARITY — What is the team's mission? Give examples of strategies it could implement to support that mission.
2. STANDARDS - How, by whom, and upon what criteria, should the team's performance be evaluated. How should individual team members be evaluated?
3. RESPONSIBILITY - From where/whom does the authority of this team derive and what are the team's responsibilities? How much real authority should be delegated to this team?
4. REWARDS - How should the team members be rewarded? Based on which criteria?
5. TRUST - How can you create an environment of trust among the team members? What are the potential barriers to creating that trust?

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**TEAM CASE STUDY (CONTINUED)**

**ALSO:**

6. Name 5 characteristics or skills (competencies) that team members should possess to increase the likelihood that the team will achieve success. Explain your choices.
7. Which of the 3 types of teams is this? Based on which factor/s? Do you feel that the CEO was correct in choosing only the "very best talent in the company"? Why/Why not?