

Factors that Affect Teamwork

By
Ed Ebreo

“Not technology, not finance, not strategy, it’s teamwork that remains to be the ultimate competitive advantage of organizations both because it’s powerful and so rare.”

**- Patrick Lencioni,
Author of 5 Dys-
functions of a Team**

In all my years as a team building facilitator and participant, I have observed that five factors affect the success or failure of teamwork. They are:

- Leadership
- Team dynamics
- Communication skills
- Team working environment, process or tools

Of all these, leadership is pivotal.

As I facilitate teambuilding workshops, I observe the leaders’ behavior and it would give me an inkling as to how far a teambuilding effort can go. In many instances, I would see leaders as not ready to lead a team who has agreed to change the way they do things. This results to frustration and cynicism towards the entire teambuilding effort and the next ones to follow. Leaders create the environment for teamwork to blossom and is

largely responsible for team dynamics. Without their clear understanding and acceptance of this role, they are unlikely to facilitate team interactions effectively.

The quality of communication



Edwin Ebreo, President and General Manager of ExeQserve

impacts teamwork. If the team is to pursue heightened collaboration, everybody, especially the leaders must prefer to use assertive communication style. As you

are probably aware of. This is seldom the style used in a Filipino team interaction. It’s often the leaders using a variety of style from aggressive to passive, to assertive while the staff remains generally passive. This setup mostly lead to herd mentality and lack of engagement. If the team is to engage and commit to a strategy, they need to learn how to be more assertive and leaders must establish an environment that encourage assertiveness. Because assertiveness is not a default communication style in the Philippines, members of teams must be trained and coached in order to develop this skill.

The last factor involves team working processes and tools.

I believe that the availability of venues, process and tools like Six Sigma, **Continued on P2**

A Holistic Approach to Team Building

An organization that is serious about building a culture of teamwork, looks at all the aspects that affect teamwork and works on removing barriers to it. It starts with equipping the leaders to facilitate teamwork; enabling them to create an environment

that encourages unencumbered, unhampered communication of ideas, opinions and feelings; training everyone in the team to use assertive style of communication; and teach them how to use process improvement and problem solving tools.

At ExeQserve we’ve created a comprehensive roadmap that will take your team to high performance teamwork. Check out the following pages to find out how we can help you strengthen teamwork in your organization or call us at the numbers indicated below.

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21st Floor, 88 Corporate Center, Sedeno St., Makati City
 Phone: (63)2-328-8828/ 893-3199
 Fax: (63)2-328-8828/ 8933199 loc. 103
 customercare@exeQserve.com URL: <http://www.exeQserve.com>

Factors that Affect Teamwork

Continued from PI



Process Improvement Teams, utilization of any problem solving and decision making tools will help sustain teamwork. I believe that management can help team members develop

that sense of ownership and commitment to better work if they are involved in activities that help them identify problems that get in the way of productivity and profitability and solve them. By training employees how to use these tools and institutionalizing the use of the tools, employees will have concrete tools they can use to find ways to work better and achieve team goals.

Overall, I believe that a holistic plan that includes leadership

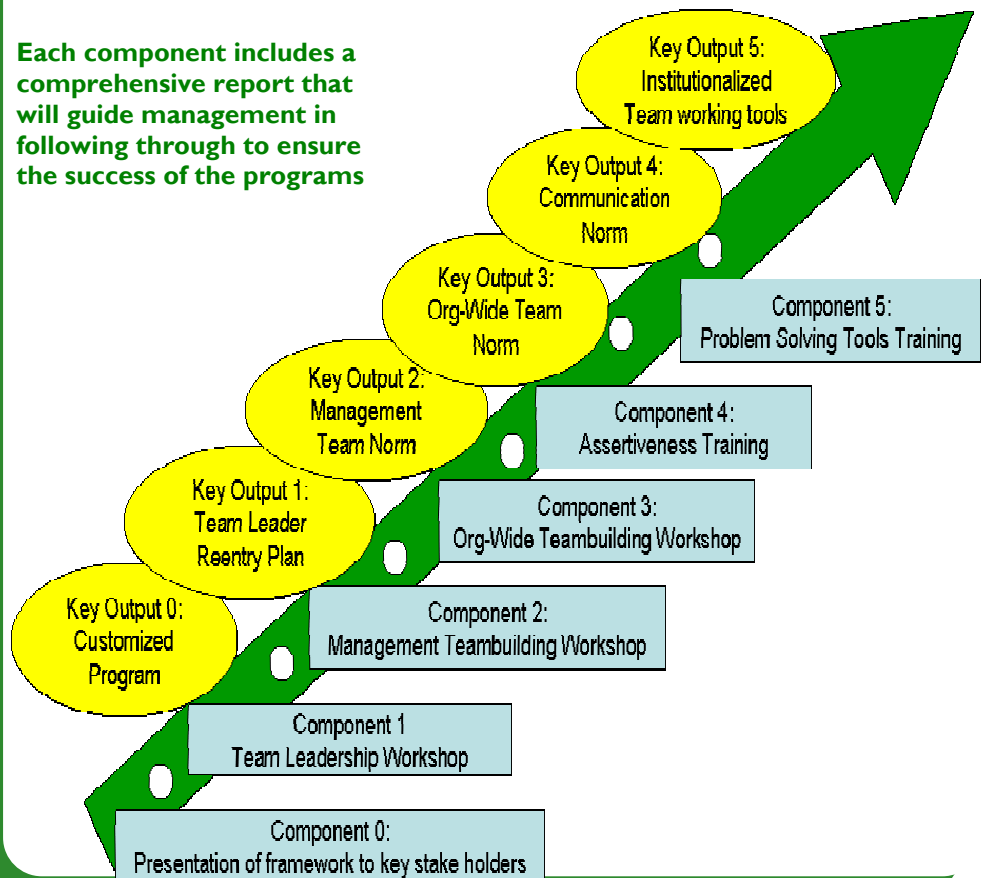
development, staff competency building and training on the use of process improvement and problem solving tools should form part and parcel of team culture building initiative.

This is what we are offering at ExeQserve, a holistic approach to establishing a sustaining teamwork. Find out how we can help your team. Read the rest of this publication.

We can customize the program to fit your current human resource development plan

Team Culture Building Roadmap

Each component includes a comprehensive report that will guide management in following through to ensure the success of the programs



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21st Floor
88 Corporate Center
Sedeño St. Salcedo Village
Makati City
8933199 . 3288828

WWW.EXEQSERVE.COM
jobs@exeqserve.com

Team Leadership

Developing Team Leadership Skills is the best investment an organization can make. Leaders fulfill key responsibilities that could spell the difference between success and failure. It is therefore critical that they are equipped with the right set of knowledge, skills, attitudes and habits (K.A.S.H.) to carry out the responsibility of mapping the organization's future, developing strategies to get the organization there and actually making it happen.

These are seldom done through sheer leadership talents. Leaders

whether they are called team leads, supervisors or managers need to acquire these K.A.S.H. through an appropriate training intervention and their deliberate effort to enrich their cache of leadership and management tools through continuing personal development.

The **Team Leadership Workshop** is designed for team leaders and other participants (whether supervisors or managers) to appreciate not only their roles as leaders but more so the dynamics of teams and what they need to do to encourage

teamwork. The workshop also contains tools for coaching that they can use to capitalize on the strengths of their team members and work on their areas for improvement. The program also covers leadership styles and covers situational leadership lengthily.

This program utilizes learning games, role plays and case studies for deeper impact.

At the end of each session, the participants will be asked to commit to a forward agenda to put learning to action. The facilitator will gather inputs from the workshop and submit a post workshop report that management can use to support the ongoing development of its leaders.

Objectives

- Define their roles and responsibilities as Team Leaders
- Evaluate their own preferred leadership style and learn how to modify it across a range of everyday work situations
- Identify with the knowledge, skills and appropriate behaviors required for effective leadership
- Describe the causes of motivation and how to develop it within a team
- Practice effective communication at team and individual level
- Use Coaching tools to improve team performance



Team Leadership Course Outline (2 Days)

Module 1: Transitioning to a Leadership Role

- From Doer to Leader
- From Boss to Leader
- Key Leadership Responsibilities
- Key Leadership Competencies and Qualities
- Overcoming Roadblocks to effective Leadership

Module 2: Understanding How Teams Work

- Understanding What a Team is
- 5 Stages of Team Development and the needs that come with each
- Overcoming the five dysfunc-

tions of a team

- Building Blocks of Team Effectiveness

Module 3: Leadership styles and Tactics

- The Leadership Grid
- Situational Leadership
- Motivating to inspire action

Module 4: Communicating with your Team

- Basic Principles of Communication
- The Communication Process
- The Leader as a Listener
- Communicating to deal with Conflicts in Teams

Module 5: Coaching to Im-

prove Performance

- Characteristics of Successful Coaches
- Two Types of Coaching
- Coaching Requirements
- Required Coaching Skills
- Coaching Pitfalls to avoid
- Planning Your Coaching Activity
- The GROW Model

Module 6: Aligning Leadership Actions

- Personal and Organization Vision
- Envisioning a strong team
- Aligning work values

Final Output: Leadership Reentry Plan

Management Team, Team Building

OVERVIEW OF ACTIVITIES

Pre-workshop activities

- Reading of the “Five Dysfunctions of a Team” book by the Management Team
- Managers will take the MBTI or DISC personality test which will be used during the session.
- Administration of the Five Dysfunctions Test to determine the current team climate.

2 Day– Offsite Teambuilding Workshop

- The intention of this workshop is to prepare the management team to lead in a “new” team environment. The management team members need to recognize that they are part of the management team first and leaders of their respective sub-teams second.
- By the end of the two-day session, the team would have agreed on a number of norms intended to build solidarity and commitment among them that they can use as basis for aligning their respective sub-teams

In order to establish an organizational culture that embraces teamwork, organizations must first establish teamwork within their **team number one**, the management team. How do we know there's teamwork among members of the management team? It's when:

- Departments and sections don't operate in silos or little kingdoms.
- Managers go to management team meeting as members of that team and not as representatives of their departments similar to congressmen representing their constituents

- Managers don't engage in back channel politics or blame top management or other managers for difficult decisions made
- Managers can engage in honest and passionate discussion of issues and solutions without ruining relationships. On the other hand, relationships are strengthened by trustful and honest communication.

In order for all these to happen, the management team members should learn to build trust in each other and model the behaviors that build trust in the organization. This means more candor, less

back channel politics, and demonstrating respect by validating rather than guessing motives. The open communication should pave the way to clarity and buy-in that leads to commitment. All these will open managers to becoming accountable not only for their own action but for the action of others. All these will help them focus on the results that matter and commit to whatever strategies they agree to.

Through this workshop the members of the management team are expected to become aware of which types of behaviors support cohesiveness and high team performance.

Activity	Objectives
Overview and Assessment Overview of the five dysfunctions of teams Review of climate survey report	Appreciate the concept of the Five dysfunctions of teams and create desire to overcome it
Fundamental # 1: Building Trust SLE: Landmines Personal Histories Exercise Behavioral Profile Exercise Trust Review	Improve trust among team members Know each other in a deeper sense to foster better understanding and trust Establish trust building norms
Fundamental # 2 Mastering Conflict SLE: Blind Polygon Conflict Profiling Conflict Norming Conflict Resolution Obstacles	Use productive conflict to enhance teamwork Know each one deals with conflict and make necessary adjustments in styles Establish rules of engagement in dealing with conflict situations
Fundamental # 3: Achieving Commitment SLE: Footprints in the Sand Commitment Clarification Cascading Communication Establishing a Thematic Goal Exercise Rules of Engagement	Achieve commitment on thematic goals and categorical objectives Establish rules of engagement for meetings and other forms of team interaction
Fundamental # 4: Embracing Accountability Team effectiveness exercise	Create a culture of accountability Establish norms for dealing with performance issues
Fundamental # 5: Focusing on Results SLE: Acid River Crossing Establishment of a Team Scoreboard	Gauge on-going success against team goals
Wrap up and Follow-up Strategies for Overcoming the Five Dysfunctions Cascading Communication Agreement Personal Commitments Closing Statement	Ensure follow-through of agreed upon action

Organization-Wide Teambuilding

This is what Patrick Lencioni, best selling author of “Five Dysfunctions of Teams” and Teambuilding Guru has to say about teamwork:

“Not technology, not finance, not strategy, it’s teamwork that remains to be the ultimate competitive advantage of organizations both because it’s powerful and so rare”. Teamwork is rare because despite all the attention it has received over the years from scholars, coaches, teachers and the media, teamwork is as elusive as it has ever been within most organizations. The fact remains that teams, because they are made up of imperfect human beings, are inherently dysfunctional. But this

is not to say that teamwork is doomed. In fact, building a strong team is possible and remarkably simple but it is also painfully difficult. That’s because like so many aspects of life, teamwork comes down to mastering a set of behaviors that are at once theoretically uncomplicated but extremely difficult to practice day after day. Success comes only for those groups that overcome the all-too-human tendencies that corrupt teams and breed dysfunctional politics within the organization.”

This workshop which is based on the follow-up book of Patrick Lencioni, “Overcoming the Five

Dysfunctions of a Team” aims to help the team go through the necessary steps towards overcoming all the dysfunctions that beset typical management teams such as:

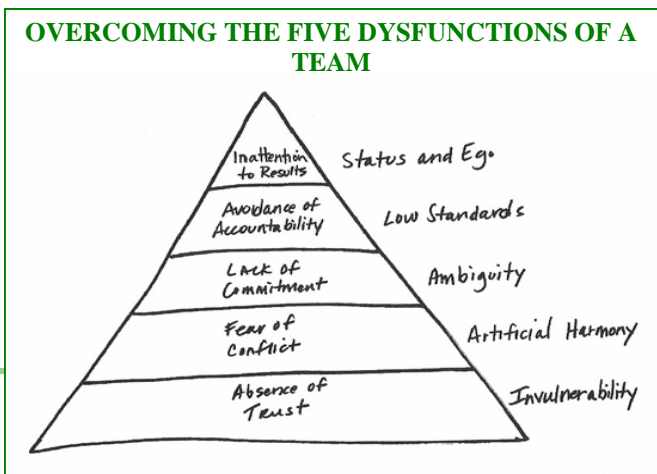
- Absence of Trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results

Through this workshop the members of the team are expected to become aware of which types of behaviors support cohesiveness and high team performance.

All workshop outputs will be collected and included in a comprehensive post teambuilding report to be submitted to management. This report also contains observations and recommendations that management can use to support the ongoing team enhancement.

Objectives

- Identify trust, conflict management, commitment, accountability, and results as key components of teamwork;
- Know others in the group in a deeper sense in order to learn how to work with them better
- Describe required behaviors for productive collaboration; and
- Create forward agenda that will help them keep track of their performance as a team.



Workshop Outline (2 Days)

Introduction

- Opening ceremony
- Energizer
- Workshop objectives

Understanding Teamwork (Indoor)

- Structured Learning Experience(SLE): Helium Stick
- Synthesis: Teambuilding framework.

Establishing a Unified Team goal (Indoor)

- Vision Boarding
- Building Blocks of Team effectiveness

Trust building Activities

- SLE: Land mines
- SLE: Trust fall

- Appreciating Individual Differences
- Synthesis: Trust Building Norms

Understanding Open Communication (Outdoor)

- SLE: Blind Polygon activity
- Conflict Resolution Mode
- Synthesis: Building communication norms

Strengthening Commitment to Team plans and strategies

- SLE: Spider web
- Synthesis: Team commitment norms

Establishing Accountability

- SLE: Leaking Drum
- Synthesis: Team Effectiveness

Exercise

Focusing on Results

- SLE: Warp Speed
- Synthesis: Creating the team scoreboard

Making Connections

- SLE: Reviewing the Vision
- SLE: Symphony
- Synthesis: Forward Agenda

Closing activity



Assertive Communication Workshop



There's not enough assertiveness in most Filipino work places. We are not big on saying it as it is. We are non confrontational. We are specially timid around bosses. Geert Hofstede's research on power distance index puts us at top 4. That means that we are among those who have the most tendency to avoid or challenge a boss' opinion. This goes both ways. We've seen managers go ballistic at small hints of a challenge. We don't expect to be corrected by subordinates. We see it as an upfront, an uncomfortable, ego busting act.

The world is changing. The amount of education and infor-

mation being absorbed by team members and their talents and intelligence would easily go to waste if they are not given the chance to speak up and speak their minds as freely and whenever possible.

We propose, that we change the way we communicate in the workplace. Let us encourage candor and assertiveness. There are so much benefit for doing so. It will help managers make more informed decisions. It can save us from making expensive mistakes. Most importantly, it can increase engagement and teamwork.

Here's the difficult question, how do we go about turning around ages of programming?

How do we make unassertive people, assertive?

The answer is TRAINING. We need to get everyone familiar with the concepts of communication styles. Let's get them to appreciate assertiveness and all it's inherent benefits. Let's make them know the challenges of shifting communication style so they know what it takes to shift.

The goal of this one-day workshop is to help members of the team by equipping them with the necessary knowledge and skills for effectively conveying understanding.

Assertive Communication Workshop Outline (1 Day)

Communication overview

- Communication and performance
- Pay-offs to effective communication
- Communication and Teamwork
- The communication process
- Barriers to effective communication

- Your communication rights and responsibilities

Communication Styles

- Passive, Aggressive and Assertive communication
- Building your assertive communication Skills
- The art of listening
- What you need to know about listening
- Barriers to listening

- Building your active listening skills

Dealing with Challenging Conversations

- Causes of conflicts
- Fixing your assumptions
- Blame game
- Building your skills in professionally dealing with challenging conversations

Forward Agenda

Closing



TAKING THE TEAM
APPROACH

The 8 Disciplines of Problem Solving

Many of the problems we face in business can be prevented from occurring or recurring. However, this is easier said than done. Albert Einstein once said that we cannot solve our problems at the same level of thinking which brought them. Yet, in many cases, organizations try to resolve problems and issues with the same thinking and approach

which fail to prevent such problems from recurring in the first place. Hence, organizations end up dealing with similar problems over and over again until it becomes a vicious cycle.

Hence, what is required is the discipline to re-examine the way organizations deal with problems and adopt better

approaches in resolving them.

There are various models to solving problems. Most of these models are similar in their bias for fact-based orientation, root cause analysis, and identification of corrective/preventive actions.

8D differs in some important ways. First, the name itself already captures the spirit

8 Disciplines of Problem Solving



required in problem solving – Discipline. Second, it includes critical

elements which are otherwise missing in the other models such as bias for Team-based approach, Recognizing achievement, and the inclusion of “Escape Point.” Third, for companies dealing with automotives, 8D is very much appropriate since the model was pioneered by Ford Motors as part of its global best practices. Now it has been adopted in many industries includ-

ing service-oriented companies.

The seminar on using 8D To Better Solve Problems is a two-day workshop. Participants will learn how to use various tools embedded in the 8D approach ranging from problem definition to problem resolution.

In general, the purpose of the workshop is for an organization to adopt and institutionalize the use of a global best practice in solving problems using a team-oriented and systematic approach thereby increasing its effectiveness in preventing the occurrence or recurrence of such problems.

8D Course Outline (2 Days)

Introduction

- What is Problem Solving?
- Why Use a Structured Model?
- Why Team-Based?
- Fact-based Approach: The Importance of Data
- Overview of the Different Problem Solving Models
- The 8D Model

D-0 Prepare for the 8-D Process

- Define & Quantify Symptom
- Identify Customer & Affected Parties
- Determine Emergency Response Action (ERA)

D-1 Establish a team

D-2 Describe Problem

- Importance of Properly Describing a Problem

- Tools for Describing Problems: Is/Is Not & Object + Defect
- Exercise on Describing Problems
- D-3 Develop Interim Containment Actions
- Identification of Appropriate Interim Containment Action
- Verification & Validation of 'Interim Containment Action'

D-4 Define/Verify Root Cause/Escape Point

- Finding the 'Escape Point' using Process Mapping & Barrier Analysis
- Using Tools for Cause & Effect Analysis
 - Ishikawa Diagram, Pareto Chart, etc.
- Verification of Root Cause

D-5 Choose the Corrective Action & Verify Using Decision Making Tools To Identify Right Solutions/ Permanent Corrective Action (PCA)

D-6 Implement Corrective Actions

- Developing a Corrective Action Plan
- Monitoring Corrective Action Plan
- Reporting Progress

D-7 Prevent Recurrence

D-8 Congratulate The Team

Recognizing team effort in resolving problems

Synthesis

- Practice Exercise

Wrap-up / Next Steps

- Selecting Top 3-5 Recurring Problems To Work On
- Designating the initial 8D Teams
- 8D Program Implementation Roadmap

Our Facilitators



Edwin Ebreo

President and GM of ExeQserve Corporation

With 14 years of experience in Designing, and facilitating various human resource development programs



Gege Sugue

Communications Professor at DLSU

Freelance Corporate

Communications and Training Consultant



Jun Roy

Training Manager at Prulife UK

Freelance training

consultant specializing on Leadership, team building and process improvement.



About ExeQserve

At exeQserve, we'd like to think of ourselves as an aggressive new company out to prove that we deserve a place among the best HR services companies in the Philippines. Our team is composed of experienced professionals in the field of Human Resource Management and Information Technology. We have exposure in BPO, retail, software development, and financial management. We use our entrepreneurial sense matched by our human resource

management experience to understand what businesses like yours need in terms of people in you to succeed. Our goal is to offer solutions that will help you:

- Find the right people
- Equip them with useful skills
- Build a work environment that will keep them engaged

These are the reasons for our tag line; **“Right People, Right Training, Right Company”**.

We never stop finding the best way

to fulfill this promise. Some of the services we offer include:

- Headhunting/ Executive Search
- HR/Recruitment Process Outsourcing
- HR Consulting
- Training
- Pre-employment candidate assessment
- Background investigation

Some of the Companies We Served

- CheQ Systems, Inc.
- ICSI
- Océ Business Solutions
- Tricom Dynamics, Inc.
- REVSS
- CID Systems
- Golden ABC (Penshoppe, Memo, FORME)
- Silver Axis
- Big E Foods (Lemon Square)
- Getz Brothers
- Connell Brothers
- Electrolux
- Phil Nippon
- Perfect Circle
- PHIL-NIPPON KYOEI CORP.
- Getz Pharma
- Golden Vhine Laboratories
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We can also help you identify your unique training needs and put together training and workshops to help you address those needs.

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