

# Context

## Characteristics of Effective Teams

- Have, understand and mutually consent to their purpose or mission
- Have and adhere to a process
- Make decisions on information rather than position
- Reward the expression of differences of opinion on ideas, solutions, goals, and procedures – members listen to each other
- Engage in constructive/productive conflict. Do not suppress or avoid it
- Talk to stakeholders and sponsors – seek outside information
- Know, understand and adhere to team values
- Create results that achieve their mission and move the organization forward

# CONTEXT

## What is a Facilitator?

- Makes something easier
- Helper
- Communications link
- Independent “honest broker”
- Guardian of improvement process
- Giver of feedback
- Asker of questions
- Observer of group process
- Advisor to process improvement team leader and team

The facilitator is NOT the process improvement team leader

# CONTEXT

## What Does a Facilitator Do?

- Observes process improvement teams and mirrors their activities
- Makes recommendations to help teams work more effectively
- Advises team leader on how to get individual members to work together
- Serves as a technical resource for the improvement process

# CONTEXT

## Facilitator Role

- Intervenes to move the team forward
- Ensures that the team has:
  - Support network
  - Clear mission and charter
  - Sound problem-solving/continuous improvement methodology
  - Structure and process for effective meeting management
  - Effective group dynamics
- Provides process feedback to the team directly
- Coaches the leader
- Assists the team to constructively resolve conflict
- Assists with team training
- Assists teams through the six sigma process

# CONTEXT

## Things Facilitators Look For

- Focus on specific behavior (5 year old view)
- What is helping the team?
- What is hindering the team?
- What is the team's process?
- Who is talking to whom and for how long?
- Who is listening and what are they doing?
- How is disagreement handled and with what result?
- What tools are being used and do they fit the situation?

# GIVING FEEDBACK

## Coaching the Leader

- Be clear and accurate about communicating information from management
- Make recommendations for training and interventions
- Be honest but compassionate
- Base coaching on observed data
- Listen
- Focus on behaviors
- Maintain confidentiality

# GIVING FEEDBACK

## Personal Feedback

- Describe what the person was doing
- Be specific
- Be sure it is something the person can act on
- Do not give them too much at once
- Be sure you have been heard and understood
- Be careful in your timing
- Avoid speculating on motives

# GIVING FEEDBACK

## Liaison with Management

- What do they want to know?
- Be sure information is as accurate as possible
- Accentuate the positive; be realistic about the negative
- Blaming and buck-passing should be avoided
- Be discreet
- Refuse to be the scapegoat when it's bad news



# CONFLICT IDENTIFICATION

## Primary Causes of Conflict

- Differences in group norms and values
- Attempt to control other's resources and rewards
- Differences in goals
- Jurisdictional ambiguity
- Communications problems (flow, amount, obstacles) and knowledge of others
- Personal characteristics, between and within groups

# CONFLICT IDENTIFICATION

## Possible Positive Outcomes of Conflict

- Increased motivation and creativity
- Healthy interactions/involvement stimulated
- Number of identified alternatives increased
- Increased understanding of others
- People forced to clarify ideas more effectively
- Feelings aired out
- Opportunity to change bothersome things

# CONFLICT IDENTIFICATION

## Possible Negative Outcomes of Conflict

- Decreased productivity
- Relevant information not being shared
- Unpleasant emotional experience
- Environmental stress
- Excessive consumption of time
- Decision making process disrupted
- Poor work relationship
- Misallocation of resources
- Impaired organizational commitments

# IDEA GENERATION AND DECISION MAKING

## Advance Organizer

- Group effectiveness studies show that group success is very highly correlated with two group process factors: the generation of ideas and the quality of its decisions.
- It is extremely important for teams to have good processes for both generating and being open to new ideas. One of the simplest and yet most effective methods is brainstorming, yet because of its very simplicity its few rules tend to be ignored and it is often done poorly.
- Fundamental to good team decision making is ensuring there is clarity about what you're deciding on. Framing the question is a critical team function and one most poorly done. The facilitator must be prepared to help.
- Where teams are trying to solve problems together, a high level of group involvement in decision making generally creates the most effective solutions. The decision continuum is a useful tool for measuring your team's degree of whole-group participation in key decisions.
- For critical decisions, true team consensus is at once the most effective and the most difficult form of decision making. Throughout your team training, you will be learning and practicing the behaviors which lead to consensus decisions.

# OBSERVING GROUPS

## Symptoms of Group Think

- An illusion of invulnerability and infallibility
- “Rationalizing away” data that disconfirms assumptions and beliefs
- An unquestioned belief in the group’s inherent “morality”
- Stereotyping competitors or opposition as “weak, evil, stupid”, etc.
- Pressure on deviants to conform
- Self-censorship of members
- An illusion of unanimity
- Self-appointed “mind-guards”

# OBSERVING GROUPS

## Preventing Groupthink

- Encourage openness and expression of doubt
- Encourage criticism of self
- Higher status persons delay expression of opinion
- Periodically form subgroups (encourage confrontation)
- Seek reactions and opinions of outsiders
- Invite trusted outsiders to join group discussion
- Assign someone the role of “devil’s advocate”
- Develop scenarios of rival’s possible actions
- Use anonymous polling techniques

# GIVING FEEDBACK

## How to Interact

- Use the minimum interaction possible
- Don't take over the group's job
- Don't target individuals
- Don't take over the leader's job
- Mirror them to themselves
- Let them make mistakes
- Don't become involved in the task
- Focus on visible behaviors
- Don't attend all meetings
- Don't do administrative duties for the team (i.e., taking notes for the team, arranging and setting up meeting rooms, getting supplies, etc.)

# GIVING FEEDBACK

## When to Interact

- When asked to
- When giving feedback
- When reporting to the group
- When doing a formal intervention
- In order to prevent major mistakes



# GIVING FEEDBACK

## Team Feedback

- Focus on specific behaviors (five year old view)
- What helped the team?
- What hindered the team?
- Note facts and examples (without interpretation)
- Note nonverbal cues (without interpretation)
- What was the team's process?
- Who talked to whom and for how long?
- Who listened and what did they do?
- How was disagreement handled and with what result?
- Be selective in what you tell the team – don't overwhelm them with feedback

# CONFLICT RESOLUTION

## Steps in Team Conflict Resolution

If the conflict seems to be related to intra-team processes, taking one or more of the following steps may re-establish a renewed sense of direction and cooperation.

1. Obtain agreement on a mutual objective: draw both parties back to a reaffirmation of the mutual objective defined at the beginning of the meeting.
2. Review the steps in the problem-solving or decision-making process the team has agreed to follow. Reaffirm mutual commitment to these steps.
3. Determine the steps in 2) which have been successfully completed so far. Compliment the group on its success in these steps.
4. Achieve group consensus on the step in the problem-solving or decision-making process which has not yet been successfully completed. Discuss and reach consensus as an entire team on the procedures involved in this step.
5. Review and reaffirm mutual commitment to the team's Code of Conduct.
6. Resume the team meetings. Facilitate the team in using the problem-solving or decision-making steps it identified in 4).
7. Provide ongoing support and encouragement to team members and to the team as a whole.
8. Acknowledge and celebrate the team's return to productive activity.