



INNOVEST SME
Accelerating Small Business



Improving your Team Culture *through* Chemistry

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*It is easier to resist at the
beginning than at the end.*

LEONARDO DAVINCI

PREFACE

Teams are unavoidable in any business. The key to successful team building is addressing the importance of chemistry between team members. It is not enough to have a group of people work on a project; people have to connect and balance each other's' strengths. By staying aware of the chemistry as you build the group, you will increase the chance of avoiding pitfalls and developing a sense of unity.

*Business is a
team sport.*

GREG BRENNEMAN



UNDERSTANDING TEAMS

Before you can focus on chemistry, you must understand teams. Start at the beginning by defining what teams are and how people feel about being on them. Additionally, you need to be aware of how teams can be effective and what causes them to fall apart. Knowing the pros and cons of teams will help you avoid pitfalls and build a strong chemistry.

WHAT IS THE DEFINITION OF A TEAM?

Teams are described as groups of people with complementary skill sets who work on projects or activities towards common goals. Team members are cooperative and interdependent. In the business world, there are different types of teams.

- **Functional** – These teams work in a general area or department to support the customer needs.
- **Cross-functional** – Team members come with different areas of expertise to complete a single goal.
- **Self-managing** – These teams do not have much oversight as members work independently towards goals.

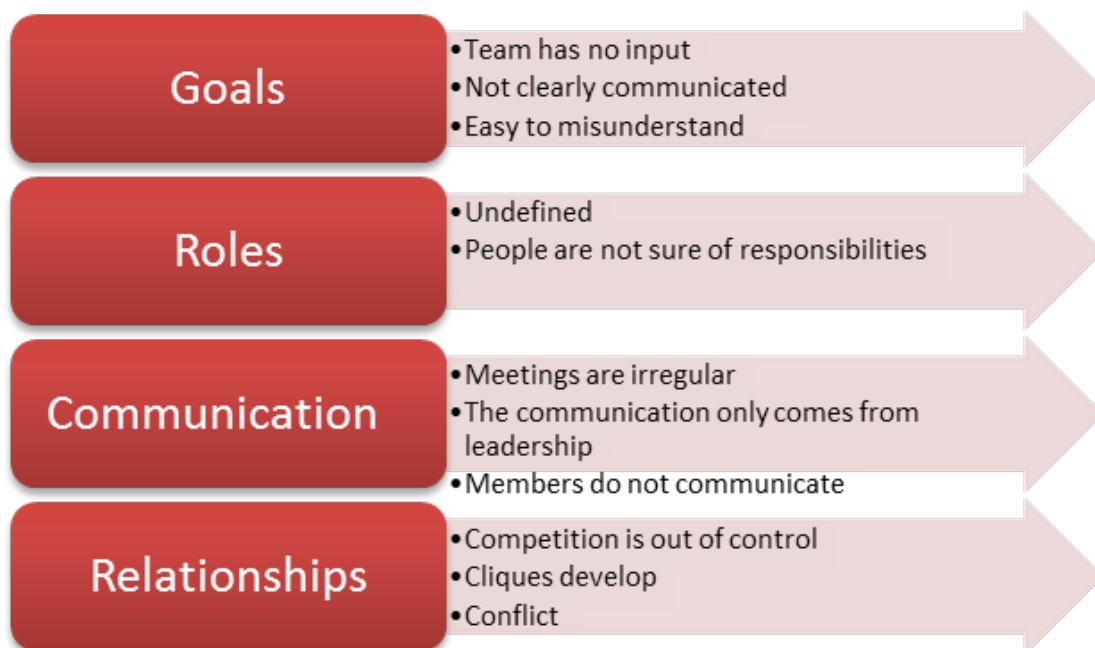
Regardless of the type of team a company implements, the individual team members have to work well together.

HOW DO PEOPLE FEEL ABOUT BEING ON TEAMS?

Many people do not like the idea of being on teams. This dread of teamwork often stems from past experiences. Everyone has been on a team with that one person who did not contribute. Additionally, some managers force teams on people believing that they will magically work better without taking the necessary steps to ensure that the team members will work well together and develop chemistry. Teams that are not launched correctly have little chance of being successful. It is important to get teams off to a positive start from the very beginning by developing relationships, inspiring goals, and defining roles.

WHY DO TEAMS FALL APART?

Declaring a group to be a team does not automatically make it functional. All too often, teams fall apart. There are some common causes of team downfalls which include:



Knowing the common reasons why teams fall apart will help you avoid making the same mistakes in your team.

EXAMPLES OF SUCCESSFUL TEAMS

There are numerous examples of effective teams. From successful sports teams to business groups, teams are praised in the media and the workplace. The best way to develop a successful team is to learn from the example of others. While each team is unique, they share some common characteristics.

- **They have commitment** – Every member of a team is committed to achieving the goal and believe in the cause.
- **They see the big picture** – The team members are focused on the big ideas and avoid staying in minor conflicts.
- **They are resilient** – They face adversity and find the strength to overcome the obstacles in their way.

When creating a team, it is important to build them with these ideals in mind.

PRACTICAL ILLUSTRATION

John and Clara were assigned to work on the same R&D team. Clara was not thrilled about working closely with other people. At the first meeting, she was bored. There was a short icebreaker and then a presentation about the purpose of the project. John was more comfortable working in teams than Clara, but the first meeting left him confused. He was not

sure what their goals were or what role he would play in achieving these goals. He and Clara had lunch after the meeting, and they discussed how disenchanted they were with the team. They were both sure that the experience was going to be chaotic and miserable.

*Talent wins games, but
teamwork and intelligence
win championships.*

MICHAEL JORDAN



TEAM DEVELOPMENT MODEL

Teams have a natural process. The development model explains this process from the beginning to the end. The model is a commonly used and is made up of the four phases forming, norming, and storming. Familiarity with the model will help you understand your team as it develops.

FORMING

Forming is the first step in team development. In this stage, the people have just met. They are polite but distrustful. The individual team members are not likely to know each other, and most communication occurs with the team leader. At this point, it is important to develop trust between team members. If the leader fails to help the team learn to trust each other on a professional level, they will not advance to the next stage of the development model.

NORMING

The second stage of team development is norming, although some people place it as the third behind storming. At this stage, the system and strategy for the team are in place. The individual team members understand their roles and responsibilities, and they are working towards

a common goal. Team members are able to begin working together. The team is functional, but they have not yet reached their peak performance. Norming and storming can move back and forth as the team continues to come together and learn their roles in the group. Accepting the leadership is an example of norming.

STORMING

Storming is the third stage in this book. Some people list it as the second phase, but it is important to understand that storming can occur at any stage of team development. There is no guarantee that it will only happen once. During storming, conflict develops. Individual team members compete for dominance and question their roles and responsibilities. Often, people feel overwhelmed by this stage and act out of fear and anger. An example of storming would be resisting new tasks.

PERFORMING

Highly effective teams are the ones that reach the performing stage. Here, they have moved beyond storming and norming to become a well-functioning group. This is the stage where people will be able to look at the big picture and creatively think because they are secure in their roles and relationships with other team members. They are also more likely to take risks in an effort to achieve goals. The environment at this stage should be positive. People have the ability to handle their own conflicts. An example of performing would be leadership focusing on the

development of individual team members because the team requires less oversight.

Nothing lasts forever. At some point, the disbanding stage will occur. At this stage, the team will have met the goal or outlived its purpose. Sometimes, it is necessary to regroup with company changes.

*Build for your team
a feeling of oneness, of
dependence on one another
and of strength to be
derived by unity.*

VINCE LOMBARDI



CHEMISTRY IN TEAMS

Before you can implement chemistry in team building, you have to understand what chemistry and the role that it plays in the team. The ability to influence team chemistry also requires an understanding of what affects the chemistry and the role that leadership plays in the process.

WHAT IS CHEMISTRY?

Chemistry is difficult to define. Sometimes team members automatically have chemistry together, while other times it requires more coaxing and planning. Chemistry is the team's structure and relationships. It is how individual members of the team function together and cooperate. The chemistry between team members is easy to recognize, whether it is good or bad. It is a delicate balance to keep the chemistry between team members positive. There are some different factors that you need to consider when attempting to influence chemistry within a team.

FACTORS THAT INFLUENCE CHEMISTRY

It is difficult to know how natural the chemistry between team members will be until they all meet. There are, however, different ways to help improve the likelihood that team members will function well together. It starts by choosing the correct blend of team members.

Balance

Choose a mixture of different skills and personalities to make up the team. Choosing too many people with the same talents and strengths will lead to conflict.

Vision

Unite the team members around a shared vision that excites them.

Culture

Make everyone feel welcome and equally important to the group. Value all roles and share all successes. Remove negative influences from the team before they become an influence.

While these factors are not enough to guarantee smooth team chemistry, monitoring them will help influence chemistry.

EXAMPLES

Many leaders understand that chemistry is extremely important to the success of teams. In the business world, for example, John Sundberg, who founded Kinetic Data, has the motto, “*Great teams make great products*” from his success at 3M. Sports teams, such as the 1980 U.S. men’s Olympic hockey team, are also known for their chemistry. They reached their goals through the working together and playing the roles that were necessary for success while supporting each other.

Regardless of the type of team, they all work together to reach their goals. The team members focused on their common goals allowing them

to function as a unit. They trust and celebrate together as they move towards success.

ROLES OF LEADERSHIP

Leadership obviously plays an important role in the team. Leaders have the ability to guide and monitor the chemistry in the team. To build chemistry, it is important to move beyond basic management. They have a responsibility to positively affect the team and accomplish this through creating connections through support. There are different ways leaders can develop community and chemistry. A few ideas are listed below:



PRACTICAL ILLUSTRATION

River and Donna were leading a design team. River felt that she should play an active role in the development of the team's chemistry, while Donna was more comfortable with allowing teams to develop on their own. Most of the team members were used to working alone and did little to reach out and get to know each other and develop trusting relationships.

Chemistry was weak, and the River decided to take action and guide relationship building. Donna told her that it would be a waste of time. After a month, however, she noticed that the team showed more comradery than before River's intervention. She decided to help River improve the atmosphere and chemistry of the team.

*We need diversity of
thought in the world to
face the new challenges.*

TIM BERNERS-LEE

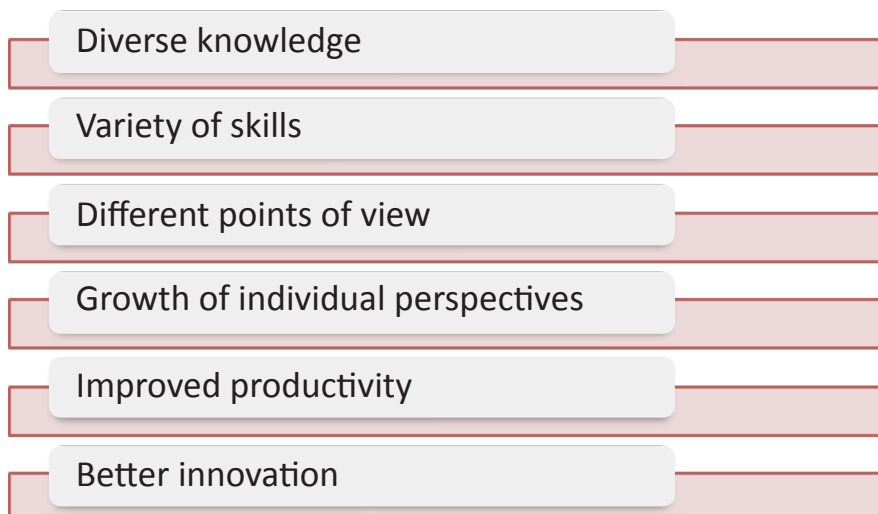


DIVERSITY

Diversity is a double-edged sword. A diverse team can be a great strength for the organization. Additionally, diversity can lead to conflict if it is not addressed correctly. Diversity is complex, but if a leader is careful and encourages individuality, it is possible to make diversity a work as you develop your team and its chemistry.

ADVANTAGES

Diversity takes place on different levels. Diversity includes culture, background, ethnicity, age, values, and skill sets. A diverse team will provide several obvious advantages in the workplace:



To achieve the advantages of diverse teams, you must navigate the complexities and possible conflicts that are possible.

COMPLEXITY

Understanding all the benefits that diversity provides is difficult because diversity itself is so complex. The individual team members all have different expectations, methods of effective communication, and motivation. All of this makes the leading a diverse team tricky. Leaders have to be able to address the needs of team members in ways that make sense to them.

Success in this endeavor requires leaders to educate themselves about the different demographics on their team. This information should be applied leaders facilitate communication and relationships between individual team members to prevent and mediate conflicts.

CONFLICTS

Conflict is inevitable in any team. Diversity means that people will have different behaviors and value systems. These differences will lead to miscommunication and inadvertent insults and social mistakes. Common sources of conflict include

- Body language
- Social cues
- Verbal communication
- Criticism
- Social hierarchy
- Physical contact
- Dress

Leaders should be prepared to address conflict and help team members better understand each other when misunderstandings arise. Chemistry improves when team members learn to see and respect the perspectives and of each other. Trust and mutual respect are key to developing effective team chemistry.

ENCOURAGE INDIVIDUALITY

It may seem counterintuitive to encourage individuality. It is true that teams need to have common goals that they place over individual goals, they do not give up being themselves. The advantages of diversity are not possible without encouraging individuality. Asking everyone to be the same will only stifle creativity and individual strengths. Each organization will have its own ways to balance the individuality with professionalism, but a few ideas are below:

- Allow people to personalize their workspace
- Encourage employees to express their cultures
- Be flexible and creative in meeting times and locations

Making an effort to support people as individuals will help them feel comfortable and develop trust in the team.

PRACTICAL ILLUSTRATION

Meg and Roger were putting together a team for their new real estate department. Roger wanted to choose only aggressive, high-performing individuals. Meg was concerned that such a homogenous team would

cause problems among the staff. They deliberated among themselves and finally consulted an expert. He suggested that they diversify their team as much as possible. This way, they will avoid conflict while meeting the needs of more customers. When they finally developed their team, they focused on diversity and chose people who would complement each other. The group came together quickly, and conflict remained at a minimum. Customer satisfaction remained high.

*In order to carry a positive
action we must develop here
a positive vision.*

DALAI LAMA

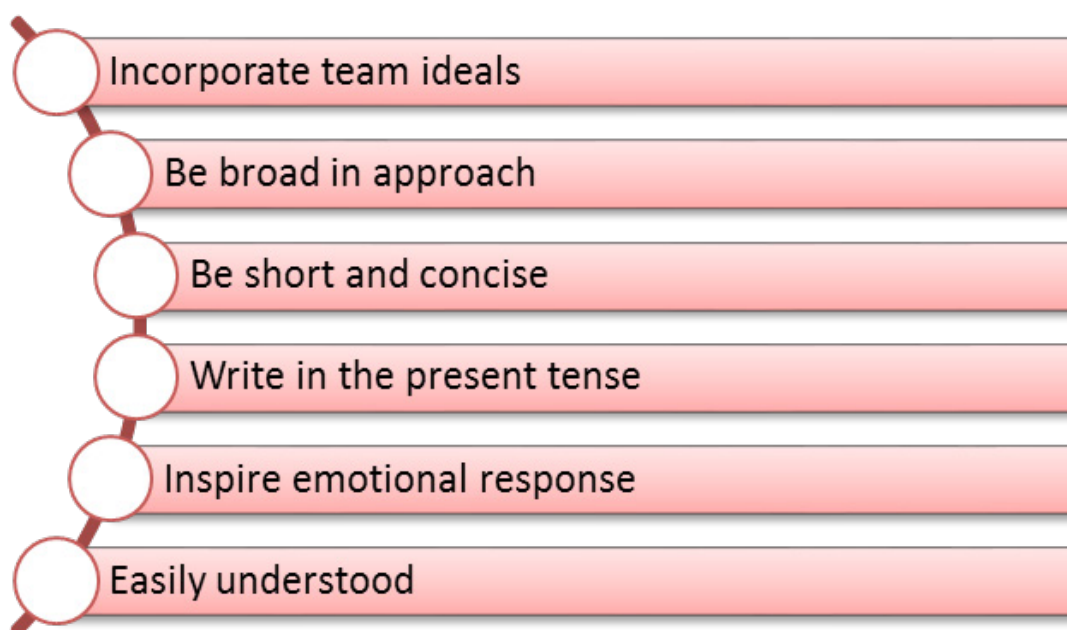


VISION AND GOALS

Vision and goals unite teams. Unless a team stands behind a common vision, team chemistry will be difficult to build or maintain. Team leaders must create a clear vision that the team shares. The vision is then implemented using SMART goals and developing collaboration between individual team members.

CREATING VISION

A vision is not a goal. It is an idea that outlines the future that the team is striving for. The best place to start is with a vision statement, which will inspire individuals and develop creativity. A vision statement should follow a few basic ideas:

- 
- Incorporate team ideals
 - Be broad in approach
 - Be short and concise
 - Write in the present tense
 - Inspire emotional response
 - Easily understood

You must remember that vision statements are not static. They are subject to change with the needs and direction of the company and team.

SHARED VISION

A successful leader is responsible for communicating a shared vision with the team and keeping them connected to it. Individuals who are inspired by a common vision are more successful in reaching their goals. We have already addressed creating a vision statement. Now, it is important to understand how it relates to the team. Leaders should create their own vision statements, but it is a good idea to ask team members to create their own in a group setting.

- Divide team members into small groups and ask them to develop different statements.
- Put the different vision statements on a flipchart/board.
- Discuss the phrases and statements.
- Put different phrases together to make the statements.
- List the top three.
- Vote on the final vision statement.

Please note that the final two steps of the process may take place at different times. When team members are involved in the process, the vision becomes their own. Share the vision with any team members or individuals who need to understand it, and build enthusiasm by creating goals.

SMART GOALS

Goals are necessary after a vision is established. Goals are what people work towards as they attempt to complete their vision. SMART goals are typically implemented in team settings:

- **Specific** – Be specific about the what objective you want to achieve
- **Measurable** – What will let you know when a goal is achieved?
- **Achievable** – How can you reach the goal?
- **Reasonable** – Is it possible to reach the goal?
- **Timely** – When should the goal be reached?

When creating Smart Goals, consider involving the team. If you simply assign goals that people do not think are achievable, they are less likely to unite around it.

COLLABORATION

The vision and goals that team members have should unite them in collaboration. Collaboration may seem like a simple concept, but it is complicated to instill, particularly in storming stages. There are, however, steps that leaders can take to facilitate communication between team members.

- **Communication** – Provide multiple methods of communication between team members. They should be able to reach each other

beyond the regular team meetings. There are different methods of communication based on your setting such as iChat, Google Hangouts, etc.

- **Accountability** – Goals must be clear to all team participants, and they should be held accountable for performing their roles and responsibilities. (We will address roles in the next chapter.)
- **Trust** – Develop an environment of trust and mutual respect so that people are comfortable sharing their ideas with each other.

PRACTICAL ILLUSTRATION

Cara was part of a nursing team. Every week, they had meetings to discuss new ideas to improve patient care and efficiency. She felt like she never could get any ideas across because Daniel, the team leader, let other people talk over her. Sometimes, she believed that he did not value her opinion. In fact, two people dominated most meetings, while everyone else learned to be silent. She felt disrespected and did not trust the rest of the team to put more effort into sharing with them. Meanwhile, Daniel complained that the team was not functioning as a unit and he did not understand why.

*Life is for a specific
mission. Find your
role and fulfill it.*

LAILAH GIFTY AKITA



ROLES

Clear roles and responsibilities are essential for any team to function smoothly. Even when team members are united around common goals, they must know what is expected of them. Leaders need to make sure that people establish roles and understand the difference between making and taking. Additionally, established roles will help limit the power struggles between team members.

ESTABLISHING ROLES

Once a vision and goals are created, individual roles need to be established. Begin by identifying the roles and responsibilities of the team. Roles will vary according to the organization, the team, and its purpose. The obvious role is that of the team leader. There may be more than one leader. Other roles and responsibilities will be shared among all team members, and there are always individual roles. One popular method of defining team roles is Belbin's. This method divides the team by action orientation, people orientation, and thought orientation.

Action:

- **Shaper** – Thinks outside of the box and focuses on improvement
- **Implementer** – Turns ideas into actions and keeps the team organized

- **Completer Finisher** – Pays attention to the finishing details and concentrate on deadlines.

People:

- **Coordinator** – Leaders who are capable of delegating
- **Team Worker** – Supporters who benefit the team dynamics
- **Resource Investigator** – Negotiators who work with those outside of the team

Thought:

- **Plant** – Innovators who develop ideas for the team's progress
- **Monitor Evaluator** – Overseers who examine ideas and determine if they are usable.
- **Specialist** – Experts who perform specialized skills.

Discovering the strengths and weaknesses of individual employees will help you establish the appropriate roles for each one.

TAKING

Team members will eventually address their roles through taking and making. Taking occurs when team members accept roles and responsibilities that are assigned to them. For example, the activities on a job description would be examples of role taking. Functional teams with effective chemistry will take on their roles willingly.

This does not mean that there is no initiative from taking roles. In fact, in teams that work well together, people should discover the best ways to perform the roles and responsibilities that are assigned to them. For example, an administrative assistant could take the initiative to color code a schedule.

MAKING

The other half of individual roles is making. In high functioning teams, roles that you did not foresee will develop. For example, a clothing closet might decide to accept toiletry donations. In this case, someone would have to take over the roles and responsibilities for the expansion of product. The person who takes on the role is making it.

When making roles, it is important not to overstep boundaries. Do not take over another person's role. Additionally, leaders should be consulted if there is any concern about new roles they are making and to establish boundaries and responsibilities.

AVOID POWER STRUGGLES

We have already addressed storming and the inevitable conflicts associated with the team building. Any team that has high-powered members is likely to face power struggles. Team leaders must be proactive and take steps to avoid power struggles within the team. Some possible steps to take include:

- **Team roles** – The roles and responsibilities of individual team members need to be clearly defined. Additionally, roles should be discussed so that people work to their strengths and accept taking roles willingly. Once accepted, roles need to be carefully reinforced.
- **Shared decisions** – Teams that have input into the decision-making process will feel a sense of control and are less likely to struggle for power.
- **Culture** – Respect is an important aspect in preventing the power struggles. No role should be prioritized over the others. Leaders need to pay attention to the culture and address signs of struggle and disrespect before they become problematic.

PRACTICAL ILLUSTRATION

Kathy and Paula were both high earners on their sales team. They had a friendly rivalry at the beginning. Soon, however, they began stepping on each other's toes in the workplace. Part of the problem was the way that their team leader was constantly changing their roles, and they found themselves at odds over how to complete their work. Their leader also seemed to encourage their power struggle, saying that rivalry was good for performance. Other team members soon learned to stay out of their way.

*A leader is one who knows
the way, goes the way,
and shows the way.*

JOHN C. MAXWELL



LEADERSHIP FUNCTIONS

The roles and function of leadership will guide team building and the chemistry of the new team. Leaders have the responsibility to set the tone for everyone else. Leaders must also be knowledgeable about conflict management and guiding individuals. One of the most important functions that leaders have, however, is the ability to encourage team members. These leadership functions all work together to help build the team.

SET THE TONE

Leaders must be examples for the rest of the team. Their behaviors and actions set the tone, and leaders have a responsibility to make sure that the tone that they set is positive and sets the standards for other team members. There are several ways leaders can help set the tone:

- **Be consistent** – Act with integrity and be reliable as a leader and in your everyday activities.
- **Provide direction** – Give the team guidance without micromanaging.

- **Be positive** – Do not complain about work, and model the attitude and work ethic that you want to see.
- **Demonstrate innovation** – Take risks and be creative, and encourage creativity from other team members.
- **Communicate** – Share information with the team members, and encourage them to share information with you.

CONFLICT MANAGEMENT

Leaders must be skilled in the art of conflict management. As we have already stated, it is inevitable in team settings. Conflict management requires more than simply telling people to work it out. You must be able to negotiate the conflict professionally.

Begin by recognizing that there is a conflict once you see the signs. Ignoring conflict in the team will only cause the conflict to intensify. Follow these steps:

- **Team members agree to cooperate** – The resolution should be for the good of the team rather than personal benefit.
- **Practice active listening** – Pay attention to what both sides are saying.
- **Establish clarification** – Have team members state their positions and provide facts to counter assumptions and beliefs.
- **Dialogue** – Establish a dialogue between people with different opinions.

- **Resolution** – Decide how to resolve the conflict as a team.

DIRECT, DON'T ORDER

Leaders must resist the urge to give orders rather than directions. Orders are dogmatic and take away any choice from the team. When providing direction, you are offering the team guidance without such a strict demand. People can give directions by:

- **Making an invitation:** Request team members perform activities.
- **Encourage:** Give individuals reasons to take specific actions.

As a leader, it may be necessary to give orders at times, but this should be done sparingly and with respect. Creating an authoritarian atmosphere will prevent a team from developing initiative and creativity.

ENCOURAGE

Team leaders have an obligation to maintain a positive atmosphere. One of the best ways to accomplish this is using encouragement. An encouraging leader is one who focuses on the strengths and accomplishments of team members. They do this by following a few different steps:



By encouraging team members in this way, you will build their confidence and encourage them to develop their skills and take initiative.

PRACTICAL ILLUSTRATION

Leslie was disappointed with the development of her team. They behaved like underlings and failed to take the initiative or develop their skills without her prodding. She consulted her friend, Liz and asked her to observe the team. Liz watched the team interact and informed Leslie that she was too authoritarian. She gave orders rather than allowing the team to direct themselves. The team lacked the confidence to move forward or act without their leader's direct instructions.

*Passion and teamwork
can turn a bunch of
ordinary folks into an
unbeatable, winning team.*

PRAKASH IYER



DEVELOP COHESION

Cohesion occurs when the team members are now working for a united purpose. The team, at this point, will show a developed sense of teamwork as they move towards their goals. They will become self-supporting and show a sense of exclusivity as they connect outside of the workplace.

SENSE OF EXCLUSIVITY

A sense of exclusivity will help develop cohesion within the team. Exclusivity is the sense of exceptionality that team members feel about themselves. They become an elite club that does not include people outside of the group.

This may seem elitist, but it is simply the same branding that many companies use to entice customers. There are different ways to develop exclusivity:

1. Celebrate uniqueness of the team
2. Advertise successes
3. Limit size
4. Develop team sayings
5. Create t-shirts

These are just a few ideas that will help create a sense of exclusivity in the team.

CONNECT BEYOND WORK

Team chemistry is difficult to develop when you limited interactions to the workplace. Connecting outside of work at informal settings will help people connect and instill trust within the group. There are many different ways to socialize as a team. Common group activities include:



These are just a few ideas. You should choose activities that will best fit the dynamics of your team. Remember that people are less likely to participate in activities when they do not like them. Forced participation will not yield the desired results.

OUTSIDE COMPETITION

Any team will face outside competition. Whether it is a rival sports team or another business, competition is a part of life. Competition develops cohesion when the team works together against their common enemy.

Remember to focus on outside competition rather than competition within the team. Outside competition will bring people together, but internal competition will damage cohesion.

The external competition will help your naturally competitive team members focus their energy correctly. You can harness their energy to help develop competitiveness in other team members. Celebrate victories and carefully monitor the competition to motivate your team towards success.

FOCUS ON CONSENSUS

Cohesion requires all the individual team members to be on the same page. One of the best ways to create cohesion is through consensus. The point of a consensus is to find decisions that everyone on the team will support. This process involves:

1. All team members give input about a decision
2. A generally accepted decision is found
3. The decision that is generally accepted is implemented

A consensus does not mean that everyone is enthusiastic about the idea. They will be more likely, however, to consent to the decision when they have a general agreement.

PRACTICAL ILLUSTRATION

Diane and Brian's IT team functioned normally, but they wanted to take the team to the next level and develop cohesion and chemistry. While the

team had few conflicts, there was an opportunity to develop relationships. Diane had the idea of taking a day to interact outside of work. She approached Brian, and he suggested asking the team to vote for the activity that they would like to do together. The team voted to spend the day playing games. After the outing, both Diane and Brian noticed that the team showed better comradery and cohesion.

*The business of business is
relationships; the business
of life is human connection.*

ROBIN S. SHARMA



BUILD RELATIONSHIPS

The ability to build a team requires an understanding of how to build relationships. Relationships determine how the team will function and what will become of team chemistry. The key to building relationships are found in respect, empathy, and open communication. Additionally, it is important to share credit as a team.

RESPECT

Respect seems like a simple concept, but this common-sense behavior is often overlooked in relationships. The problem with showing respect is that it can mean different things to different people. Often, the advice is to treat people the way you want them to treat you, but some people are more sensitive than others. The best way to show respect in a team setting is to demonstrate common courtesy. Being polite will go a long way towards demonstrating respect. Other actions that show respect are:

- **Acceptance** – Treat all people with dignity.
- **Attention** – Give individuals your full attention.
- **Considerate** – Be considerate of the feelings of teammates.

When teammates get to know and understand each other, they will have a better understanding of how to show respect.

EMPATHY

Empathy is a necessary people skill that will help build relationships. People with empathy are able to see the world from the perspective of others and recognize their emotions. Some people are naturally more empathetic than others. There are, however, ways to help implement empathy among team members.

Steps:

- Pay attention to another person's perspective
- Validate the viewpoint of others
- Examine personal views and biases.
- Listen and try to hear what is being communicated
- Be willing to change the personal perspective
- Consider what other people will do

OPEN COMMUNICATION

Communication between team members should be open and honest. Team leaders are responsible for the demonstrating open communication techniques and encouraging it in others. The best way to accomplish this is through:

- Share information across the entire team
- Have regular meetings
- Implement an open-door policy

- Reward people who share and communicate ideas
- Choose methods that make communication easy for all team members
- Be vulnerable with others

Open communication will help build relationships between team members and develop chemistry.

SHARE CREDIT

Effective teams share credit with each other. Leaders need to model credit sharing with the team. Sharing credit makes the individual team members feel appreciated for the efforts. Shared credit also encourages people to participate in activities and help each other. Sharing credit does not mean that individual strengths are ignored. It is important, however, to recognize that these individual strengths work together to create success as a team. You can share credit through:

Praising them to supervisors

Group thank you emails

Public recognition

PRACTICAL ILLUSTRATION

Maya was having difficulty developing relationships within her team. Some of them were standoffish and seemed to distrust her. She asked her mentor, George, to give her some advice. He asked her about her communication methods. Maya admitted that she was not comfortable being vulnerable with people, but she tried to encourage them to communicate with her. George encouraged her to develop a policy of open communication, but he explained that she would have to set the example and lead by communicating herself.

*If you do not change
direction, you may end up
where you are heading.*

LAO TZU



DIRECTION OF TEAM

Teams require direction to move forward. Leaders need to provide the direction. This direction requires a charter and task orientation. Additionally, the team leader is responsible for monitoring performance and providing feedback. These directions will help ensure that the team stays on task. By minimizing chaos and confusion, the chemistry of the team will improve.

CHARTER

Charters are tools used to explain the purpose of the team as well as its direction. The number of components in this document can vary, but the necessary components include:

Mission

Goals

Operating Guidelines

The mission is similar to the vision statement. Missions are the purpose for the team, the core activity, and the desired objectives. We have already created SMART goals, which follow the mission. Finally, operating guidelines follow.

Operating Guidelines Include:

1. Making decisions
2. Code of conduct
3. Roles and responsibilities
4. Communication
5. Conflict resolution

After a charter is created, all team members should sign their agreement to abide by it.

TASK ORIENTATION

Task orientation occurs when teams share a vision along with the responsibility for the outcomes of goals by focusing on mastering skills. The specific tasks will vary with each team. Task orientation requires leaders to model tasks themselves and ensure that the individual team members understand the tasks that they are expected to accomplish.

In successful teams, task orientation motivates individuals to beat their past performance and work towards achieving personal improvement

goals. This self-competition increases personal responsibility and self-monitoring.

MONITOR PERFORMANCE

You must monitor your team to understand where they are strong and identify areas that need improvement. The best way to monitor teams is through established metrics. Each team will have its own metrics based on their purpose. The point is to determine how the team is working. While team performance will affect company outcomes, the purpose of monitoring is to understand individual and team operations. Commonly assessed metrics include:

- Quality of work
- Meeting attendance
- Efficiency
- Self-motivation

There are different methods to assess metrics such as:

- Performance appraisals
- Observation
- Tests
- Surveys
- Questionnaires

Again, the methods of assessment will vary for individual teams.

FEEDBACK

In team settings, feedback is a two-way street. Leaders must provide feedback to individuals who will also provide feedback about the team. Feedback at the team level is not as standardized as organizational reviews. When determining feedback, it is necessary to establish guidelines. For example, feedback may or may not be anonymous.

Individual feedback should regularly be given and is slightly subjective. One popular method is a feedback form, which rates different behaviors in a scale. Feedback can also be verbal when it is in the moment. 360-feedback surveys are useful in helping team members privately share their feedback with leadership and other team members.

PRACTICAL ILLUSTRATION

Sarah thought that her team was doing well. They were making their sales goals, which is all that mattered to her. She was surprised when one of her team quit because he felt that he was in a hostile work environment. Sarah contacted her friend Connor to determine what she was overlooking. He noticed that she managed to pay attention to sales goals and other metrics, but she never assessed the functionality of the team and how well the members were working together.

CLOSING THOUGHTS

- **Helen Keller:** Alone we can do so little, together we can do so much.
- **Patrick Lencioni:** Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability.



Rick Chisholm made history when he single-handedly changed the professional Audio Visual industry by breaking all the rules and capitalised over 50% market share in Australia with very little capital, no partners, mergers or lenders and set up the first franchise operation of its kind in the world in the late 1990's and early 2000's.

As a 7x founder of companies and 30x businesses such as Innovest, AI Machine, Lightsounds, LSW, Light Emotion with revenue in excess of \$300 million and having employed more than 1,000 staff over the last 35 years. Rick is known as the Start-Up and SME Guru and is Author of a number of books including Business Success for Life. Unlike many mentors, he actually walks the talk and has a number of businesses under management in such areas as Automation, Events management, Importing, Distribution, Retailing and E-commerce.

His BIG passion is Business Education empowering Businesses Owners through knowledge and skills. Whilst Rick has experienced great success, he has also endured many failures. Rick has faced and overcome the exact same challenges you are facing now.



Tala Chisholm is an SME specialist who has owned and managed several small to medium sized businesses in the last 20 years, several of which were eventually sold. She has extensive experience in the fields of retail, franchising, licensing, dealerships, education, importing, distribution and consulting.

Her expertise lies in building and implementing customised cross-platform database and software solutions for businesses, automation, IT, web marketing, advertising, graphic design, business administration, process refinement and implementation. Her business experience ranges from bricks-and-mortar Giftware retailing to highly technical fields such as Security, CCTV, Entertainment Lighting and Audio sales, hire and installations as well as e-commerce.

Throughout her career she also trained and mentored Franchise business owners as well as internal division managers. Some areas of training included retail operations, management practices, business strategy, accounting, cash-flow, marketing, customer service and IT. She has also headed up the drafting of Operating Compliance Manuals for Franchise operations and implementation of all the elements involved.

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