Municipal Elected Officials Institute of Government

Team Building and Goal Setting

Presented by:

Edwin C. Thomas. M.Ed., MPA

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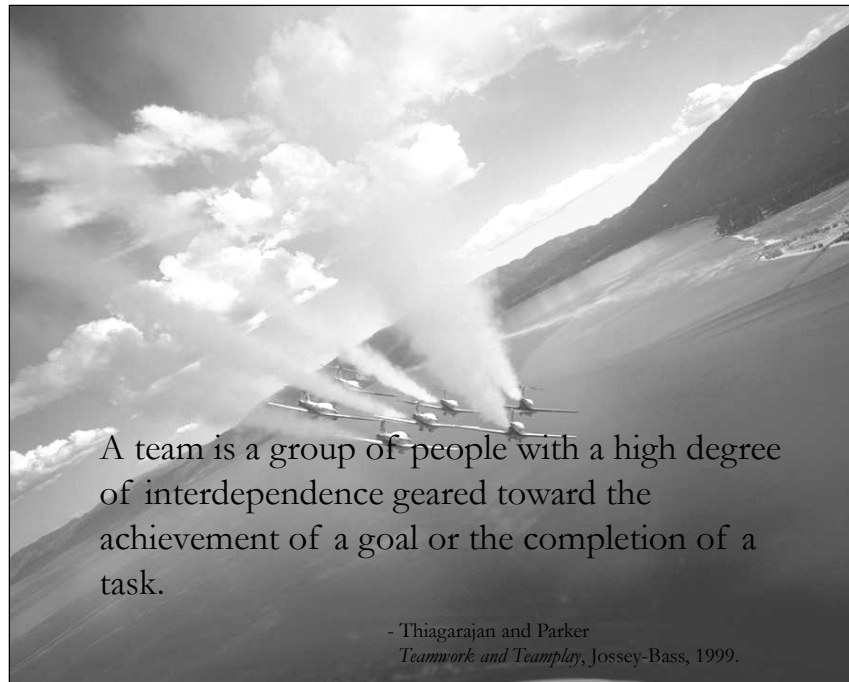Training and Consulting Services

Assumptions

- In order to achieve its vision, mission and goals, council must work effectively as a team
- Members should strive to understand, appreciate, and communicate with each other
- Members are individuals and, as such, bring different values, beliefs, agendas, and experiences to council

Assumptions

- A key challenge is to make effective use of this diversity
- All members share the responsibility for cohesiveness and effectiveness of the team

Teamwork

A team is a group of people with a high degree of interdependence geared toward the achievement of a goal or the completion of a task.

- Thiagarajan and Parker
Teamwork and Teamplay, Jossey-Bass, 1999.

What is Teamwork?

Teamwork describes the functioning of a group of people who are closely knit around a common purpose, who work easily together, and who have positive working relationships.

The functional meaning of teamwork is the ways people must work together and cooperate in order to produce some product or service that cannot be produced by a single person.

- Kinlaw, <u>Developing Superior Work Teams</u>

The true measure of a team is that it accomplishes the results that it sets out to achieve.
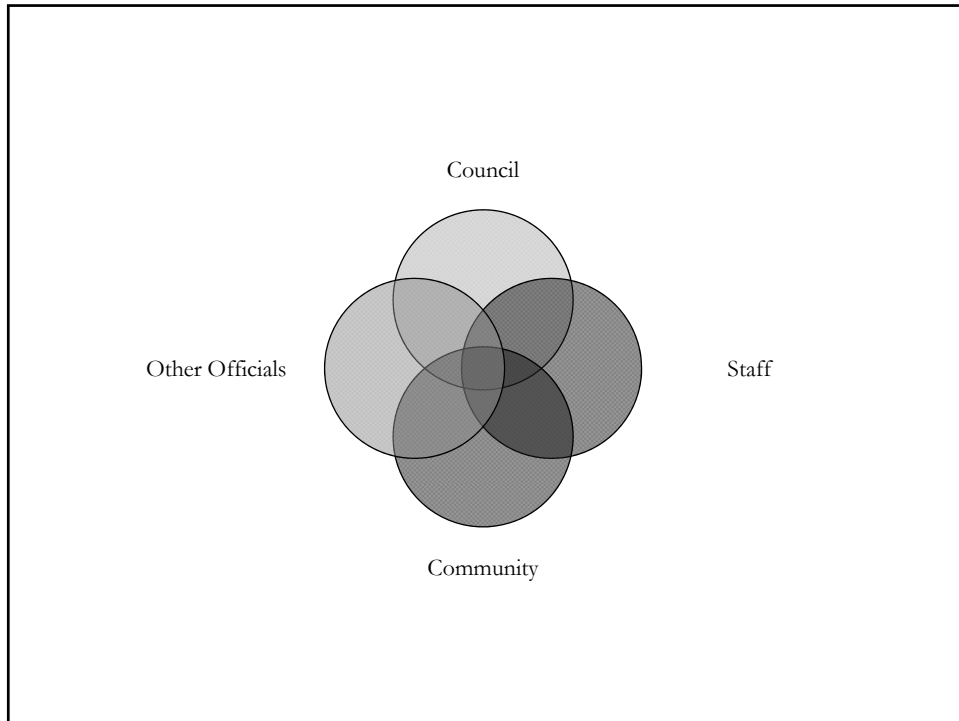
- Patrick Lencioni

Barriers to Teamwork

Source: Patrick Lencioni, *The Five Dysfunctions of a Team: A Leadership Fable.*

Interdependent Teams

- Council
- Council and staff
- Council and other officials
- Council and community

Council

Other Officials

Staff

Community

From <u>Teamwork</u> by Larsen & LaFasto:

Clearly, if we are going to solve the enormous problems facing our society, we need to learn how to collaborate more effectively. We need to know how to set aside individual agendas so that a common understanding of a problem has an opportunity to develop.

We need to know how the activities of people can be coordinated and their efforts brought together within a structure that integrates and focuses, rather than diffuses.

If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.

- Patrick Lencioni

The Leadership Challenge:

The problem facing communities today is not the issues, it is the inability to build and maintain coalitions to deal with those issues

- John Gardner

Characteristics of a Good Team

(See Assessment 1)

- High degree of mutual trust
- Mutual support characterized by a genuine concern for each other
- Communications are open and honest
- Mission and objectives are clearly understood by all members

Characteristics of a Good Team

- Conflict is confronted and worked through
- The organizational environment is characterized by supportive respect for individual differences

Characteristics of High Performance Teams

(See Assessments 2 and 3)

- Clear, common purpose
- Crystal clear roles
- Accepted leadership
- Effective team processes
- Solid relationships
- Excellent communications

Pat MacMillan, *The Performance Factor: Unlocking the Secrets of Teamwork.* Broadman & Holdman Publishers, 2001

Building the Team

Stages in the Team Building Process

- Forming
- Storming
- Norming
- Performing

This process involves:
- Breaking the ice
- Dealing with differences
- Building the spirit

Strategies for Team Building

- Socialize
- Get to know one another as people
- Hold retreats
- Participate in team building exercises, e.g., low ropes courses
- Hold family gatherings
- Attend meetings and conferences together

But remember FOIA requirements!

Know Yourself
(See Assessment 4)

- What is your basic demeanor and operating style?
- What do people typically like and dislike about your personality?
- How comfortable are you with interpersonal relationships?
- Are you authentic and honest with others?
- Can you make demands on people and do you keep your commitments?

Know Yourself

- Are you caring and respectful of others?
- How comfortable are you with the dark side of relationships - the side that's full of conflict, competitiveness, anxiety, resentment, and self-interest?
- Do you react differently with different groups of people?

Source: Robert Rosen, "Learning to Lead", in *Organization of the Future*, 1997.

Covey's Seven Habits...

- Be proactive
- Begin with the end in mind
- Put first things first
- Think win/win
- <u>Seek first to understand, then to be understood</u>
- Synergize
- Sharpen the saw

Know Your Teammates

My green thumb came only as a result of mistakes I made while learning to see things from the plant's point of view.

- H. Fred Ale

Characteristics of Effective Working Relationships

- Holistic
- Shared history
- Collaborative
- Supportive
- Productive
- Meaningful

Know Your Community

It's much easier to ride a horse in the direction he is going.

- Werner Erhard

Know Your Community

(See Assessment 5)

- Who are the key stakeholders?
- What do they expect from your municipality?
- How well is your municipality doing in meeting those expectations?
- What do you expect from the stakeholders?
- How are they doing in meeting your expectations?

Building Bridges

1. Identify a stakeholder that your team needs to develop a positive relationship with in order to be successful
2. What specific types of help do you need from this stakeholder?
3. What kinds of assistance or input does this stakeholder need from your team?
4. Identify common objectives you share with this stakeholder
5. What potential barriers may prevent this stakeholder and your team from working together effectively?
6. What member of your team would be the best person to be the main contact with this stakeholder?
7. What specific steps can you take to develop a positive relationship and obtain necessary assistance from this stakeholder?

- Thiagarajan and Parker
Teamwork and Teamplay, Jossey-Bass, 1999.

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Characteristics of Well-Governed Communities

- Tranquillity among public officials - an absence of squabbles and bloodletting
- Continuity in office of top-level managerial officials - a stable corps of administrative personnel
- Use of analytical budgeting and planning processes- reliance on comprehensive, multiyear methods (strategic planning, performance measurement)
- Participative management - less commitment to hierarchical models and more employee-oriented management
- Innovativeness - receptiveness to new ideas (benchmarking)

Characteristics of Well-Governed Communities

- Active public-private partnerships - a minimization of the traditional barriers between government and the private sector
- Citizen input into government decisions - the use of formal mechanisms to increase public involvement in government

Source: Harry P. Hatry, "Would We Know a Well-Governed City If We Saw One." *National Civic Review* 75 (May/June 1986).

Goal Setting

One More Time: What is a Team?

A team is a group of people with a high degree of interdependence geared toward the achievement of a <u>goal</u> or the completion of a task.   - Thiagarajan and Parker

The Glue that Pulls and Holds Teams Together

- A shared vision: What do we want the municipality to be like in the future?
- A shared mission: What are we here for? What do we exist to do? What difference do we want to make?
- Shared values: What do we hold as important? What drives us?
- Clear goals: What do we want to accomplish?
- Trust

The Importance of Team Goals

Goals are important because they:
- help shape a future direction for the organization
- assist in building commitment for the "team" to this future direction
- provide a foundation for accountability and performance
- assist in mobilizing people and resources toward goal attainment

Some Operational Definitions

Vision or Purpose = What are we trying to accomplish?

Mission = What will this organization do to accomplish it?

Values = In what manner shall we go about accomplishing it?

Issues = What are the barriers we must face to accomplish it?

Alternatives = What can we do about it?

Strategies or Action Steps = What will we do about it

Goals = Statement of what we hope to accomplish that includes performance measures and a timetable

Objectives = Component parts of a goal, even more specific and measurable

Benchmarks = Performance targets

A goal is:

A situation or condition of people or the organization that will exist in the future and that is considered desirable by members of the organization.

A goal is:

A long-term organizational target or direction of development. It states what the organization wants to accomplish or become over the next several years. Goals provide the basis for decisions about the nature, scope, and relative priorities of all projects and activities. Everything the organization does should help it move toward attainment of one or more goals.

Bryson and Alston. *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*, 2nd edition.

Characteristics of Good Goals

- They are yours
- They are written
- They are compatible
- They are "SMART"
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely

**Strategies for Developing Shared
Goals, Commitment and Alignment**

- Team meetings
- Work sessions
- Retreats
- Forums
- Dialogues
- Task forces
- Strategic planning processes

Team Leadership

Leaders must conceive and articulate goals in ways that will lift people out of their petty preoccupations and unite them toward higher goals.

- John Gardner

The War of the Parts Against the Whole

How many times have we seen a major American city struggling with devastating problems while every possible solution is blocked by one or another powerful commercial or political or union interest? Each has achieved veto power over a piece of any possible solution, and no one has the power to solve the problem.

The war of the parts against the whole is the central problem of pluralism today.

- John Gardner

Servant-Leadership

"The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to serve first, as opposed to, wanting power, influence, fame, or wealth. Then conscious choice brings one to aspire to lead. He or she is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions.

- Robert Greenleaf

Level 5 Leadership

Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious – but their ambition is first and foremost for the institution, not themselves.

- Jim Collins
Good to Great

Imagine the differences in behavior when people operate with the idea that "leadership means influencing the community to follow the leader's vision" versus "leadership means influencing the community to face its problems.

- Ronald A. Hiefetz

Teamwork Final Exam