Shifting from Group to Team
Group Processes

- Formation
- Structure
- Production
- Dissolution

Activity vs. Time graph
Group Process: Key Components

1. Enter a Group
2. Establish Roles
3. Create Norms
4. Make Decisions
5. Assess Performance
Moving from Groups to Teams

Diagram adapted from Patrick Lencioni’s book, *Five Dysfunctions of a Team*

- Status and Ego
- Low Standards
- Ambiguity
- Artificial Harmony
- Invulnerability
- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results
- Absence of Trust
Team Principle 1: Trust

- What is trust?
- Be vulnerable
- Manage behaviors and interactions
- Encourage team building
- Model the way as leaders
Team Principle 2: Healthy Conflict

- Great relationships require healthy conflict
- Productive conflict vs. destructive fighting
- Avoiding conflict to avoid hurt feelings
- Give permission to discuss conflict
- Model behavior that is appropriate of healthy conflict
Team Principle 3: Commitment

- Commitment = clarity + buy-in
- Consensus is not always best
- All opinions and perspectives on the table
- Review key decisions and agreements
- Avoid “as soon as possible” situation
Team Principle 4: Accountability

- Call out poor behaviors and performance
- Understand goals and performance standards
- Review and give feedback
- Reward team, not individual
- Hold the team accountable
- Manager/leader is not the only disciplinarian
Team Principle 5: Results Focused

- Focus on specific objectives
- Clearly define outcomes
- Focus on team goals
- Stomp out individual interest in teamwork
- Encourage team results
- Being a “part of a group” is not enough
Team Small Group Exercise

1. Review the Lencioni’s five stages of team development. Where is your team along the continuum from a group to a team?

1. Look at all the Enneagram Styles in Your Team.
   - What insights do the team working styles provide to understanding team development?
   - What are team strengths?
   - What are team challenges?
   - Other?
Team Small Group Exercise

Instructions:

• 20 minutes in your team for the above dialogue

• 15-20 minutes in peer-to-peer session with another organization to share insights and compare notes on strengths and challenges

• 15 minutes to report out to the entire assembly
Tools
## Build annual board calendar

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Tasks</th>
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<tbody>
<tr>
<td>1(^{st}) Qtr:</td>
<td>Where are we now?</td>
</tr>
<tr>
<td></td>
<td>• Review vision &amp; strategic direction</td>
</tr>
<tr>
<td></td>
<td>• Review target markets</td>
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<tr>
<td>2(^{nd}) Qtr:</td>
<td>Where are we going?</td>
</tr>
<tr>
<td></td>
<td>• Propose program</td>
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<tr>
<td></td>
<td>• Present draft program plan</td>
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<tr>
<td></td>
<td>• Adopt program plan</td>
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<tr>
<td>3(^{rd}) Qtr:</td>
<td>What do we need to get there?</td>
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<tr>
<td></td>
<td>• Identify resource requirements</td>
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<tr>
<td></td>
<td>• Draft budget</td>
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<td></td>
<td>• Adopt budget</td>
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<tr>
<td>4(^{th}) Quarter:</td>
<td>Are we getting there?</td>
</tr>
<tr>
<td></td>
<td>• Identify indicators/tools</td>
</tr>
<tr>
<td></td>
<td>• Gather information</td>
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<td></td>
<td>• Analyze</td>
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A New Board Agenda

1. Discussion of a Strategic Issue
   *(we join boards based on passion and strategic interest)*

2. Program Updates
   *(based on performance metrics)*

3. Tactical Operations Issues
   *(consent agenda)*

*Proposed by Russell Willis Taylor, CEO of National Arts Strategies*