

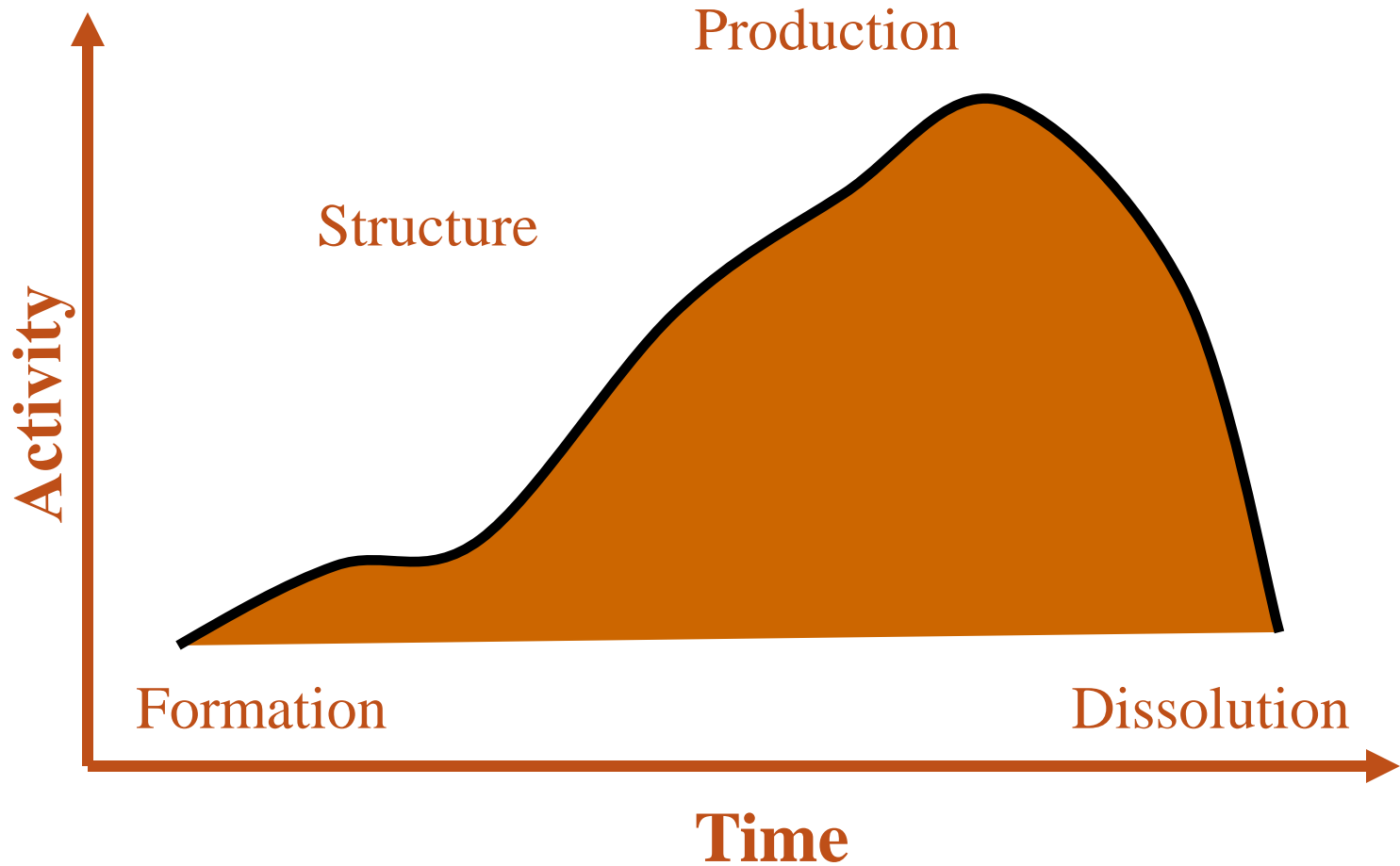


# Shifting from Group to Team

---

# Group Processes

---



# 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

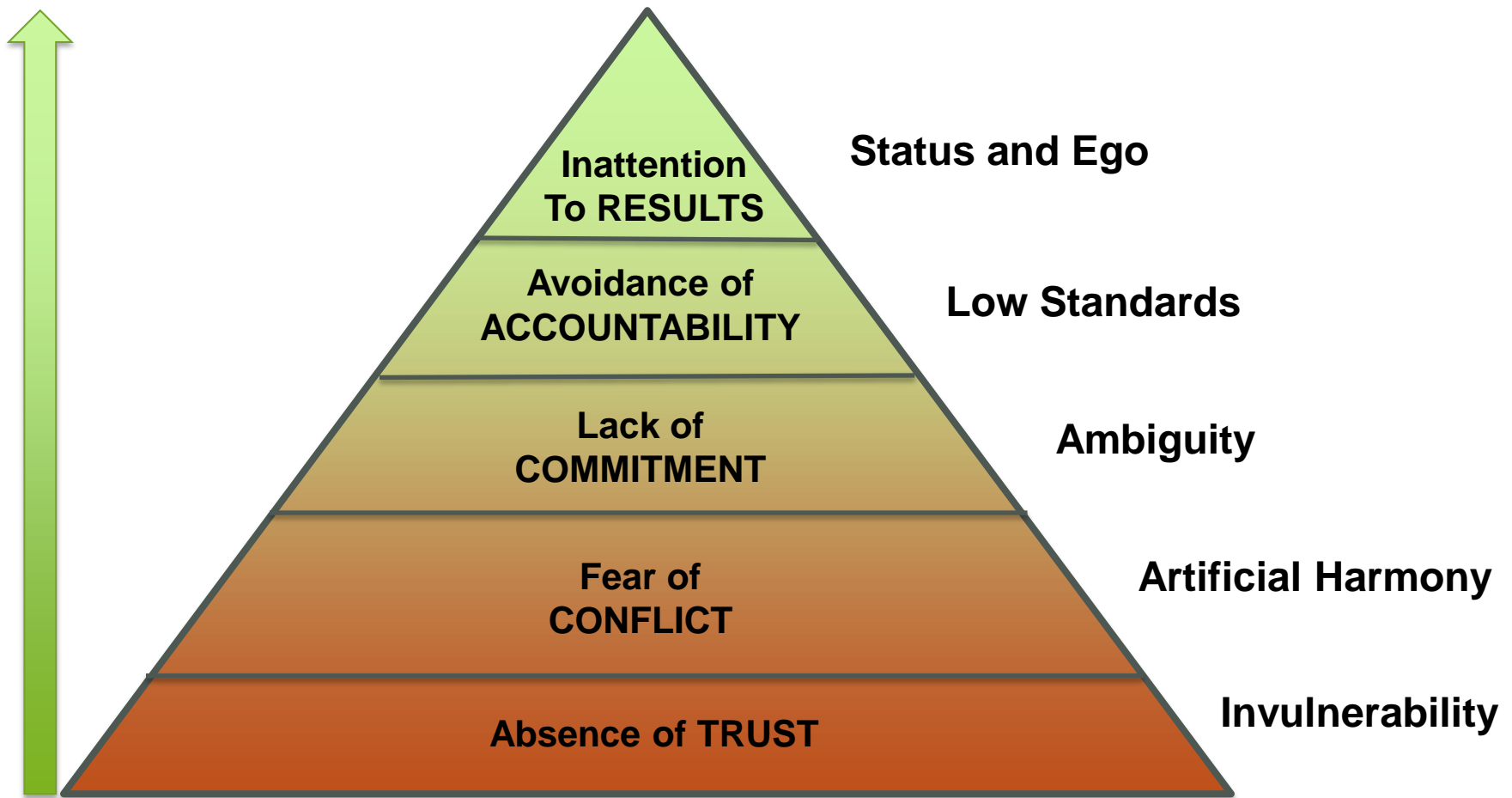


Diagram adapted from Patrick Lencioni's book, *Five Dysfunctions of a Team*

# 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



1<sup>st</sup> Qtr: Where are we now?

- Review vision & strategic direction
- Review target markets

2<sup>nd</sup> Qtr: Where are we going?

- Propose program
- Present draft program plan
- Adopt program plan

3<sup>rd</sup> Qtr: What do we need to get there?

- Identify resource requirements
- Draft budget
- Adopt budget

4<sup>th</sup> Quarter: Are we getting there?

- Identify indicators/tools
- Gather information
- Analyze

# 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)*