



Team Building & Managing Change

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November 19, 2019

Learning Objectives

Participants will be able to understand:

1. Teamwork

- a) Definition
- b) Benefits
- c) Characteristics
- d) Process/Methodology

2. Change.

- a) Emotional Response
- b) Resilience

Their role making a positive contribution to a team.

Teamwork

What is a work team?

A Work Team is a group of people who:

- Share a common goal or purpose
- Communicate effectively
- Work effectively
- Have diverse skills and experience

Teams at IGG can be based upon:

- Institute
- Division (Functional)
- Two or more Divisions (Cross Functional Team)

Exercise # 1

1. Form groups of four or five.
2. Gather around a flip chart.
3. Draw a picture that shows your thoughts regarding teamwork.
4. What does the picture say about your attitude or thoughts regarding teamwork?

Benefits of Teamwork

What are the advantages of for you and your division or IGG for teamwork?

1. Increases access to information
2. Provides insights based on a diversity of knowledge & experience.
3. Opportunity for creative breakthroughs.
4. Helpful for managing complex work.
5. Contributes to individual learning.
6. Opportunity to achieve:
 - Higher employee engagement.
 - Create higher morale.
7. High Performing Teams are greater than the sum of their parts.
8. Teamwork can be leveraged to achieve innovation.

Teamwork Characteristics

- Agree regarding individual behaviours and expectations. Examples:
 - Openly sharing information / Communicate in a open manner
 - Listen carefully
 - Build relationships
 - Respect others
 - Act ethically and honestly
 - Co-Create
 - Meet commitments
 - Shared accountability for achieving success
 - Commit to resolving differences or opinions or conflict with win-win solutions

Teamwork Process

- Develop a clear sense of purpose.
- Ensure the purpose aligns with the broader IGG strategy & objectives.
- Develop specific goals needed to achieve the purpose.
- Agree on a process/procedures to complete the work:
 - Identify work responsibilities
 - Clear accountability for the work components
 - Timelines
 - Roadmap with milestones
- Determine the resources that will be needed
- Determine decision making rules
- Leverage technology
- Commit to producing high quality output; such as, leading edge research
- Celebrate success: along the way and at the completion of your project

— Teamwork and collaboration

Works collaboratively and effectively with people in order to achieve a common objective. Builds strong teams through open communication, mutual trust, respect and cooperation

Level 1	Level 2	Level 3
<p>Builds trust in relationships by open, honest communication, sharing pertinent information and meeting commitments. Understands the need for collaboration</p>	<p>Brings people together to solve problems and generate solutions. Leads teams and working groups within own area. Fosters a collaborative environment.</p>	<p>Works with multiple teams and collaborates beyond one functional group. Forms cross-functional teams to work on complex issues. Removes obstacles to collaboration between functional groups and levels</p>
<p>Actively listens to understand others' point of view.</p> <p>Contributes opinions and information willingly. Respects opinions and contributions of others.</p> <p>Makes and keeps commitments. Does their share of the work.</p> <p>Displays willingness to learn from others.</p>	<p>Brings clarity to the team by clearly stating objectives and expectations.</p> <p>Works with peers and others to generate ideas and gather information.</p> <p>Willingly contributes ideas and experiences to help produce solutions.</p> <p>Acknowledges the contributions of others.</p>	<p>Creates a collaborative environment where people are recognized and rewarded for group contributions and solutions.</p> <p>Brings the appropriate people and expertise to the team.</p>

Exercise # 2: Teamwork

- Teamwork and collaboration skills evaluation assessment

Exercise # 3: Teamwork

- Identify the most important challenge you will need to manage to increase the effectiveness of your team.
- Identify the most important personal change you will have to make to become an excellent team member.

Exercise # 4: Teamwork Assessment

1. Think of a team of which you were a member
2. Using the team assessment handout evaluate your team performance and effectiveness

Teamwork Assessment recommendation

Struggling Team (e.g. 23 pts. 1.92 GPA) – Recommendations

- Conduct a Team Evaluation.
- Confirm the purpose is of well defined, understood & of value.
- Identify items that team members scored the lowest.
- Create a step by step plan to improve.
- Review results, recognize success and proceed to next challenge.

Effective Team (e.g. 34/48 pts. 2.83 GPA) – Recommendations

- Conduct and evaluation.
- Identify successes.
- Opportunities for high value improvement.
- Evaluate once more.

High Performing Team (e.g. 43/48 pts. 3.58 GPA) – Recommendations

Identify your positive attributes (Appreciative Inquiry).

Create a plan to focus on these methods, processes and behaviours.

Review opportunities for improvement.

Create a plan to achieve improvements.

Review results.

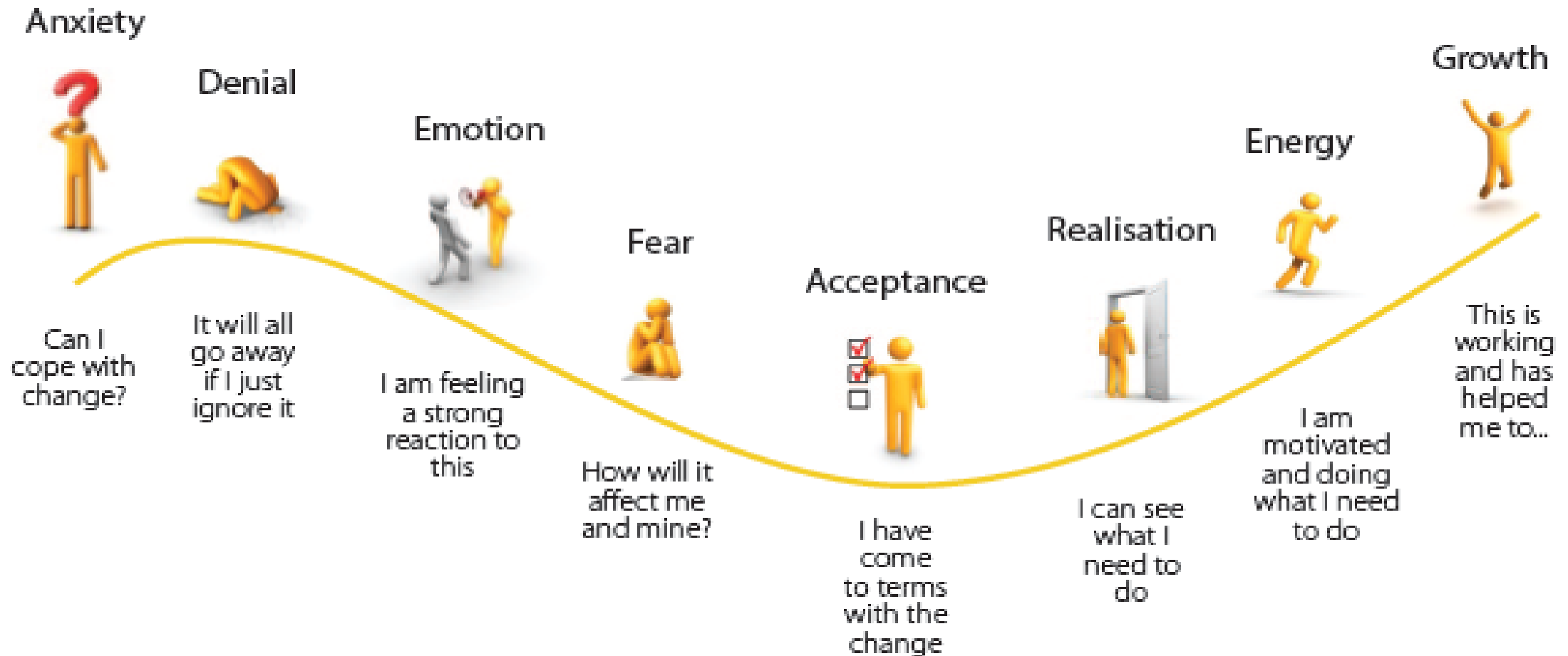
IGG Mission

The mission of the Institute is to conduct research studies on the sustainability of the environment, social and economic fields, as well as to create and spread knowledge and innovation within these sectors.

We aim to become a world-class research organization and the leading regional scientific research organization providing publicly available standards-based research, technology, innovation and knowledge services that provide concrete contributions to the sustainable development of Mongolia.

Change Curve

Emotional Response to Change



Change Curve - *Emotional Response to Change*

Shock & Denial

Frustration

Acceptance

Realization/Experiment

Energy & Growth

Creative Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

- Powerless, sad, angry, uncertainty
- Normal to have grieving period
- Find coping mechanisms

- Reality sets in
- Resistance or passive acceptance
- Some may begin to internalize change & communicate feelings
- Seek out support from family and friends
- Leverage supports available to you offered by your employer

- Identify opportunities where you can influence/impact
- **Invest in wellness and mindfulness for energy and overall health**
- Be grateful for what's positive in your life.
- Create your own roadmap based on what you would want to see/have

- **Seek out a better understanding of the change and your ability to influence outcomes**
- **Speak up! Offer recommendations/ideas to improve situation (creates positivity)**
- What do you need to be able to live/work your new world? How can you achieve them (passive to active intervention)?

- **Acceptance of new state is realized**
- **Opportunity to exercise judgement and make decisions consistent with the new state**
- Equipped with tools and strategies to function with change
- Share experience/learnings with others now that you feel more confident
- This leads to integration of person with change.

Change Curve

How Do I Respond? How can I improve my response?



Resilience

A Definition: The ability to deal with adversity; to bounce back during hard times and deal with life's challenges in a healthy manner. Ideas for Building Resilience:

- Keep things in perspective (Don't sweat the small stuff).
- Take on step at a time.
- Acknowledge small gains.
- Don't be afraid to ask for support.
- Keep a sense of humour.
- Build strong friendships.
- Take care of yourself.
- Give back to your family, friends and the community.
- Spend time with people who have a passion for life.
- Ensure you give energy and receive energy from those with whom you work.

Exercise # 5

Based on the understanding I gained during his workshop:

- I will

In order to increase my individual performance and the success of any team of which I am a member.

Teamwork and Change

Teamwork represents an opportunity to:

- Leverage the scientific knowledge that exists at IGG.
- Enhance our scientific knowledge.
- Increase the probability of scientific research breakthroughs.
- Improve the quality of our publications.
- Ensure our scientists & IGG becomes a world class Institute.

Teamwork: an opportunity for Success





Thank you!

Q&A

