

Leadership for Future Manufacturing

Leading People -
Building Teams with Purpose



Building Teams with Purpose

- Introduction

*"Not finance. Not strategy. Not technology.
It is teamwork that remains the ultimate
competitive advantage both because it is powerful
and rare."*

- Patrick Lencioni



Building Teams with Purpose – Learning Objectives

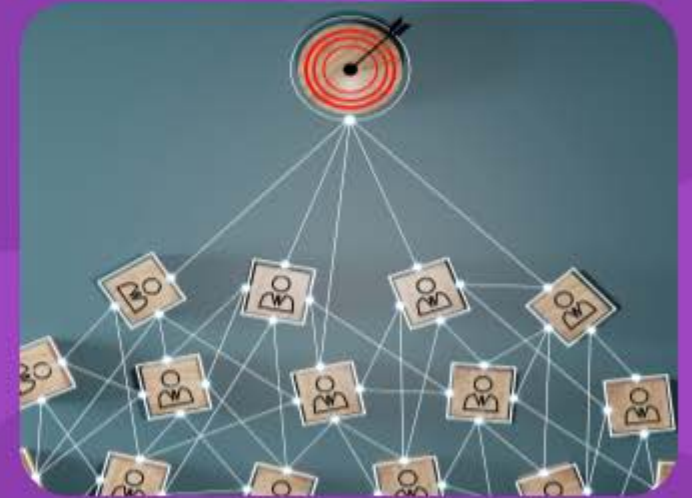
The characteristics of a high performing team



Dysfunctional teams and the barriers to teamwork



Reconnecting with Purpose



Building Teams with Purpose

– Agenda

1. Introduction Activity
2. Teams versus Groups
3. Leading a team to high performance
4. The 5 Dysfunctions
5. Reconnecting Purpose with your team
6. Summary
7. Commitment to Action

CARE 
DEEPLY 

FOCUS ON
WHAT COUNTS

DELIVER WITH 
EXCELLENCE 

BLUE

RED

Red Blue Instructions Page 2

Workbook

The objective of game – your team to finish with a positive score. This game is played in ten rounds.

Process:

Two teams in separate areas

Each team has 2 minutes to decide to choose either Red or Blue.

The score that each team receives depends on choice of Red or Blue by both teams.

At the end of each round you will be informed of the choice of the other team and points awarded accordingly.

Under the guidance of the facilitator, you can elect a representative to meet a representative from the other team for five minutes at assigned rounds.

The Facilitator may award double or triple points at any point during the game

Choice		Score	
Team A	Team B	Team A	Team B
Blue	Blue	+1	+1
Blue	Red	-1	+2
Red	Red	-1	-1
Red	Blue	+2	-1

Red Blue Scorecard

Round	Team A	Score	Total	Team B	Score	Total
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Choice		Score	
Team A	Team B	Team A	Team B
Blue	Blue	+1	+1
Blue	Red	-1	+2
Red	Red	-1	-1
Red	Blue	+2	-1

Team vs Group

- What is a team?
- What is a group?
- How do the differences impact on leadership?



A Group is where...



Source: Speed Lead: Faster, Simpler Ways to Manage People, Projects and Teams in Complex Companies by Hall, Kevan

A Team is where...



Source: Speed Lead: Faster, Simpler Ways to Manage People, Projects and Teams in Complex Companies by Hall, Kevan

A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they themselves are held mutually accountable.

(Katzenbach & Smith, HBR, 2005)



Team Formation

FORMING

- Questioning
- Socializing
- Displaying Eagerness
- Focus on Group Identity and Purpose
- Sticking to sales topics

STORMING

- Resistance
- Lack of participation
- Conflict
- Competition
- High Emotions

NORMING

- Reconciliation
- Relief, lowered anxiety
- Members are engaged and supportive
- Developing cohesion

PERFORMING

- Demonstration of interdependence
- Healthy System
- Ability as a team to effectively produce
- Balance of task and process orientation

Forming

Task Behaviour

- Discover task
- Suspicion
- Complaining
- Irrelevant issues
- Little work done

Relationship

- Test leader
- Test each other
- Negative or positive
- Join or not join
- Leader focus



Storming

Task Behaviour

- Resist task
- Argue definition
- Challenge approach
- Task is secondary
- Little work done

Relationship

- Tension
- Defensive
- Rebellion
- Frustration
- Cliques form



Norming

Task Behaviour

- Explore problem
- Ask opinions
- Give opinions
- Task focus
- Objectivity

Relationship

- Team spirit
- Conflict reduces
- Leader accepted
- Accepted roles
- Team focus



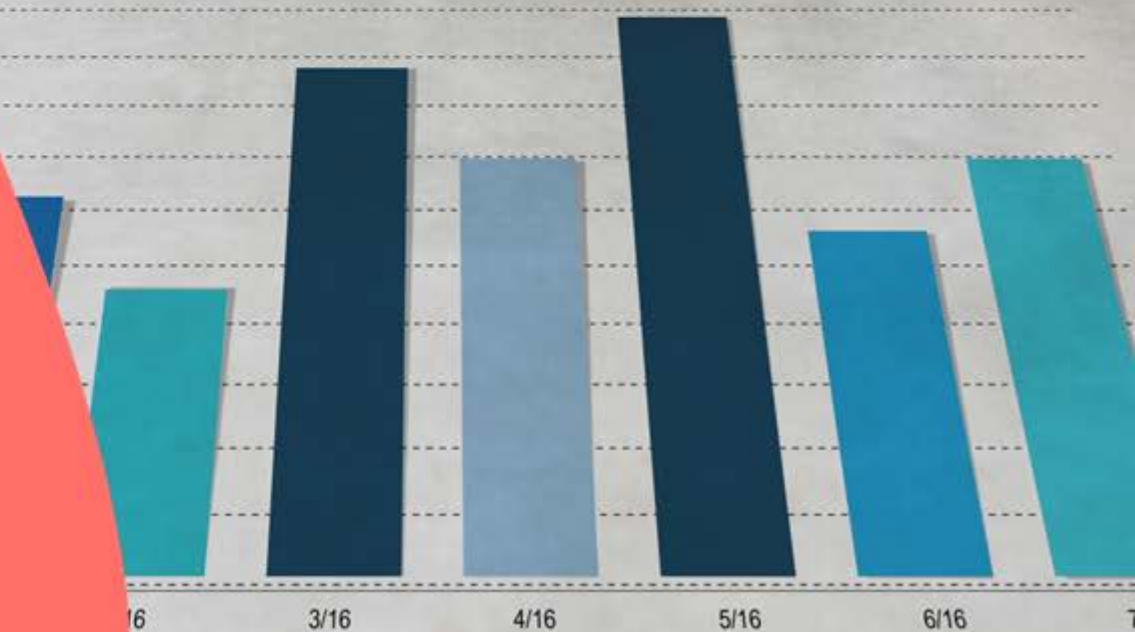
Performing

Task Behaviour

- Understand task
- Solutions emerge
- Open discussion
- Goal focus
- Lot of work done

Relationship

- Work focus
- Personalities 2nd
- Mutual support
- Humour, relax
- Team focus

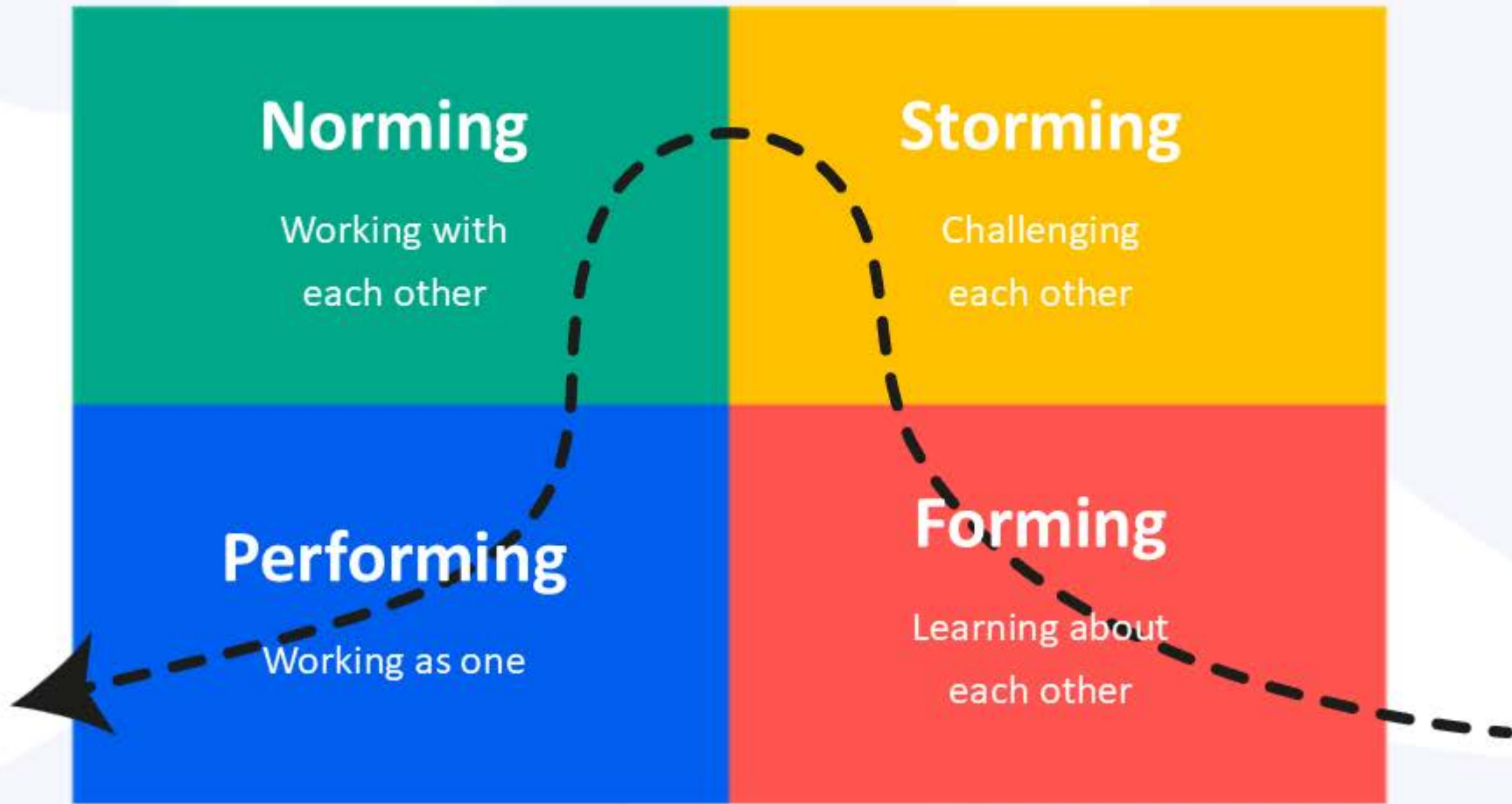


Activity

**Role of leader in team
formation**

What three things as a team leader could you do at each stage to assist in the team formation?

Workbook Page 3



5 Dysfunctions of a Team



Absence of Trust

- Team members are reluctant to be vulnerable with one another
- Unwilling to admit mistakes, weaknesses or needs for help
- Without a certain comfort level among team members, a foundation of trust is impossible
- Unwilling to communicate openly
- **Lack of openness**



Fear of Conflict

- Teams lacking in trust are incapable of engaging in unfiltered, passionate debate about key issues
- Conflict is avoided – regarded as destructive
- Team conflict can turn into veiled discussions and back channel comments
- Lack of consultation & debate
- Inferior decisions will result
- **Artificial harmony**



Lencioni's conflict continuum

Constructive

Destructive

**Artificial
harmony**

**Ideal
conflict
point**

**Personal
attacks**

Lack of Commitment

- Without conflict, it is difficult for team members to commit to decisions
- Lack of buy-in
- Lack of direction and commitment can make team members unhappy
- Frustration
- Duplication and hesitancy prevail
- **Ambiguity**



Avoidance of Accountability

- No commitment to clear plan of action
- Need to avoid conflict prevents team members from holding one another accountable for their behaviours
- Lack of direction makes measurement and/or assessment difficult
- No-one wants to take responsibility
- **Low standards**



Inattention to Results

- Team members put their own needs (ego, career development, recognition, etc.) ahead of the collective team goals
- Individuals aren't held accountable
- Team has loses sight of the need for achievement
- Performance suffers
- Objectives not met
- **Status and ego**



Activity – 5 Dysfunctions

Activity – Workbook Page 4

What does each stage look like?

1. Characteristics
2. Behaviours

What might be contributing to this?

What could you do?



What is the
purpose of **your**
team?

purpose



Purpose and Impact for Unilever

We deliver excellence in what we do at pace. We take personal ownership and hold each other to account - always finding a way to do what we said we will do.

It is not about analysing the inevitable roadblocks, admiring the problem or tolerating mediocrity.

**DELIVER WITH
EXCELLENCE** 

1. **Clear organisational purpose enables superior performance.**

Our Sustainable Living Brands grow 50% faster than the rest of the business

2. **Having a clear personal purpose enables people to be superior performers.**

Research shows this enables resilience, motivation and drive

3. **Leaders who live out Purpose and Impact help those that they support to grow, develop and succeed.**

These leaders are clear and transparent about their own purpose.

Have humility to understand that leadership is service to others.

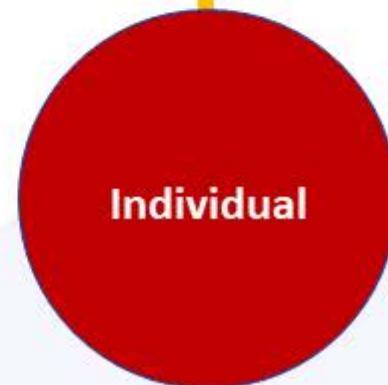
Contribute towards Unilever's purpose to make sustainable living commonplace

Building Purpose - Alignment

Goals and Objectives?

Goals and Objectives?

Goals and Objectives?



The Golden Circle

- Start with WHY

WHY = The Purpose

What is your cause? What do you believe?

Apple: We believe in challenging the status quo and doing this differently.

HOW = The Process

Specific actions taken to realize the why.

Apple: Our products are beautifully designed and easy to use.

WHAT = The Result

What do you do? The result of why. Proof.

Apple: We make computers.



Reconnecting with Purpose

- **Group Activity**

- **Workbook Page 5**

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Considering your teams.....

- Share your purpose with us and how it connects with you?
- How did you discover it and what was the experience?
- How does it connect to your daily routine and how do you live it at Unilever?

Application Practice – Workbook Page 6

This activity is for your application practice – to take your learnings into the daily routine.

Carry out the informal Lencioni audit (next slide) for your team and identify areas and actions that can improve your team performance.

We will review your feedback during our next session. Good luck!



	Dysfunctional	Score	High Performance
Trust	We do not have a high level of trust in our team. We all have interests which if we don't stand up for, nobody else will. People push their own agenda and play politics to get what they want.	←————→	The main focus is on the overall good of the team and people are willing to make compromises for the greater good. We invite others to discuss their opinions, feelings and needs, and listen carefully, respectfully and non-judgementally.
Conflict	Genuine conflict is avoided, or dealt with through personal attacks, sarcasm, blame and recrimination. Conflict is often the result of people over-reacting to events.	←————→	Genuine conflict is recognised and addressed through mature, constructive discussion. People have the courage to highlight problem issues but enough tact to avoid causing unnecessary offence.
Commitment	We have cliques, individuals, not co-operating or working well with others. People push their own views, needs and agendas at the expense of others, and do not listen to others.	←————→	We work well as a team. People are cooperative helpful and supportive. People make a genuine effort to look at issues from the team perspective and the impact on the wider picture.
Accountability	Low levels of participation and involvement in planning, decision making and problem solving. People are either not given a proper chance, or are unwilling to engage in the process.	←————→	I am as quick to give praise, recognition and thanks, as I am to give criticism. When I give criticism, I make the effort to do so constructively and with sensitivity to people's feelings.
Results	Lack of regular and robust information on key goals. No regular forums for discussing progress. Blame-storming. Lack of action planning and follow up.	←————→	Robust information available regularly. Information is discussed constructively on a regular basis, actions are agreed, communicated and followed up.

Post Work - Lencioni Audit. Workbook Page 7

Score your Team

Which dysfunction needs the most work in your team? Why?

What difference could this make?

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– Summary

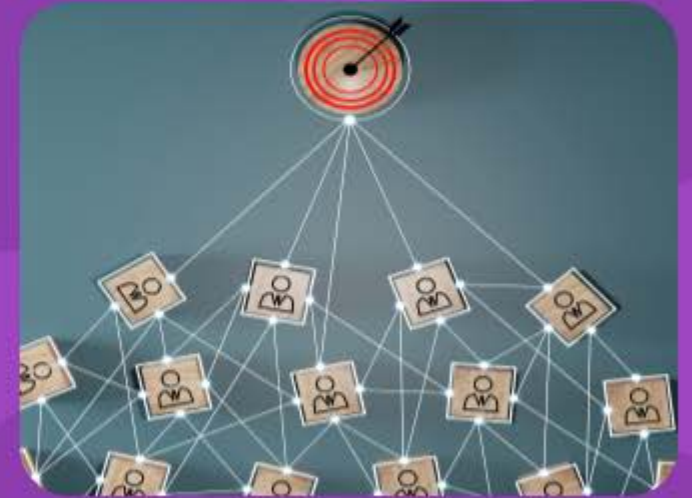
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COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

Workbook Page 8

