

# TEAMBUILDING AND MENTORSHIP

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# Outline

- Introduction
- Teambuilding
- Team & Work Group
- Leadership Skills
- Mentorship
- The Trinity University of Our Dream
- Concluding Remarks



# Introduction

- Gen 11:6 The Lord said, “If as one people speaking the same language they have begun to do this, then nothing they plan to do will be impossible for them.”

## The Tower of Babel



# Introduction

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

--Andrew Carnegie



# Introduction

## Popular Quotes:

"Alone we can do so little, together we can do so much."  
--Helen Keller

"I invite everyone to choose forgiveness rather than division, teamwork over personal ambition."

--Jean-Francois Cope



# Introduction

## Popular Quotes:

"None of us is as smart as all of us."

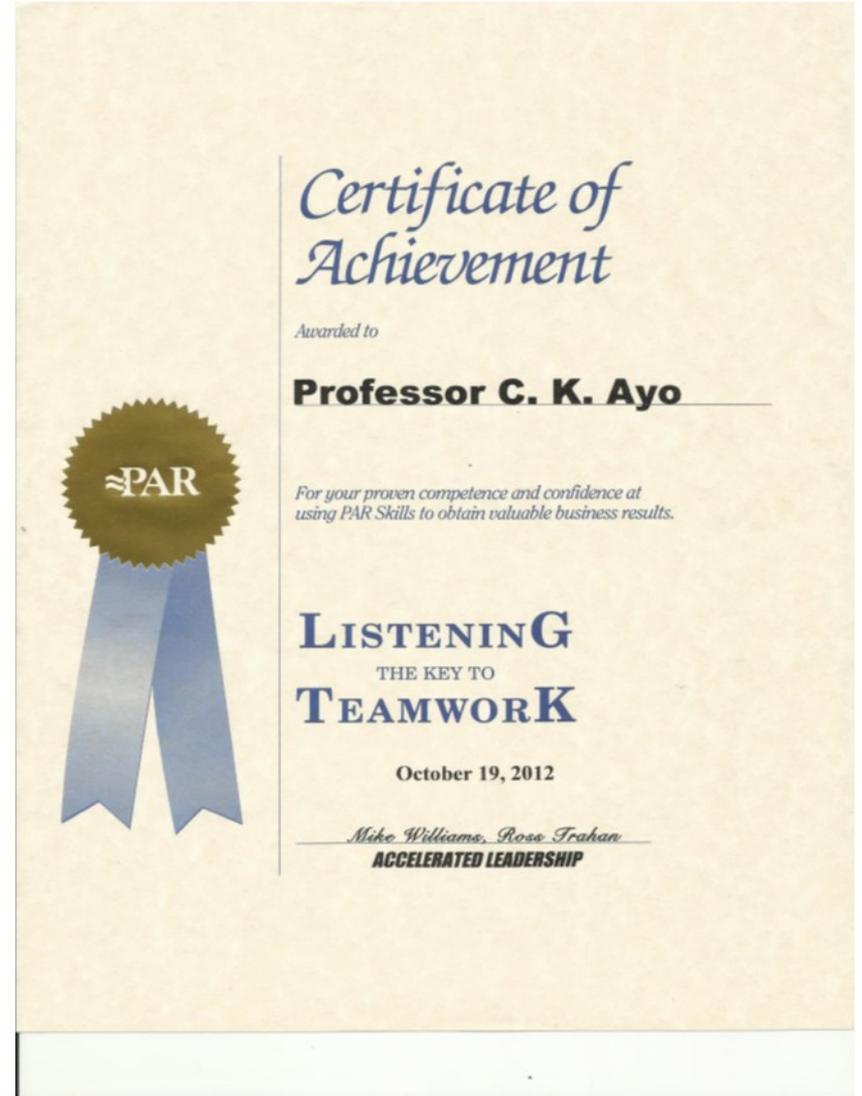
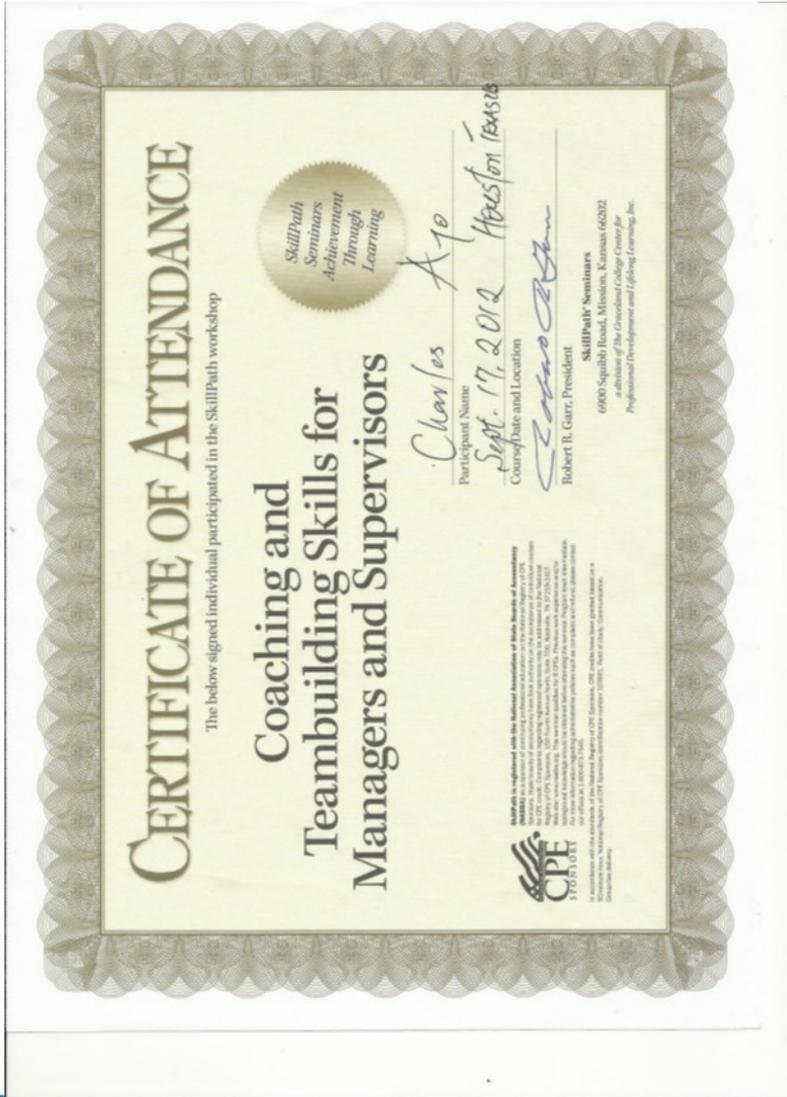
--Ken Blanchard

"Coming together is a beginning. Keeping together is progress. Working together is success."

--Henry Ford



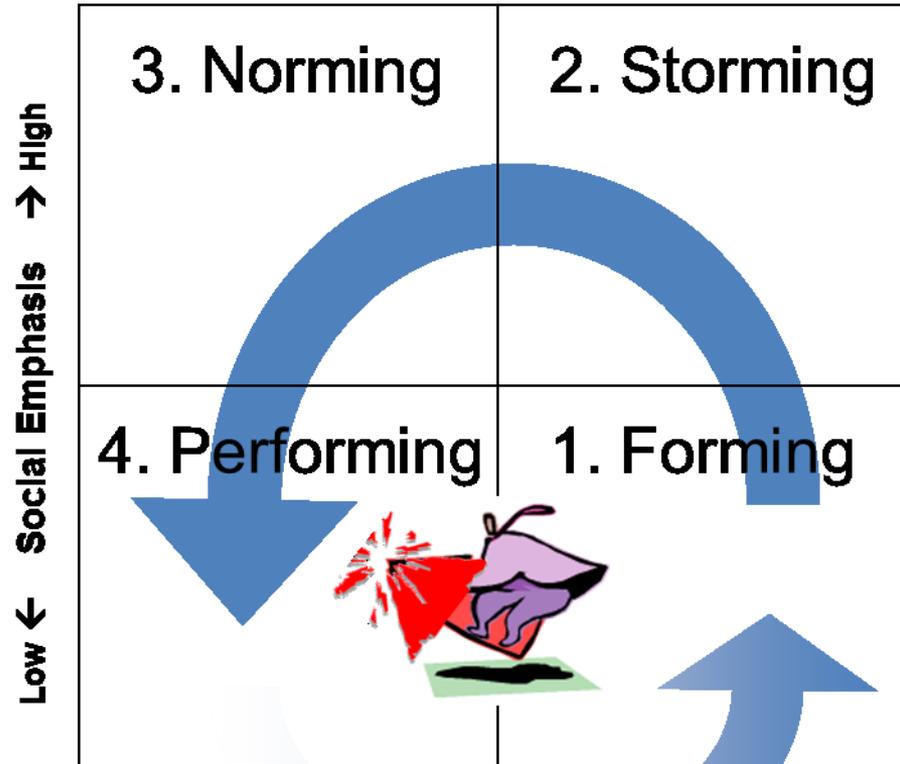
# Introduction



# Teambuilding Matrix

## Tuckman Stages of Team Development

- Team cohesion, norms, conformity, groupthink risk, team esprit
- High performing team: Task focus, quality, productive, reflective, esprit, etc.



- Differences, influence, power, conflict, complementing

- Acquaintance, goals, roles, procedures, constraints, resources, schedule, etc.

Adjourning

Low ← Task Emphasis → High

Joining

Reforming



# Teambuilding Matrix

## Stage 1: Forming:

### Assessing resources & setting direction

1. What is our understanding of the goals and objectives which this team was organized to achieve? How can we ensure we are all going in the same direction?
2. What special skills, information, backgrounds, and expertise do each of us bring to this team?
3. What structure, format, style and schedule do we prefer for our meetings?



# Teambuilding Matrix

## Stage 2: Storming

### Positioning, influence, conflict, complementarity

1. What roles do each of us prefer on a team? What are our strong and weak roles? Which do we over/underuse?
2. What are our preferred styles of working and relating? How can these differences be used to complement each other, and be sequenced for more effective problem solving?



# Teambuilding Matrix

## Stage 3: Norming

### Identity, cohesion, monitor norms

1. What can we do to enhance the identity and cohesiveness of this team? How can we create our own team culture?
2. What norms do we bring from other team experiences? What norms would we like to explicitly include or avoid?
3. How can we ensure a team culture in which we can freely question and update restrictive norms?



# Teambuilding Matrix

## Stage 4: Performing Maintain high performance

1. How can we best monitor and discuss our team processes so we can continue to develop and improve?



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# Team & Work Group

## Important Differences between a Team and a Work Group

- The type of environment you establish indicates whether you will build a team or a work group.
- Setting people up for success is your job as a leader and will define how your team will function.



# Team & Work Group

S/N	GROUPS	TEAMS
1	Individual Groups add up to group's purpose (performance outcome)	Compelling performance purpose. Exceeds sum of individual goals (Synergy)
2	Members work mostly on individual tasks that match their skills	Members work jointly to integrate complimentary talents and skills
3	Work products (outcomes) are mostly individual	Work Products (outcomes) are mostly collective or joint efforts
4	Rigorous working approach driven by the leader	Adaptable working approach shaped and enforced by members
5	Strong individual accountability	Mutual plus individual accountability
6	Are told what to do and how to do it	Feel ownership for their jobs and teams
7	Suggestions are not encouraged	Work in a climate of trust
8	Distrust each other	Make good decisions



# Team & Work Group

## Four Common Characteristics of Top-performing Teams

Some fundamental aspects of top-performing teams stem from well-built relationships and a sense of accountability.

- Attention to results
- Individual and team accountability
- A strong commitment and sense of trust
- Accepts and manages conflict



# Team & Work Group

## *One reason to practice Favouritism*

- A good manager favours employees who consistently deliver, are responsive to customer needs, demonstrate good team and problem-solving skills and are highly attuned to the company's mission.
- Nothing is as unfair at work as the equal treatment of unequal performers. Base favouritism only on work performance and not on any other criteria that doesn't specifically relate to your business.



# Team & Work Group

## 8-Part Plan to Help Accept Change

When introducing Change, follow these steps:

- State the change
- Listen to feedback
- Acknowledge the feedback
- Maintain emotions
- Gain support
- Develop clear roles
- Provide training
- Reward the acceptance



# Team & Work Group

## *Four Ways to Bring Absenteeism under Control*

Use the following methods to bring absenteeism under control:

- Have a written policy regarding absenteeism
- Have open and honest discussion with employees who are frequently absent, brainstorm ideas on how to reduce future absenteeism and explain to the employee how their absence affects the team
- Understand that some circumstances may require absenteeism (sick spouse or child)
- Offer incentives that can help reduce absenteeism



"I've called this meeting to discuss absenteeism."



# Team & Work Group

## The Four “Laws” You Must Break to Build an Effective Team

Let go of some old rules that simply don't apply anymore because an effective team must adapt to changes

Out with....	In with.....
Bigger is better	Smaller is faster
Mass	Customer obsession
Technology	Technology plus people
Boss-centered	Team-centered



# Leadership Skill

*“One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.”*



**-Arnold Glasgow**



# Leadership Skill

## Empowerment by Delegation, as Easy as 1-2-3

- ✓ By delegating to others, you provide your workers with empowerment and ownership of the task at hand.
- ✓ Delegation is a powerful tool that can be used to make your organization and team work efficiently through any project or crisis.



# Leadership Skill

## A Simple Method Guaranteed to Stop Reverse Delegation

- ✓ Reverse Delegation describes a situation whereby a manager delegates a task to his or her direct report, but only to take it back, for one reason or another, to work on it sometime later.
- ✓ In order to guarantee employee autonomy, you have to make sure you clarify what you want and that your employees have the resources to get the job done.



# Leadership Skill

Causes of Reverse Delegation	Methods to stop Reverse Delegation
Unclear instructions	Be thorough clear, provide additional training and instructions and avoid sending double messages
Lack of confidence	Provide tools and resources needed
Lack of resources	Set clear expectations and lifelines
Unclear information	Hold the person accountable
	Remain consistent, even though it may be easier to do the task yourself
	Build confidence and praise when appropriate

# Mentorship

## A Simple Method Guaranteed to Stop Reverse Delegation

- A Mentor is:
  - A people-builder,
  - A leader who sees it as the primary function to delegate, coach, and develop people until they become, in effect, self-leading.
  - They genuinely care about other people, and want to see good things happen for them.



# Mentorship

**INSPIRING OTHERS TO REACH HIGH AND  
SUCCEED**

*“Always bear in mind that your own resolution to succeed is more important than any one thing.”*



***-Abraham Lincoln***



# Mentorship

## Managing Up



### Managing Expectations

- **Collaborate with peers:**
  - Overcome differences between you and peer managers throughout your organization so you work together effectively-even if you dislike one another.



# Mentorship

- **Lead Initiatives:**
  - Don't be reluctant to associate yourself with unproven ideas, especially those that cross functional or unit boundaries.
  - Raise your hands for cross organizational initiatives and projects.



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# Mentorship

- **Develop your own subordinates:**
  - Take as much interest in your employees' development as you do in your own-if not more.
  - Go out of your way to provide constructive criticism and praise your people when they need it.
  - And invest time and careful attention in performance reviews, supplying your people with specific, candid and useful feedback.



# Mentorship

- **Stay Current:**

- Regularly read and watch the news.
- What happens in the world affects what happens with your team, your company's marketplace and the firm's competition.
- Also know what's going on with your company's customers:
  - how they are changing, and how technology and world events are affecting their plans.



# Mentorship

- **Be a player for all seasons:**
  - demonstrate positive behaviours and attitudes even during hard times.
  - You'll sustain your ability to motivate and inspire your own people no matter what is going on around you.



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# Mentorship

- **Determine how you will work together:**
  - Take the lead in proposing ground rules for your working relationship—for example, mode and frequency of communication,
  - the limits of your decision-making authority (which decisions can you make on your own and which do you need to run by your manager?),
  - how you will let each other know about potential problems and how you will approach them, and mechanism and timings for exchanging feedbacks.



# Mentorship

Understanding your Manager's Communication Style

Communicating with your boss in a way that matches her preferred style can go a long way towards building a positive, productive relationship.



# Mentorship

## Disagreeing with your Manager

- Many people hesitate to disagree with their manager.
- They worry that they would be viewed as negative by their boss or that they would trigger a negative reaction.
- But most managers highly value alternative perspectives-and most report that they do not hear as many of them as they would like.



# Mentorship

- By bringing new information or views to the light, you can help your manager make more informed decisions.
- The key is to disagree in a constructive manner.



Honest disagreement is often a good sign of progress.

(Mahatma Gandhi)

izquotes.com



# Concluding Remarks & Observations

## Reasons for failure:

- Lack of clear understanding of job description
- Gross incompetence
- Inability to lead
- Preference to please all the people to the detriment of the system
- Giving excuses for failure rather than the efforts made to succeed



# Concluding Remarks & Observations

Is it possible to get all to belong?

- It's not looking like it
- Some would have to go
- Some motivated to do more
- Deans, HODs & Unit Heads empowered for decision making



## Final Word

- Come let us reason together ... Isa 1:18
- In the spirit of Team Building
  - Let's work together
  - Let's walk together
  - Let's Pray together
  - Let's build a system that you and generations unborn will be proud of

***All it takes is determination, commitment and a deep sense of responsibility***



# Brainstorming

## Work Ethics

- Punctuality
  - Attendance at work, meetings & Lectures
- Constitution of other Units in the University
  - Student Affairs
  - Chaplaincy
- Reporting
  - Weekly Report from Unit Heads



Thanks and God Bless

