

Situational Leadership® II for Teams - Overview

Creating High Performing Teams ...

Successful organisations no longer rely on the traditional hierarchical structure and a few key individuals to maintain the competitive advantage. They utilise teams to create visions, develop strategies, and produce results for internal and external customers.

Moving to a team-based culture seems like a simple solution, but what happens when teams don't work? How can you combat the confusion and loss of productivity or morale caused by ineffective teaming? Research indicates that insufficient training is the most common barrier organisations face when trying to change to a team-based structure.

That's why we spent two years developing a team-building process and ongoing training regime that provide complete direction for establishing and maintaining a team-based culture. Every aspect of our Building High Performing Teams process has been revised and enhanced to guarantee success.

We are excited to share with you the most comprehensive approach on the market to effectively assist your organisation in its quest for peak performance with team development.

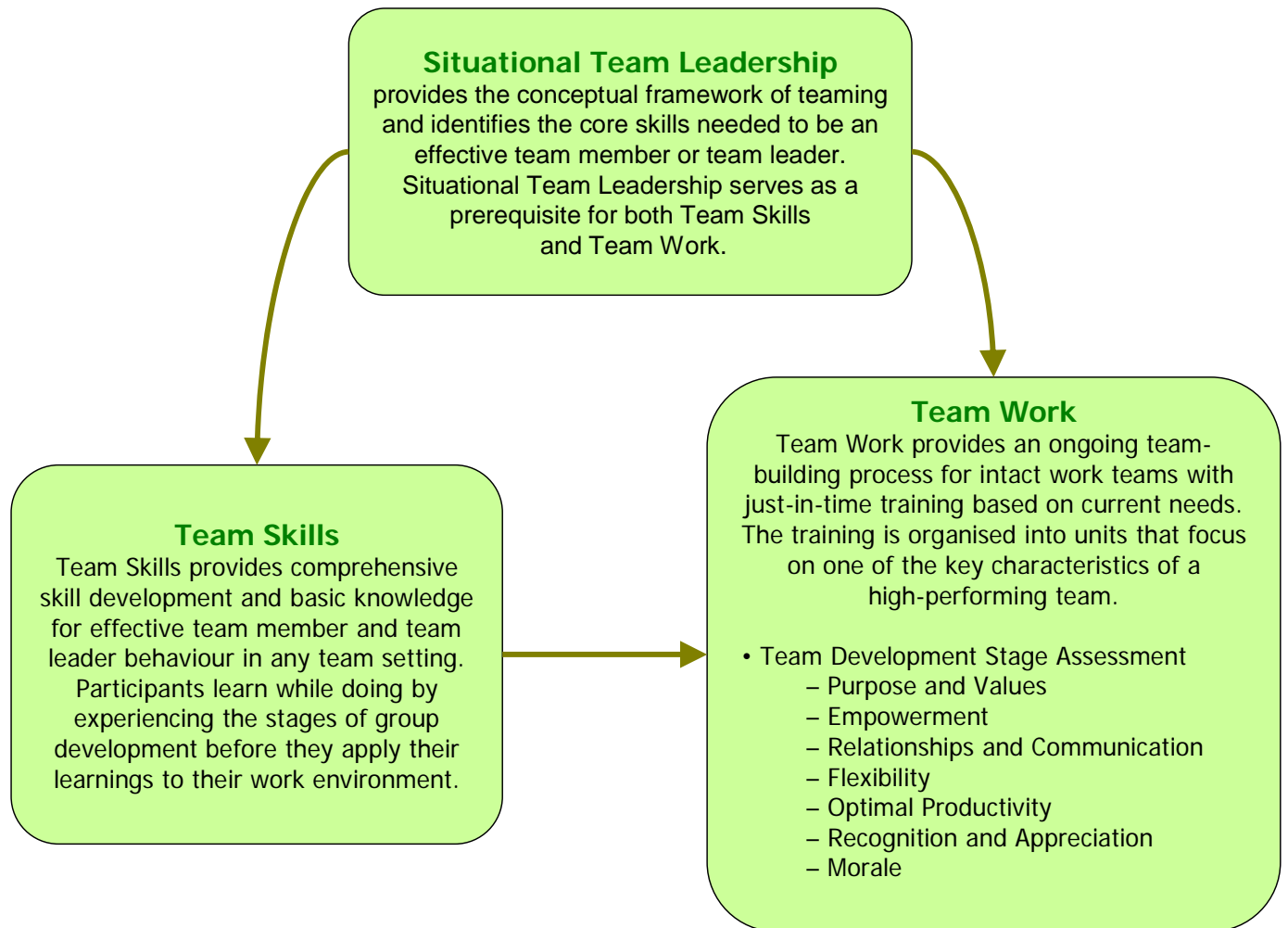


The Components of “Building High Performing Teams”

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| Situational Team Leadership | A one-day program presenting a conceptual framework for building high performing teams. It provides the basic knowledge and identifies the core skills needed to be an effective team leader or team member. It is a prerequisite for Team Skills and Team Work. |
| Team Skills | Two additional days of training that includes the critical team skills needed at each of the four stages of development. |
| Team Work | An ongoing team-building process for intact teams based on a team assesment of the characteristics of high performing teams |

***"A major heavy equipment manufacturer implemented
Building High Performing Teams
and realised a complete organisational turnaround.
Profits increased from a \$100 million loss to a \$100 million profit,
and breakeven costs were reduced by 50% in just three years."***

How *Building High Performing Teams* is structured:



Situational Team Leadership and **Team Skills** can be delivered as separate, stand-alone programs, or combined into a comprehensive 3-day program. **Team Work** is designed to be delivered in individual “just-in-time” modules, but can also be delivered as a stand-alone 3½ day program, or combined with **Situational Team Leadership** and/or **Team Skills**, to create a fully comprehensive learning experience.

About Blanchard International in Australia ...

Since our inception in 1984, Blanchard International (in Australia, we have been known as “The PTD Group”) has worked with over 500 Australian organisations and is the exclusive Australian representative of the Ken Blanchard Companies®.

The Ken Blanchard Companies® is a global leader in workplace learning, productivity, performance, and leadership effectiveness that is best known for its Situational Leadership® II program--the most widely taught leadership model in the world. Because of its ability to help people excel as self-leaders and as leaders of others, SLII® is embraced by Fortune 500 companies as well as mid-to small-size businesses, governments, and educational and non-profit organisations.

Many Blanchard® programs for teams, customer loyalty, change management, and leadership effectiveness blend the use of assessments with instructor-led and e-learning. Using best practices based on the company's continual research, Blanchard's world-class trainers and coaches support people in making the shift from learning to doing and drive organisational and behavioural change into all levels of organisations.

Situational Team Leadership

Laying the Groundwork for Effective Teams

Teams can execute better, learn faster, and change more easily and effectively than individuals working on their own. But, implementing an effective team-based culture demands major changes in every organisational system that impacts human resources. After extensive research, The Ken Blanchard Companies has developed a unique process to help organisations move toward a successful team-based culture. The process blends the fundamentals of team dynamics with the management concepts of Situational Leadership® II. It teaches team members and leaders how to function more efficiently by creating a clear vision and purpose, empowering and involving all members, creating an open, productive environment, meeting deadlines, and celebrating successes.

Results

- Improve productivity in current work teams
- Jump start existing teams that are floundering as their projects progress
- Create a corporate culture focused on participation, innovation, and creativity
- Use a variety of leadership behaviors to respond to the changing needs of a developing team
- Understand that team dynamics, or the patterns of behavior that occur within a team, are key to diagnosing the team's stage of development

Instruments & Tools

TEAM DEVELOPMENT STAGE ANALYSIS

This assessment determines your team's stage of development and the leadership style it requires as it relates to our PERFORM model. It provides feedback about your teams strengths and weaknesses and action steps for improvement.

The PERFORM model highlights key characteristics of outstanding teams:

- Purpose and Values
- Empowerment
- Relationships and Communication
- Flexibility
- Optimal Productivity
- Recognition and Appreciation
- Morale

LEADER BEHAVIOR ANALYSIS II® (LBAIL®) – Team

This highly researched instrument provides both leaders and team members with feedback on how they perceive their influencing style or, optionally, a 360° feedback that compares self-perceptions of their leadership style with those of their boss, colleagues, and direct reports.

The LBAIL® is an excellent tool for understanding perceptions of one's style by revealing what direct reports actually experience—often an eye-opener for leaders. It presents 20 leadership situations along with four possible responses. Managers' responses to these situations reveal their

- Leadership style flexibility
- Primary and secondary styles
- Effectiveness in matching the choice of a leadership style to the situation
- Tendencies to misuse or overuse styles

Audience

Anyone who will lead or participate in team situations

Duration

One day

Team Skills

Equipping Team Leaders for Success and Effectiveness ...

Leading a team through its journey to high levels of performance requires a diversity of skills which are often new to the Team Leader. The Team Skills program takes participants through the 4 stages of team development, providing experiential learning for each of the critical skills required.

Participants gain skills in chartering, behavioural awareness (using the DiSC[®] tool), communication techniques, conflict management (optionally using the Thomas-Kilman Conflict Mode Instrument[®]), creative decision making, diversity, giving and receiving feedback, and optimising team performance.

Results

- Create a strong, clear guiding charter for the team
- Effectively manage a range of team situations
- Embrace healthy conflict as a tool to improve team performance
- Understand the power and value of diversity in team members
- Make more effective and creative team decisions
- Improve communication between team members

Instruments and Tools

DiSC[®] – Classic Profile

The DiSC[®] instrument is widely used within organisations to provide insight into the motivational drivers of their employees. The instrument comprises a self-scoring questionnaire, with detailed interpretation and analysis. The four axes of the DiSC[®] profile are:

- **D**ominance
- **I**nfluence
- **S**teadiness
- **C**onscientiousness

Scores on these four axes combine form a “profile”, which gives the participant insight into their key strengths and areas for development focus. By combining the profiles of the group or team, patterns of team strength and weakness become apparent, allowing strategies to address them to be created.

(At the client's request, the DiSC[®] tool can be substituted with the Myers-Briggs Type Indicator[®] – in the context of this program, they are equally valid)

Audience

Team leaders who would benefit from the development of critical team skills

Duration

Two days

Thomas-Kilman Conflict Mode Instrument[®]

This instrument provides participants with an insight in to their preferred (and avoided) patterns of dealing with conflict. Since conflict is simply the difference of two or more opinions, it is critical to the effectiveness of a high performing team – but it must be managed in a healthy and open manner.

By understanding team members' relative preferences for each of the five conflict modes, they can:

- Seek to develop those which are not actively used
- Understand how to optimise transactions with their colleagues
- Focus on the issues of the difference, rather than the personalities of their colleagues.
- Actively (rather than reflexively) select the appropriate mode of response, depending on the particular conflict situation with which they are faced.

(If a client prefers not to use this instrument, an alternative approach can be offered)

Team Work

Just-in-Time, Targeted, Team Building Solutions

Team Work is an ongoing team-building process for intact teams that want to achieve sustained high performance. This process provides just-in-time training to address current work issues. The training process is organised into eight units and begins with the Team Development Stage Assessment to diagnose the team's stage of development and identify the team's strengths and development needs. Each of the subsequent units focuses on developing a key characteristic of high performing teams. Using feedback from the assessment, the team determines its initial focus and priority for the training.

The Team Work process can be conducted by either a team leader or a facilitator using the easy-to-follow instructions in the facilitator guide. Situational Team Leadership is a prerequisite for understanding the conceptual framework of the characteristics of high performing teams, team development, team leadership, and team dynamics, which are the foundation of the Team Work process. The critical learnings of the Team Skills program are also considered highly valuable prior to commencing the Team Work process.

Results

- Assesses a team's stage of development, strengths, and weaknesses
- Creates specific action plans for continued development
- Provides "just-in-time" customised training for intact work teams based on specific, real-time needs and issues
- Increases the effectiveness of team leaders and team members

Structure

The Team Work program is structured into an assessment stage (using the TDSA tool), followed by one or more of the modules listed, as required. The modules are grouped by the element of the PERFORM model they support and each addresses a specific development need.

- **Team Development Stage Assessment (TDSA)**

Purpose and Values	Relationships and Communication	Optimal Productivity
Team Vision, Purpose & Values	DiSC	Problem Solving and Decision Making
Team Norms and Roles	Diversity	Recognition and Appreciation
Key Responsibility Areas and Goals	Effective Communications	Feedback and Praising
Team Charter	Conflict Management	Morale
Empowerment	Flexibility	Continuous Improvement
Conditions for Empowerment	Task and Maintenance Behaviours	Team Building
Individual Empowerment	Cross Training	
Team Empowerment	Team Action Profile	
Organisational Empowerment		

Audience

Intact work or project teams

Duration

Each module takes approximately 2 hours to complete – there are 19 modules available in total. In this way, clients may use the TDSA on an ongoing basis to monitor the development and “health” of their teams and use the appropriate module(s) to support them on their journey to consistently high levels of performance.

Supporting Programs

In addition to the core programs described in this booklet, there are several targeted workshops available, which can assist organisations in further improving the performance of their teams.

Strengthening Virtual Teams

In the future most teams will be doing some or all of their work in a virtual setting. While today's communication technology makes it possible to create a virtual team, true success is not just about having access to the technology. The most advanced technology will not cause people to share their knowledge or become productive while working in diverse environments.

Virtual teams have the same needs and go through the same stages of development as face-to-face teams. Virtual and face-to-face teams require structure, direction, recognition, clear communication strategies, problem-solving skills, and flexible and shared leadership in order to be successful.

The one-day Strengthening Virtual Teams program gives virtual teams a proven process for forming, building trust, dealing with the issue of attentiveness, and developing and improving communication.

Results

- Gain insights into virtual team dynamics, relationships, and productivity
- Evaluate a team on the ability to effectively deal with the top three challenges of working virtually: trust, attentiveness, and communication
- Develop strong relationships and build trust among team members
- Increase team members' abilities to identify good communication strategies and establish norms for using technology
- Gain an overview and understanding of the Team Chartering process, which is recommended to jump-start all teams on the road to success
- Identify team needs and use troubleshooting strategies for enhancing team productivity
- Apply learning immediately in team activities that can launch a new virtual team or refocus an existing one
- Gain competence using 26 virtual team tools, directly from the CD-ROM or from printed copies

Chartering

Creating a team charter is one of the most powerful ways a team can make sure it is on the right track and that everyone is committed to the important work of the team. A team charter is a set of agreements that clearly states what the team wants to accomplish, why it is important, and how the team will work together. As day-to-day pressures build and challenges arise, the charter serves as a map that keeps the team on course and focused on the end result.

Why not take a step in the right direction? Using the chartering process, teams clarify their purpose and values, develop goals and strategies to accomplish their tasks, and create a contract that captures the common understanding. The Team Charter Process Kit includes a leader's guide and eight team member workbooks that can be completed in one to two days, or longer, depending on the complexity of the team's purpose.

A final section guides team members through the execution and distribution of a team charter that will drive momentum and keeps the team focused on results. This program is a one-day workshop.

Results

- Provides the structure and direction for teams to stay focused on a common result
- Documents agreements on how to accomplish the team's purpose
- Creates buy in and increases commitment for accomplishing the work of the team
- Promotes partnership and trust among team members
- Develops a solid foundation for building a high-performing team

High Performance Meetings

The statement, "Let's handle this in a meeting" makes most people cringe. But it doesn't have to be that way. High-performance meetings do not need to be a contradiction in terms. Using the meeting framework and techniques that are provided in the handbook, leaders learn how to structure and conduct successful meetings, develop some basic facilitation skills, and are introduced to a variety of meeting tools that save time, simplify the process, and promote continuous improvement. The High Performance Meetings Kit includes a leader's handbook and several tools for managing meetings more effectively.

Results

- Increases the effectiveness of every meeting
- Ensures follow-through and implementation of decisions
- Maximises the use of time, people, and resources
- Builds facilitation skills for managing group dynamics
- Promotes complex problem solving and creative decision making

High Performance Meetings is designed as a one-day workshop.

Creating Your Organisation's Future: Full Steam Ahead!

If you don't know where you are going, any road will take you there. Without a vision, resources are underutilised, organisational purpose is unfulfilled, and individual energy and momentum are misdirected. A shared vision is critical for organisational, department, workgroup and project success and renewal.

A clear vision liberates energy, promotes alignment and focus, and ensures proactive, productive action. A shared vision allows individuals and organisations to expend less energy and to maximise output. A clear vision aligns people, passion, resources, and energy in the appropriate direction.

As a one-day workshop, *Creating Your Organisation's Future: Full Steam Ahead! (CYOF)* takes participants through the process described in the book *Full Steam Ahead!: Unleash the Power of Vision in Your Company and in Your Life* by Ken Blanchard and Jesse Stoner. It guides participants through the steps to create a shared vision for their team, department, or organisation and helps them identify the strategies and actions needed to make their vision a reality.

Results

- Understand the three elements of a compelling vision
- Create a shared vision for their organisation
- Identify gaps between current reality and their vision
- Specify strategies to close the gaps
- Make a plan to move forward
- Commit to live the vision now