

Team Building: Leading in a Team Environment

*An Exclusive Presentation by
Carole Buncher*

To the
Pacific Northwest Chapter of the Intergovernmental Audit Forum

Instructor Background

Carole S. Buncher, M.S., B.A.

Hello. I'm pleased to be working with you today. I own *Carole Buncher and Associates: The Competency Company (CBA)*, a small, emerging, Washington, DC-based training and consulting firm. CBA specializes in delivering a wide variety of training, primarily to the audit community, including audit report writing, public speaking, supervision, leadership, conflict management, and creative problem solving.

For 23 years prior to establishing CBA, I led analyses of federal programs and policies for the U.S. Government Accountability Office (GAO). During my GAO tenure, I was also

actively involved in designing and delivering audit training, both internal and external to GAO .

Delivering training that is fun and results focused is my passion. I look forward to sharing my expertise with you and facilitating your learning and performance improvement experience.

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Upon completion of this workshop, you will be better able to:



- Effectively lead audit teams
- Understand and apply various leadership styles
- Build strong teams

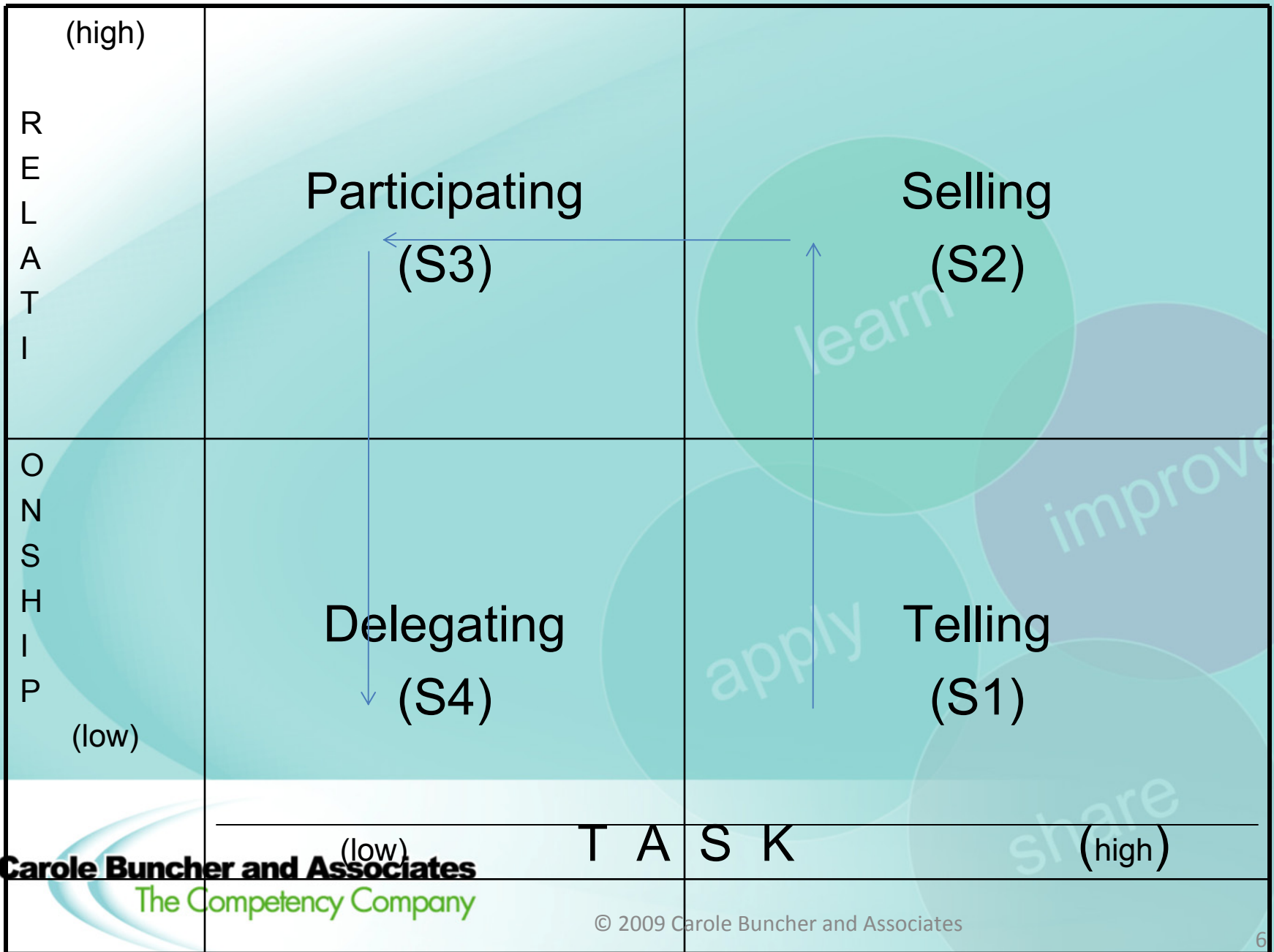
MODULE 1

Leading in A Team Environment

Leadership Effectiveness and Adaptability Description

“I think; therefore I am.” René Descartes

“I act; therefore I impact.” Dr. Paul Hersey



Style 1—Telling

(S1: high task, low relationship)

- Staff: no ability or confidence
- Leaders define the roles and tasks for their staff
- Leaders provide close supervision
- Leaders make most, if not all, decisions on how staff's work will be done, and
- Communication is largely top down and one way

Style 2 – Selling

(S2: High Task and High Relationship)

- Staff: Little competence and/or confidence
- Leaders define roles and tasks but also seek ideas and suggestions from team members on how their (team members') work will be accomplished and problems will be solved
- Communication is two way
- Leaders praise team members for work well done and encourage team members to share their feelings on how they (the team members) are performing— e.g., motivated, confident, unmotivated, lacking confidence.

Style 3 – Participating (S3: High Relationship and Low Task)

Staff: Moderate competence and/or confidence

Leaders:

- Delegate, to a great extent, day-to-day decision making to team member regarding team members' work
- Share problem solving with team members
- Facilitate, listen, elicit ideas, encourage and support team member's ideas

Style 4 – Delegating

(S4: Low Relationship and Low Task)

Staff: Fully competent and confident

Leaders:

- May be involved in decision making and problem solving but have empowered team member to act independently
- Are not involved in staff member's day-to-day work unless staff member seeks leader's input
- Minimally monitor the team member's performance

You Have Choices...

The most effective team leaders are

flexible

and choose the strategy that is most effective for the situation—not necessarily their preferred style.



MODULE 2

STAGES OF TEAM DEVELOPMENT

STAGES OF TEAM DEVELOPMENT

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning



FORMING

- “Getting to know you” phase
- No conflicts
- Preliminary to accomplishment of “real” work

STORMING

- Conflict emerges
- Difficult but normal
- Relationships tested
- Control v. collaboration
- Some members quiet; some aggressive
- **WORKING THROUGH DIFFICULTY BUILDS STRONGER TEAMS**

NORMING

- Emotional conflict is reduced
- Individuals begin to work together as a cohesive team
- Early progress toward goals
- Team develops its own identity

PERFORMING

- Problem solving
- Commitment to goal achievement
- Highly productive
- Loyal
- Agreement to disagree
- High morale
- Team pride

ADJOURNING

- Bring closure
- Celebrate victories
- Consider what could have been done differently or better

MODULE 3

CREATIVE AND EASY TEAMBUILDING

Creative (and Easy) Teambuilding

- Lion
- Puppy
- Owl
- Turtle

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Lion

- Decisive
- Take-charge personality
- “King of the jungle”
- Comfortable in competitive situations
- First to “cross the finish line”



Puppy

- Highly attentive to people and feelings
- Enthusiastic
- Willing to do whatever is asked of them
- Will try to resolve conflicts
- Builds morale



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Owl

- Very knowledgeable about rules and regulations
- Thorough
- Structured
- Organized
- Attentive to detail, deadlines, etc.
- Wise
- “Go-to” person
- Analytical
- Likes theories, concepts, ideas



Turtle

- Likes options
- Not decisive
- Innovative
- Creative
- Looks under “every rock” for next good idea
- Not the first to “cross the finish line”



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Which are you—lion, puppy, owl, or turtle? And . . .

In the world of auditing:

- ✓ How does your group's type add value?
- ✓ What challenges does your group's type face?
- ✓ What challenges might your group's type face in working with each of the other types?

The best teams are comprised of:

- All the same type? No!
- All different types? Yes!

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What Have You Learned About Teams?

When you return to your office, what do you want to make sure you start, stop, or keep doing?

1. *Think*
2. *Write* (on next page, “Reflections”)
3. *Discuss* with a neighbor(s)

Reflections



Closing Remarks

Thank you! Practice these skills,
and you will shine as a team
leader or team player.

