Creating High Performing Teams

"Coming together is a beginning. Keeping together is progress. Working together is success."
-- Henry Ford

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Before We Get Started

- **The Webinar is " listen only" and is being recorded**

- **A link to the session recording and a PDF of the slide deck will be sent to all registrants afterwards**

- **To submit questions, use the Question Panel of the GoToWebinar console**

- **Visit the Service Strategies Network group on LinkedIn to continue today's discussion**

Service Strategies Corporation

A Global Service Improvement Company

- **Service Strategies provides consulting, training, industry standards and certification programs that help you deliver better service to your clients**

- **Global organization with partners in Australia, China, Netherlands, Nigeria, UK**

- **Consulting and Strategic Advisory Services**
  Guidance to assist companies in improving eService, Support, Field Service and Professional Services operations

- **The Service Capability & Performance (SCP) Standards**
  Recognized as the global benchmark of service excellence. The SCP Standards have been deployed by leading service organizations worldwide for the past 18 years

- **SCP Career Certification and Training Programs**
  Over 5000 service professionals worldwide have attained certification under our industry leading training and certification programs

Periodic Research Reports

- **Customer Success Management**

- **Global Outsourcing Practices**

- **Global Service and Support Models**

- **Chat as an Enterprise Support Channel**

- **Resource Planning and Utilization**

- **After Hours Staffing for Field Service**

- **Service Industry Outlook Reports**

- **Industry Compensation Studies (with ASP)**

- **Field Service and Logistics Research Studies (with Noventum)**

Research based on the interests and input of our community

Community Webinars

- **Customer Success Management**

- **Customer Experience Management**

- **Strategic Account Management**

- **Productizing Services, Service Models**

- **Staff Development, Employee Engagement**

- **Leveraging Alternative Service Channels**

Webinars highlight trends, and best practices from our community to SCP Certified Clients and Partners

Donna Scharfenberg, CPA, CSM
Training Services Manager, Service Strategies

Donna has more than 20 years of software support management and corporate training experience. In addition, she has a BS in Accounting and a Masters in Applied Communications / Corporate Training. She has worked at Service Strategies for 13 years teaching a variety of our training offerings around the world and developing training courses like Support Supervisor, Team Leadership Series, Field Service Engineer, and more.

Creating High Performing Teams OVERVIEW

- 3 MYTHS about managing work teams

- Understanding your work team and natural TEAM DEVELOPMENT

- Managing your team MEMBERS based on their CAPACITY

- How to provide individual feedback and apply a structured COACHING PROCESS.

- Team Leadership course details

3 MYTHS about managing work teams:

① Putting a group of excellent people together makes for an excellent work team.

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3 MYTHS about managing work teams:

② Being a HANDS ON manager is bad and being a HANDS OFF manager is good!
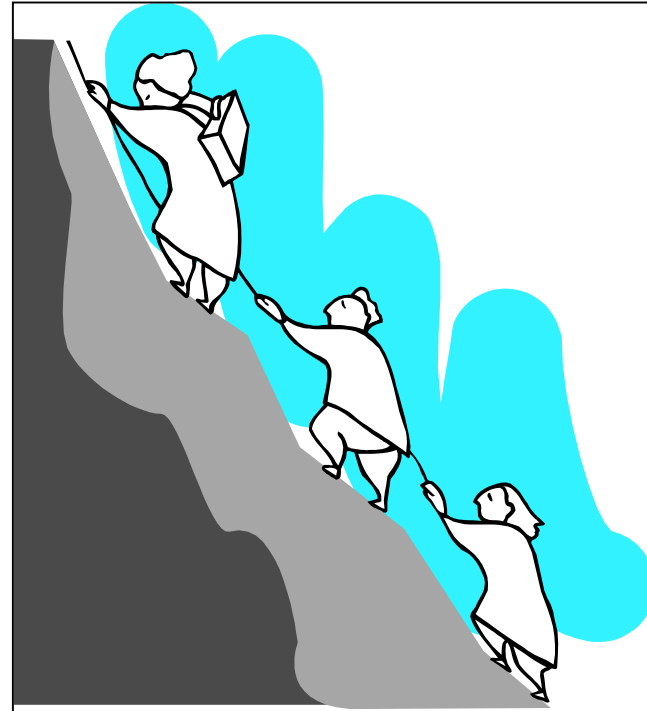
3 MYTHS about managing work teams:

3

After providing constructive feedback to a work team member and their behavior doesn't change, then they are just being lazy.

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Understanding your work team and natural TEAM DEVELOPMENT

» Forming

» Storming

» Norming

» Performing

Understanding your work team and natural TEAM DEVELOPMENT

- **FORMING:**
  - Team members discover what behaviors are acceptable to the group. What are the rules?
  - Suspicion, fear, and anxiety about the new team / situation
  - Minimal work is accomplished

- **STORMING**
  - Team members may become aggressive or overzealous as a way to express their individuality or resistance
  - Disunity, increased tension, and jealousy (over roles? Over responsibilities? Over pecking order?)
  - Low to moderate work is accomplished because energy is spent on resistance and conflict

Understanding your work team and natural TEAM DEVELOPMENT

- **NORMING:**
    - Team members start accepting the team, team norms, their roles, and the idiosyncrasies of fellow members
    - Sense of team cohesiveness with a common spirit and goals
    - Moderate work is accomplished

- **PERFORMING:**
    - Team is capable of diagnosing and solving problems and making decisions.
    - Team members lead themselves and each other
    - A great deal of work is accomplished

Managing your team MEMBERS based on their CAPACITY

Instead of forcing your "management style" on each team member, apply STRATEGIC LEADERSHIP by first determining their CAPACITY:

CAPACITY = CAPABILITY + DESIRE

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Managing your team MEMBERS based on their capacity

- **CAPABILITY:**
  - When the employee needs work on **capability**, the leader's focus should be on making sure the employee performs well.
  - Employee's need is for task structure and instruction.

- **DESIRE:**
  - When the employee needs work on **desire**, the leader's focus should be on making sure the employee feels motivated and confident to perform the task.
  - Employee's need is for consideration, support, and motivation.

Managing your team MEMBERS based on their capacity

Understanding Employee Needs

	High	**Low**
Low	Employee needs work only on desire (attitudes, motivation)	Employee needs work on both desire and capability
High	Employee does not need work on capabilities or attitudes and is ready to take more responsibility	Employee needs work only on capabilities

Employee's Desire to Perform (vertical axis, Low to High)

Employee's Capability to Perform (horizontal axis, High to Low)

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3–6

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How to provide individual feedback and apply a structured COACHING PROCESS.

- Providing Neutral Feedback
  - Comments that are stated in <u>specific terms</u> and are usually phrased as a <u>question</u>. Neutral feedback increases the likelihood behavior will stop or change.
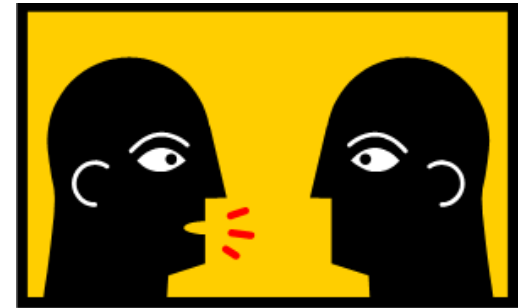
  - Why are you always late?

                    VS.

  - Do you know that you have been over 20 minutes late three out of the last five days?

How to provide individual feedback and apply a structured COACHING PROCESS.

STRUCTURED COACHING PROCESS

1. Neutral Feedback Comment

2. Neutral Feedback Discussion

3. Coaching Analysis

4. Coaching Discussion

Team Leadership course details

- 3-part, instructor-led virtual training course/webinar

- Each "part" is 90 minutes (Monday / Wednesday / Friday)
  - Understanding Team Development
  - Understanding Your Team Members
  - Coaching Your Team Members

- Pre-work for the student to complete including reading and self-assessment

- Attend live, virtual training for instruction, exercises and interaction

- Each student will get a 30-minute coaching session with the instructor to help apply the material to their specific situation.

- All attendees of TODAY's webinar get a $100 discount when they sign up for the Team Leadership course! **View Course Description**

Thank You

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