

# Real Leadership *Insights*

A Monthly Source of Information for Today's Top HR and Business Leaders

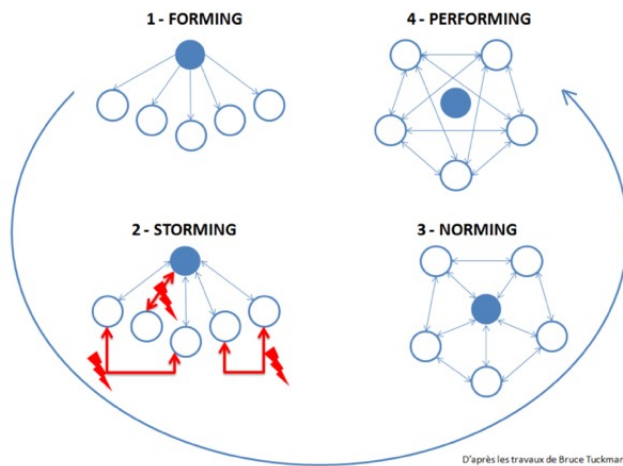
June 2020

This Month's Topic:  
Organizations & Re-entry: What's next for your team?

## Resetting Your Team

It's a good guess that your organization has been affected by the coronavirus pandemic and that you have had to shift the way you work, how you reach out and support your customers, and how you manage your teams. Juggling these priorities has been challenging for all leaders, and our clients have shared that **the changes they have experienced will continue to evolve as our work environments will probably not return to the way they were.**

So, how do leaders get their teams equipped for what's next and successfully transition them to this new paradigm? This is a great opportunity to refresh on **Tuckman's Team Development Model** because it is relevant and a proven tool for teams.



The model's premise is that **every time a team is changed or "reset" in a significant way, it must work through each of the four phases.**

The dark blue circle in the model represents the role of the team's leader in each phase.

Because of the disruption to our economy and workplaces, we suggest that

## Coach's Corner

### *Real Leadership in Action*

As coaches, we often work both one-on-one with leaders and with their teams. I recently worked with the CIO of a financial services company and her leadership team to co-facilitate an offsite designed to help the team align on the future structure of their department and on the upcoming year's strategy. The primary objectives of the offsite were to provide key project updates, review 2020 budget plans for each team, and do a leading change skill-building session.

The team was experiencing a high level of change and was also preparing to inform their teams about these significant changes, including loss of jobs for many team members. As I began the leading change session, it was clear that the leaders needed more information before they could confidently conduct the organizational change meetings with their teams.

Instead of trying to move forward with the leading change material, I shifted to facilitating a discussion to surface the key questions the team had, developed a list of "what-ifs" to share with HR, and then develop an FAQ resource to supplement the organizational meetings. This allowed the leaders to share their concerns and get their questions answered, and also practice how they would share the message with their teams.

Pivoting off the planned content for this team session allowed for several positive outcomes. It allowed them to participate in open dialogue and

most teams will engage in the **forming-storming-norming-performance** team cycle as they either return to the office or reengage in a new way of working. Leaders who are aware of this dynamic and guide their teams proactively through each stage are more likely to reduce confusion and conflict, accelerate productivity, and achieve the team's desired state much quicker.

**Resiliency and agility are the key competencies being attributed to success in this volatile environment:** teams who quickly move through the model and are aligned will soar, while those who don't may spin and ultimately fail.

[For more on how you can accelerate your team through the team development cycle, click here....](#)

share their thoughts, concerns, and questions with their leader and their peers. It created a higher level of trust with the leader and the team so that they were better equipped to manage the changes for their respective teams. The team experienced live "storming" and "norming" behaviors (See Tuckman's Team Development Model, left) and actions that helped move them closer to a "performing" team. The work continues with this team, using the team development model and honing their leading change skills to support their transformation success.

## Driving Team Performance Post-Pandemic

As organizations begin to plan for what's next in this uncertain post-pandemic time, they may want to look to their successful teams in creating that playbook. In this time of crisis, we have learned that some organizations have been strengthened and galvanized, while others have been crippled and/or shut-down. One contributing factor to successful companies is creating and cultivating high-performing teams. In our experience with clients, we find that the "secret sauce" in creating a high performing team includes strong **talent**, high **employee engagement**, clear **strategy**, and productive **team dynamics**.

Of the four, [team dynamics](#) is the one that organizations seem to most often overlook and neglect. Business author [Patrick Lencioni](#) has called teamwork "the ultimate competitive advantage, both because it is so powerful and so rare."

What's more: team dynamics may actually be the easiest driver of team performance for organizations to improve. Our *team-connect* process, for example, has helped dozens of organizations strengthen the dynamics—and performance—of their key teams.

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## About the Authors

Connect The Dots — CTD — is what real leadership is all about. That's because CTD delivers Leadership Solutions that are crafted for the real world, which means your world, your goals, your staff, your leaders, and your — instead of a thousand other companies' — real life leadership needs.

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