BEEHIVE

Mentoring and coaching entrepreneurial teams: team building and crisis management

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Mentoring and coaching entrepreneurial teams: team building and crisis management

TEAM BUILDING

- Team Structure
- Team Stages
- Team Roles
- Big Team vs. Small Team
- Problematic Phenomena
- What makes a great team
- Managing succesful teams

CRISIS MANAGEMENT

- Preventing a Crisis
- Roles that Emerge in a Crisis
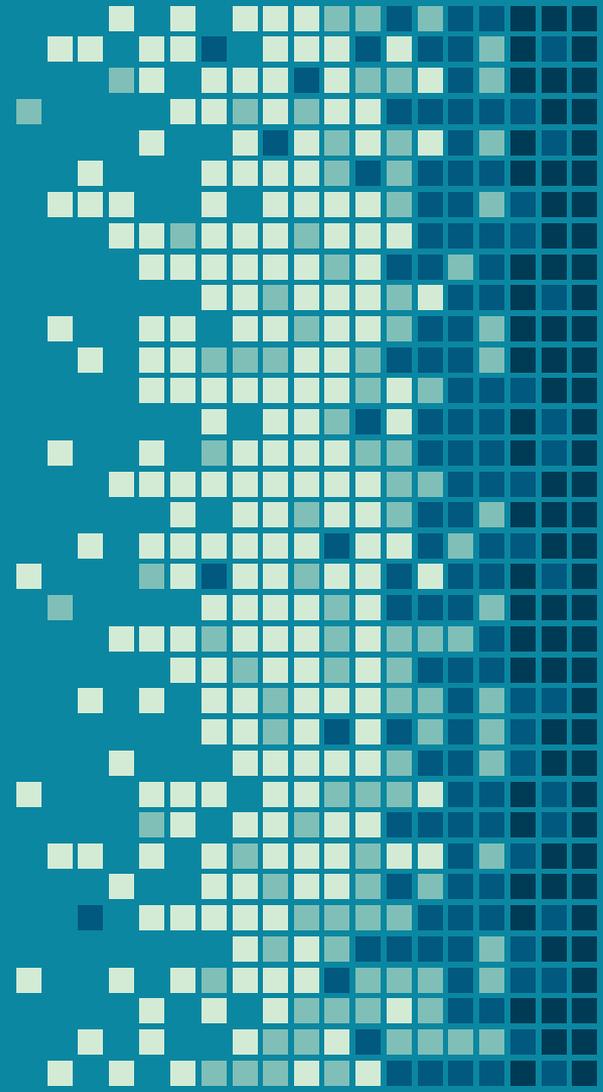- Dealing with Conflict
- Resolving a Crisis
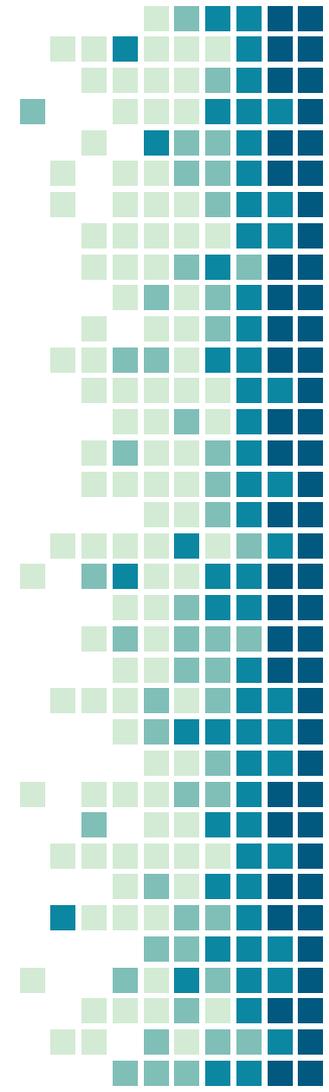
TEAM BUILDING

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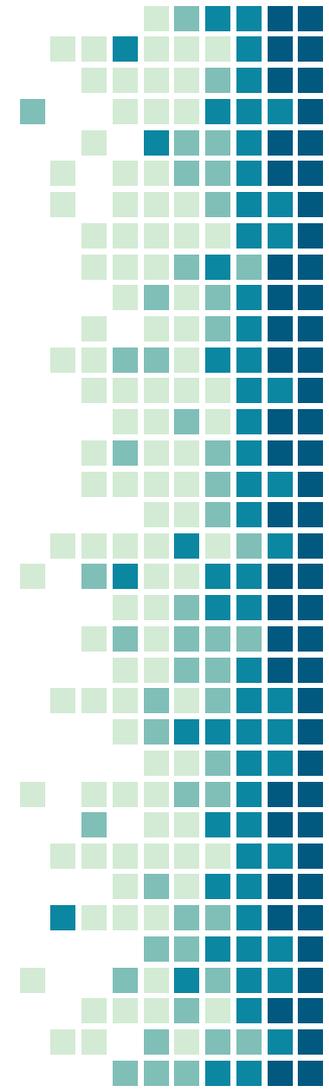
Henry Ford

Team Structure

☞ Hierarchy

☞ Roles

☞ Cohesion

☞ Communication rules

Stages of a typical team

Formation · Conflict · Rule Creation · Performance · Break up or Change

Team Roles*

➢ Plant (creates ideas)
➢ Resource Investigator (explores opportunities and contacts)
➢ Coordinator (clarifies goals, promotes decision making)
➢ Shaper (drives the team forward)
➢ Team worker (provides support and encourages cooperation)
➢ Monitor Evaluator (discerning judgment)
➢ Implementer (turns ideas into action)
➢ Completer (attention to detail)
➢ Specialist (technical knowledge and skills)

*(The Belkin Model)
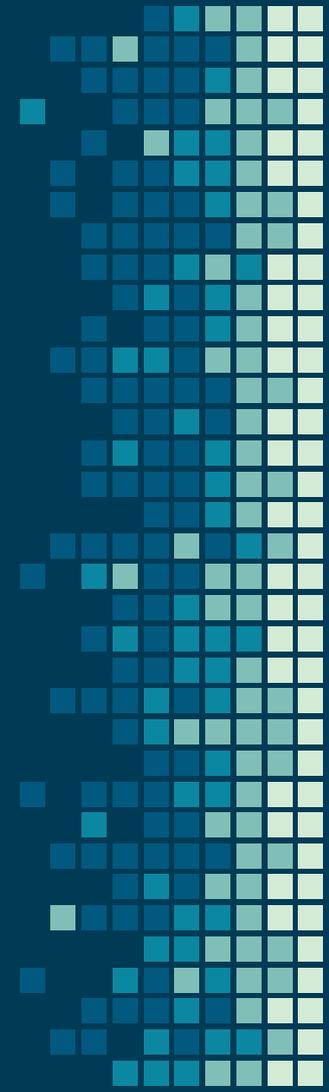
Small Team vs. Big Team

Small team

- ✓ Leader is less important
- ✓ Less idea production and more resistance to change
- ✓ Less confidence
- ✓ Better grasp of the team's position and achievements

Big Team

- ✓ Increased complexity
- ✓ The role of the leader becomes more important
- ✓ "Active" members vs. less "active" members
- ✓ More resources, less efficiency
- ✓ More ideas, less aggreement
- ✓ Difficulty in communication
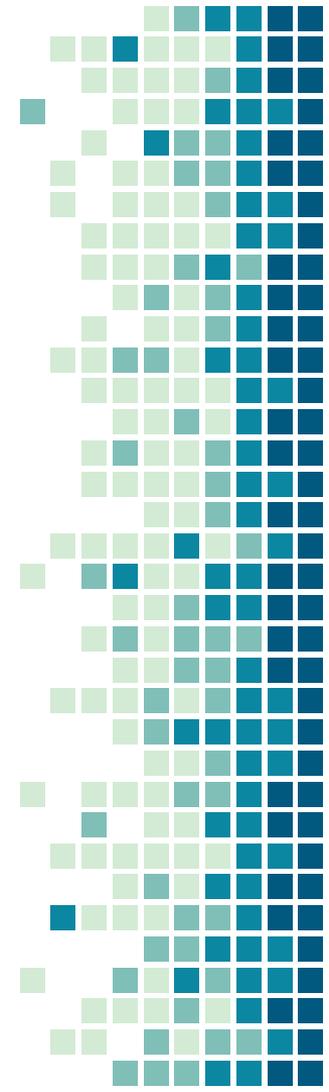
Managing a successful team

1. Get to Know Your Team

Teams are made up of people with different needs, goals and personalities. Getting to know them, and helping them to get to know each other makes for a successful team.

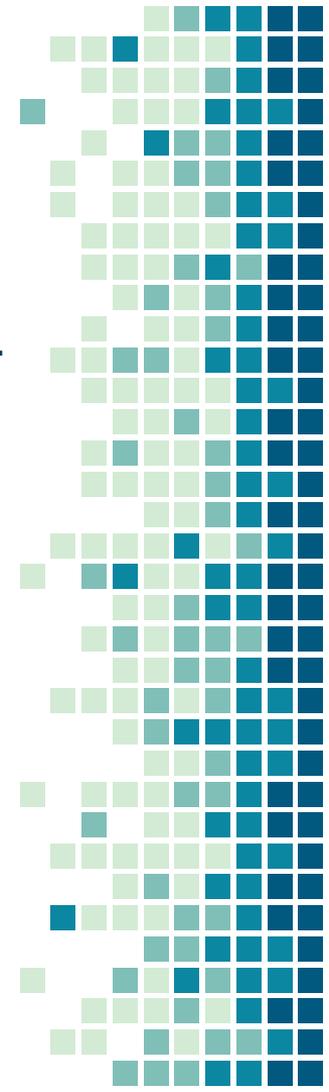## 2. Work Toward a Common Goal

Inspire the team to get behind a shared vision or goal.

3. Develop Strong Team Skills

A team needs to develop the right skills and competencies to achieve its goals. Matching people to the roles best suited to them is crucial.

4. Manage conflict

Conflict should not be ignored. It is important that issues are addressed straight away.

Problematic phenomena

Social laziness

The Freeloader phenomenon
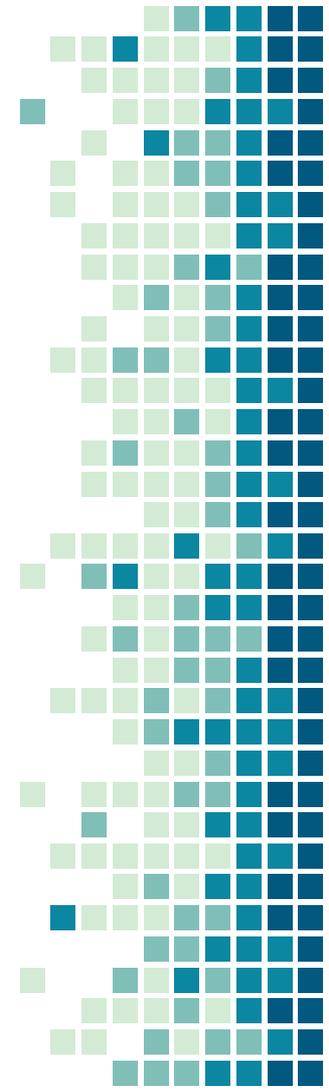

The Sucker phenomenon

The scapegoat phenomenon

Team polarization

Bad team decision

What makes a great team

- 🎯 Maturity
- 🎯 Engagement
- 🎯 Openness
- 🎯 Focus
- 🎯 Trust
- 🎯 Humility
- 🎯 Measurement

Even the best teams can benefit from team building exercises; they're a great way of improving communication, morale, motivation and productivity!

Four (4) main types of team building activities:

➢ Communication activities,
➢ problem solving and/or decision making activities,
➢ adaptability and/or planning activities,
➢ activities that focus on building trust.

CRISIS MANAGEMENT

Preventing a Team Crisis

- Are there conflicts between certain people that are creating divisions within the team?

- Do team members need to get to know one another better?

- Do some members focus on their own success, and harm the group as a result?

- Is poor communication affecting the group's progress?

- Do people need to learn to work together, instead of individually?

- Do some members affect the group's ability to move forward through resistance to change?

- Does the group need a morale boost?

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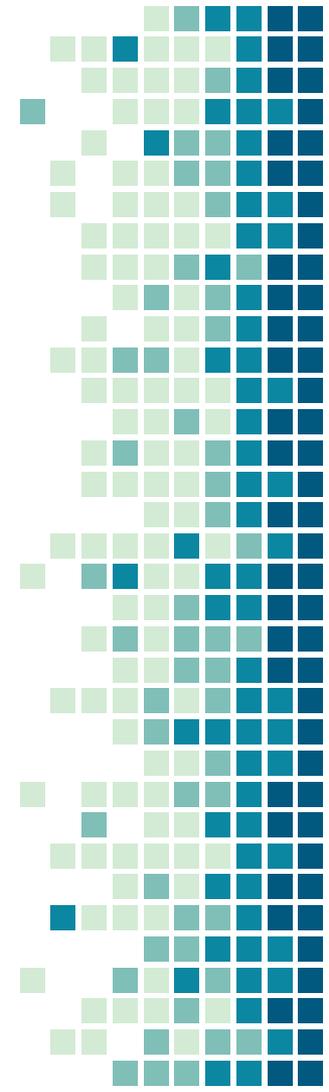
4 Roles that emerge in a crisis

The Panicker

What to do: Acknowledge the picnicker's concerns and let him know a solution is being implemented.

The Finger Pointer

What to do: Discuss what went well and what needs to be changed in the future, so that neither the crisis nor the finger pointing repeat themselves.
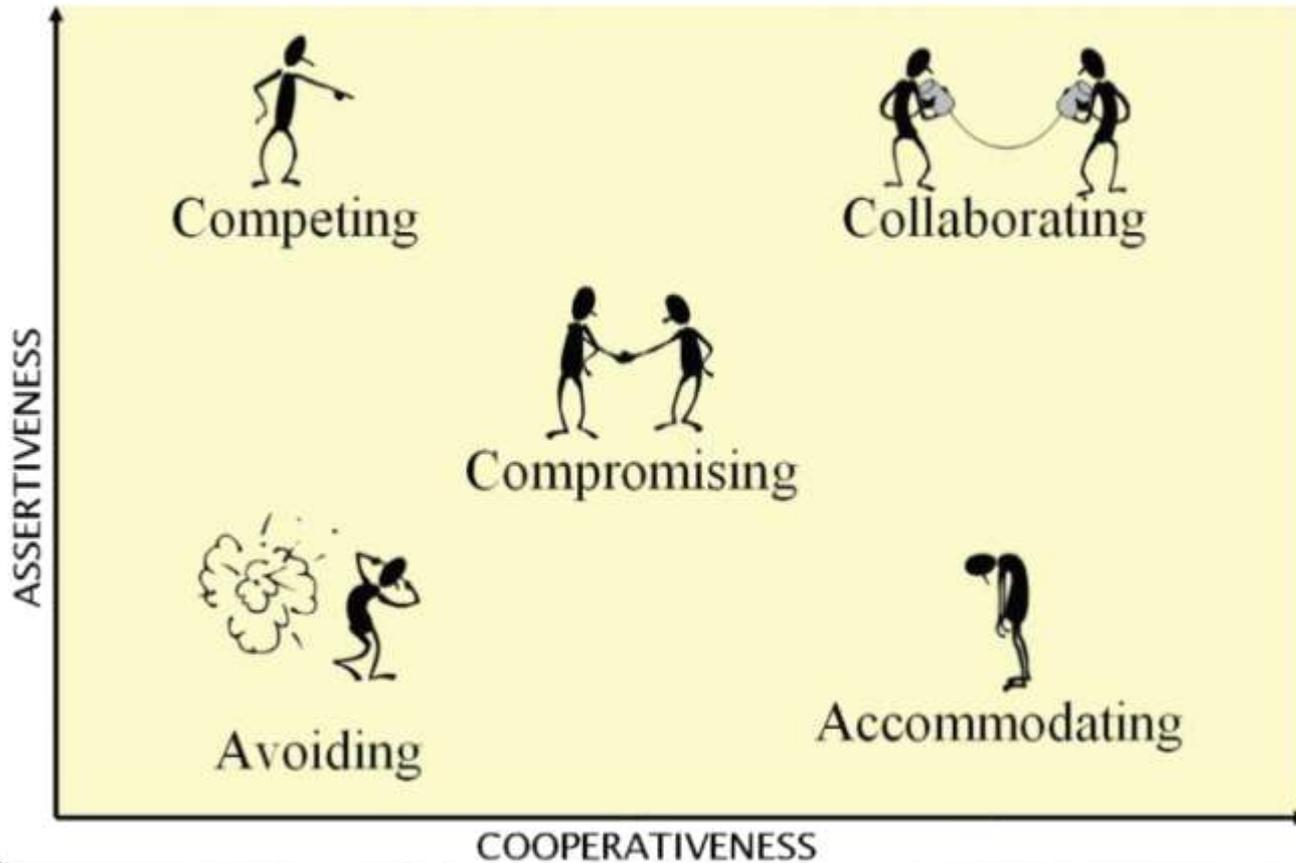
The Retribution Seeker

What to do: Put out the flame by being neutral.

The Moral Contortionist

What to do: Rather than pointing out the fault directly, revisit (publicly and broadly) the company's vision and core values.
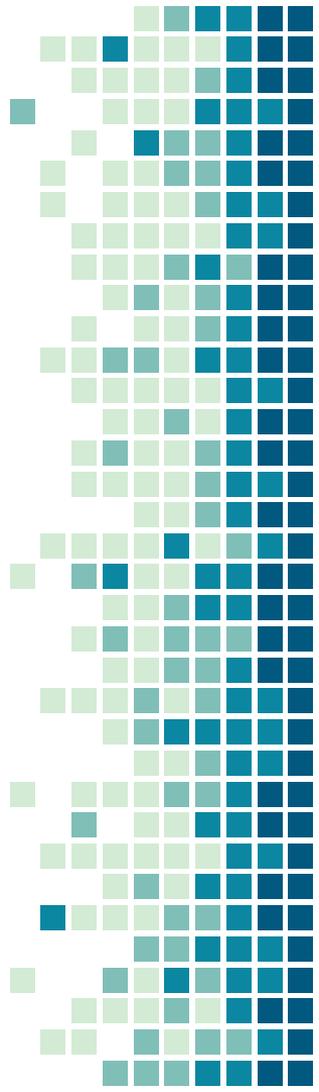
Dealing With Conflict – Thomas/Kilmann model

Resolving a Team Crisis

With planning, the number of crises a team encounters should decline. But you can't plan for everything, so what can you do when a team faces a crisis?

Analyzing

- What happened?
- What were the direct causes? What were the indirect causes?
- What will happen next? What could happen next?
- Who else needs to know about this?

Planning

Once data is analyzed, it's time to form a plan.

- identify the problem,
- decide on a solution

Executing

- As the plan is executed, make sure that:
- You evaluate if the plan is working.
- You make sure that the plan stays applicable.
- You learn from the crisis

THANKS!

Any questions?