

What is a team, and why is teamwork emphasized so much? In *The Wisdom of Teams*, Jon R. Katzenbach and Douglas K. Smith define a **team** as a small group of people ... with complementary skills committed to a common purpose and set of specific performance goals. Its members are committed to working with each other to achieve the team's purpose and hold each other fully and jointly accountable for the team's results.¹

Organizations use teamwork extensively because they believe effective teams improve the organization. Teams make better decisions, are better problem solvers, and generally feel empowered, which leads to employee satisfaction. Effective teams create synergies. *Effective* is the operative word; however, not all teams are effective or successful. Huge differences exist between ordinary work groups and **high-performance teams**, those whose performance consistently exceeds that of competent individuals in the organization. The emphasis in this chapter is on building high-performance teams.

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Characteristics of High-Performance Teams

Katzenbach and Smith suggest that groups can forge themselves into effective teams through a disciplined approach to the following actions:

- Shaping a common purpose
- Agreeing on performance goals
- Defining a common working approach
- Developing high levels of complementary skills
- Holding themselves mutually accountable for results²

They also propose eight approaches to build team performance:

1. Establish the urgency of the team's purposes and clear direction.
2. Choose members for skills and the ability to develop them, not personalities.
3. Pay special attention to first meetings and actions.
4. Set clear rules of behavior.
5. Set and focus on a few immediate performance-oriented tasks and goals.
6. Challenge the team regularly with new facts and information.
7. Spend a lot of time together.
8. Use positive feedback, recognition, and reward.³

Literature about high-performance teams is packed with dozens of lists of their characteristics. The following list includes ten characteristics that represent the common factors:

1. Team members have shared goals and objectives. The team should have input into the purpose or goals it is expected to achieve within an appropriate time frame.

team

a small group of people with complementary skills committed to a common purpose and specific performance goals

high-performance team

a team that consistently outperforms competent individuals in the organization

2. Each member has the knowledge and skills necessary to contribute to the team, but all members should not have the same knowledge and skills.
3. Each member focuses on attaining the team goals and puts them ahead of his or her own goals.
4. Each member is empowered, controls his or her own responsibilities, and is held accountable for them. Each member is also accountable to the team.
5. Each member is committed to the work of the team, to the way the team chooses to accomplish it, and to doing his or her fair share.
6. Each member is given and accepts the opportunity to make decisions that affect the team and participates in team decisions.
7. Team members are receptive to other members' ideas, share their own, and communicate openly and effectively with each other.
8. Each member respects and trusts the others.
9. Each member supports team decisions once they have been made.
10. Evaluation and rewards are based on team performance, not on individual performance.

Work Group Versus High-Performing Team

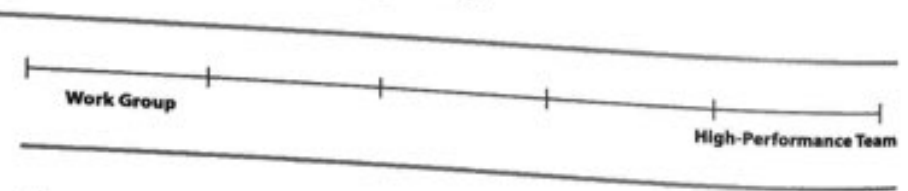
A **work group** consists of two or more employees working together to complete a task or achieve a common goal. Many work groups and teams in various stages of development are used in industry. It should be obvious from the list above, however, that most work groups could not meet the standards of high-performance teams, nor would they be given the autonomy that high-performance teams need to be effective. It should also be obvious that high-performance teams are not easy to build, lead, or manage. However, the synergy they create makes it worth the time and effort. **Synergy** is the idea that the whole exceeds the sum of the parts.

If you think about teams on a continuum of development, work groups would be at the beginning stage of development with high-performance teams at the opposite end (Figure 5.1):

work group
two or more employees who work together to complete a task or achieve a common goal

synergy
the idea that the whole exceeds the sum of the parts

FIGURE 5.1
Team development continuum



Stages of Team Development

In 1965, educational psychologist Bruce W. Tuckman proposed a four-stage model of team development based on research and a literature review. This model is still widely accepted today. Tuckman later revisited his work with

associate Mary Ann Jensen and added a fifth stage.⁴ Many researchers have analyzed these stages and have developed methods of managing them.

Stage 1: Forming

The forming stage occurs when the individuals begin to work together as a group. They are eager to learn about each other and their assignment. They may also have some anxiety about being part of a new team. At this stage, managers should focus on helping members get to know each other and explaining the team's task clearly but not in too much detail.

Stage 2: Storming

The storming stage occurs as individuals begin work and start to question and argue about their roles and any unclear issues or assignments. Managers should apply their skills in resolving any conflicts that arise and should clarify information as needed to prevent conflict.

Stage 3: Norming

The norming stage occurs when roles and conflicts are settled. Members accept one another and come together as a group, focusing their energies on the task. At this stage, managers should divide their focus between team members and the group's task.

Stage 4: Performing

The performing stage occurs when the team works together effectively to accomplish the task. The group is now a high-performance team. Managers can concentrate primarily on the team's assignment while continuing to monitor people issues. Not all teams can sustain this level of work or become high-performing teams.

Stage 5: Adjourning

The adjourning stage occurs when the work has been completed and the group begins to dissolve. Managers should work to help individuals cope with the change and prepare for new endeavors.⁵



Getting to know each other is part of the first stage in team development.

Misperceptions About Teamwork

In 2011, J. Richard Hackman, a professor of social and organizational psychology at Harvard University, posted a number of misperceptions about teamwork on the HBR (*Harvard Business Review*) Blog Network (Figure 5.2, page 92). He confirmed them through his research in the U.S. intelligence community.⁶

FIGURE 5.2
Misperceptions about
teamwork

- Misperceptions**
1. The best teams work together harmoniously. They collaborate rather than create conflicts and waste time debating how to get things done.
 2. Rotating team members produces better results because new members energize the team with a fresh perspective.
 3. Large teams produce better results than teams with fewer members because they have access to more resources.
 4. Today's technology facilitates communication and coordination and enables teams to work effectively and efficiently thereby eliminating the need for face-to-face meetings.
 5. The success of a team depends on the leader. Compare teams that you have led or others have led that have been successful and those that have been unsuccessful.
 6. Putting talented people on a team, describing the desired outcomes, and letting the team determine what to do is all that is needed for a successful outcome.
- Actual Research Shows**
- Teams that experience conflict focused on the objectives and the work to be accomplished are more likely to be creative problem solvers than teams that are conflict-free. Disagreements that are not about the work itself can be harmful.
- Teams produce better results when the same members of the team work together for a long period of time.
- Small teams are easier to manage, collaborate better, and are more likely to produce better results.
- Face-to-face communication is far more effective than electronic meetings. Working electronically solves distance and time problems, but does not provide the necessary nonverbal communication.
- The leader is important, but what makes the difference is creating a collaborative environment that helps team members become effective self-managers. Also, getting the project off to a good start and following up with coaching and teaching as needed lead to team success.
- Teams must be prepared for success. Successful results are the product of clear, specific objectives that must be accomplished and having the resources and support needed to accomplish the objectives.

Source: J. Richard Hackman, "Six Common Misperceptions about Teamwork," HR Blog Network, June 7, 2011.

Special Types of Teams

You will encounter many different types of teams in the workplace. Three important types are cross-functional teams, virtual teams, and project teams.

Cross-Functional Teams

A **cross-functional team** consists of employees from different functional areas of the organization who are focused on a specific objective. The purpose of using cross-functional teams is to have individuals with different perspectives collaborate on common goals to achieve greater synergy. A cross-functional team with a strong leader and with members selected because they have the expertise or potential to help solve complex problems or to reach complex goals is likely to be a high-performing team.

cross-functional team
a team consisting of employees from different functional areas of the organization

Cross-functional teams have exciting potential. But they present management with the immense challenge of getting technical specialists to cooperate and work effectively together.

Virtual Teams

A **virtual team** consists of employees who use electronic technology for their primary interactions. Corporate use of virtual teams continues to increase because they save time and money and enable employees who otherwise would not be able to participate in key projects to do so. Shared proprietary servers and secure cloud-based services are the most-used tools for team participation. They are typically used in conjunction with web conferencing, email, text messages, and conference calls for team interaction.

While virtual teams have many benefits, they also pose challenges for team leaders. One of the most common is communication problems. As Figure 5.2 notes, research shows "teams working remotely are at a considerable disadvantage. There really are benefits to sizing up your teammates face-to-face."⁷ Special considerations for leading virtual teams are discussed later in the chapter.

Project Teams

Project teams are teams that work on a specific project until it is completed. Members are selected for their knowledge and expertise about the project. A project team requires a strong leader to focus on the project and to complete it on schedule. Project teams may begin as work groups, mature into teams, and then be assigned to various projects. In some organizations, project teams do most of the work, completing one project and then moving to the next. Project teams are often high-performing teams and may also be virtual teams. Chapter 12, "Project Management," discusses project teams in more depth.

Developing Effective Teams

Leaders should consider each of the following areas when developing their team: (1) set up the team properly, (2) build trust and credibility, (3) value diversity, and (4) leverage individual strengths.

virtual team
a team of employees who use electronic technology for their primary interactions

project team
a team that works on a specific project until it is completed

Set Up the Team Properly

The initial step is the selection of team members. You will not always have the opportunity to choose your team members, but when you do, look for people with complementary skills and diverse backgrounds who have the ability and willingness to contribute.

The next steps are to clarify the team's purpose and to establish operating procedures. Before the team meets, develop a mission statement along with teamwork expectations and norms. In establishing ground rules, keep in mind that every team has unique personalities, goals, resources, and timelines. Kick off the first meeting with an explanation of the mission statement and a discussion of ground rules that are relevant and meaningful for the situation. Figure 5.3 offers a few practical tips.

FIGURE 5.3
Tips for expectations
and norms

Team Ground Rules

- Keep an open mind.
- Give constructive feedback directly and openly.
- Stay focused on clear objectives, directions, and project plans.
- Acknowledge problems and deal with them.

Agree on project goals, deadlines, and ways of communicating. Team members need a clear purpose, goal(s), an awareness of available resources, and background information such as budgets and deadlines. They also need to understand expectations. In addition, team members need to know how to communicate with one another and with the team leader. Managers should foster open lines of communication where channels for feedback and suggestions are easy and clear. Frequent updates and verification that everyone has the same understanding are important.

Cultural differences, gender, age, educational level, and work experience are just a few variables that can lead to misunderstandings and unnecessary conflict. As the team leader, take the extra time to be sure everyone is on the same page. Clarifying expectations up front can reduce wasting time later.



Team up with your classmates to brainstorm about ground rules you can establish for your project team or for the entire class. Your goal is to come up with at least five rules on which everyone agrees.

trust

a belief in the integrity, character, or ability of others

Build Trust and Credibility

One of the keys to successful teamwork is team chemistry. When individuals respect and trust one another, they will work better as a team. Trust is a belief in the integrity, character, or ability of others, and it is essential if people are to achieve anything together in the long run.

Sadly, trust is not one of the hallmarks of the current U.S. business scene. In a recent national survey by the Ethics Resource Center, 34 percent of employees reported that their direct supervisor does not show ethical behavior, a 10 percent increase since the last survey two years before and the highest percentage ever.⁸ To a greater extent than they may initially suspect, leaders heavily influence the level of trust in their work groups and teams.

Trust is a fragile thing. As most of us know from personal experience, trust grows at a painfully slow pace, yet it can be destroyed in an instant with a thoughtless remark. Mistrust can erode the effectiveness of work teams and organizations. Figure 5.4 suggests ways for team leaders to develop relationships of trust both among team members and between themselves and their teams.

The team leader's role is to facilitate the team-building process in an effort to develop a cohesive group. The following additional steps can help:

- Make sure everyone is involved (during meetings and overall).
- Arrange team-building exercises and leisure activities.
- Encourage collaboration between and among team members on subtasks.

FIGURE 5.4
Trust within teams

Ways to Build Trust	
Establish a good team climate.	As leaders, you have a major responsibility for setting the tone and establishing a climate that elicits commitment and the team and support of all the members.
Set a good example.	In terms of specific group behaviors, the leader serves as a role model. If he or she shows respect, appreciation, and trust toward other members, the other members are more likely to adopt those behaviors.
Promote a healthy approach to controversy and conflict.	You should encourage the expression of differing opinions while maintaining an atmosphere of trusting and mutual acceptance.
Be honest.	Always be honest with your team. If they catch you in a lie, they are unlikely ever to trust you again.
Be competent.	If people do not think you know what you are doing, they will not trust you or the work you do.
Follow through on promises.	If you tell a team member you will do something by a certain day, plan to deliver a day or two earlier than promised. That way, you can still deliver on time even if something unexpected happens (e.g., you get sick or your computer crashes).
Foster frequent, open, and honest communication.	This is one of the best ways to build and reinforce trust.

Source (Items 1–3): Adapted from Career Solutions Training Group, *Quick Skills*, 2nd edition (Mason, OH: Cengage Learning, 2010).

for a section featuring *anime* (Japanese or Japanese-style animated entertainment), many of his colleagues did not know what he was talking about; however, his supervisor encouraged them to listen and learn.

The young man explained and concluded with a recommendation to advertise the bookstore's new anime holdings in local high school and college newspapers. The supervisor supported his recommendation. Had his supervisor not created an environment where everyone was valued and treated with respect, this young man may not have felt safe making this suggestion, and ultimately the store would have lost out on what turned out to be a profitable idea.

Leverage Individual Strengths

Most of the time, team leaders focus on getting their teams to execute and achieve results. Therefore, the team leader needs to know each team member's skills, knowledge, talents, interests, goals, dreams, values, and motivations (Figure 5.6). In addition, he or she needs to know if each employee is properly trained, is ready to take on the task, and understands the value and importance of the job.

Every member of a team is unique—each person's strengths, interests, values, and motivators will be different. To set your employees up for success, know their abilities and where they excel. Then assign individuals to tasks and roles that take advantage of their strengths. Team leaders who assign tasks based on skills and abilities benefit the organization by leveraging individual strengths to create an efficient and effective team.

One of the keys to team leadership is to know your employees' abilities.

FIGURE 5.6
Look for ways to motivate your team

Tips for Team Motivation

To keep your team focused and inspired, consider the following:

- Post a scoreboard to mark team progress toward goals.
- Celebrate team accomplishments.
- Begin each meeting with praise and recognition for outstanding individual contributions.
- Keep team members' line managers informed of their accomplishments and progress.

Considerations for Virtual Teams

As noted earlier, the principles that apply to face-to-face teams also apply to virtual teams. However, virtual teams operate in a unique environment

Knowledge to ACTION

As a team leader, you must build trust with your employees and coworkers. Consider and discuss five specific action items you can do in the next week to help build trusting relationships with your team.

Credibility means being believable and worthy of trust. Team leaders can enhance their relationships with team members by building and demonstrating credibility. Figure 5.5 lists four requirements for building credibility.

FIGURE 5.5
Credibility requirements

Building Credibility With Your Team

Expertise	Demonstrate that you know what you are doing. You can demonstrate credibility by subtly referencing experience doing similar tasks, your background, and any relevant special training.
Trust	Be honest and open. Use empathy and build rapport with your team; show things you have in common.
Consistency	Be predictable so team members know what to expect from you.
Commitment	Do what you say you will do, show that you work hard, and persevere.

Value Diversity

In addition to cultural differences, team members may have different levels of experience and education. These differences require you to communicate everything in a format that everyone can easily understand. The people on your team who are more advanced may get bored if too much time is spent providing basic information. Consider conducting a separate orientation meeting for individuals who need more time or a more lengthy explanation.

A difficult task for team leaders is to get all team members to value diversity rather than create biases, stereotypes, or negative energy. Begin by sharing how and why each person's unique qualities and characteristics are valued. Launching meetings with a brief activity allows members to get to know one another in a fun and educational way. As the team leader, it will be your job to make sure everyone knows his or her ideas, opinions, and suggestions are valued.

A difficult task for team leaders is to get all team members to value diversity rather than create biases, stereotypes, or negative energy.

A great example of this is a story told by a sales associate working at a local bookstore where all the other employees were at least fifteen years older. At a team meeting, the group was brainstorming ideas for expanding the store's video, gaming, and DVD offerings. When he shared his idea

credibility
the quality of being believable and worthy of trust



On a high-performance team, members are far more likely to rely on internal motivation than external motivation. Members of high-performance teams tend to be self-motivated and thrive on being creative and meeting challenges.

and generally require more resources and support. The following additional guidelines will help you develop effective virtual teams:

- If you are recruiting the members, make sure they are willing and able to contribute in a virtual environment.
- On the company intranet or project web page, post a biographical sketch, contact information, and "local time" matrix to familiarize members with one another and their geographic dispersion.
- Choose technology for communicating and collaborating on documents that is appropriate for the task and that all team members will have and can use comfortably.

Your organization may provide some or all of the technology.

- Be prepared for the different demands of leading a virtual team. In the chapter opening interview, Barbara Schwenger-Huffman recalls her discovery that leading virtual teams requires more flexibility in leadership style and different skills, practices, and priorities.
- Be sensitive to potential communication problems.

In her article "Leading Virtual Teams: Five Essential Skills Will Help You Lead Any Project—No Matter How Distant," Joyce A. Thompson describes five categories of effective leadership skills for virtual project team or distance-management situations:

- Communicating effectively and using technology that fits the situation
- Building community, based on mutual trust, respect, fairness, and affiliation, among project team members
- Establishing clear and inspiring shared goals, expectations, purpose, and vision
- Leading by example with a focus on visible, measurable results
- Coordinating/collaborating across organizational boundaries⁹

While some of these skills are unique to virtual teams, most can be applied to leading any type of team.

Empowering Your Team

As you have read before, managers are responsible for getting work done through other people. When you achieve a high level of trust and confidence in your team members, you should be able to empower them to

achieve goals and objectives without constant supervision. People generally resent having "micromanagers" looking over their shoulder and telling them every move to make.

What Is Empowerment?

Empowerment occurs when employees are adequately trained, provided with all relevant information and the best possible tools, fully involved in key decisions, and fairly rewarded for results.¹⁰ Those who endorse this key building block of progressive management view power as an unlimited resource. The challenge for today's managers is to understand how and why to empower their employees.

empowerment
the process of making employees full partners in decision making and giving them the necessary tools and rewards

COLLABORATION AND COMMUNICATION

Many tools are available to facilitate work for both face-to-face and virtual teams. They are typically used to collaborate on documents, to communicate, or to do both.

Collaborating on Documents

Two types of tools ease the work involved in preparing documents as a team: (1) collaborative software features and (2) secure proprietary servers such as SharePoint* or cloud-based services where members can post, access, and work on documents simultaneously. Software such as the Microsoft Office suite of applications, the iCloud* online service, and Google Docs offer features for making comments and revisions in a document that enable members to edit and review each other's work. Coauthoring capabilities in Word, Excel, and Google Docs software allow team members to work on a document online at the same time. Documents posted on a secure shared server or in the cloud (using a service such as Dropbox or SkyDrive*) are available at any time and from any location.

Communicating With Team Members

Communication may be *synchronous* (at the same time) or *asynchronous* (at different times). Instant messaging, web conferencing using software such as WebEx*, Internet calls with pictures and video using Skype—Business Version or similar software, chat, and digital whiteboards are examples of tools for synchronous communication. Email, podcasts, blogs, and wikis and other collaborative websites are examples of tools for asynchronous communications.



The more power you give away, the more you have.

—Frances Herzfeldt, former head of Girl Scouts of the USA
 Source: Laurel Shapiro Walters, "A Leader Redefines Management," *Christian Science Monitor*,
 September 22, 1992, p. 14.

*They
 Said It
 Best*

Why Empower Team Members?

Empowerment is a characteristic of high-performance teams. They are given the autonomy required for empowerment because they consistently outperform competent employees in the organization.

Empowering your team achieves a variety of positive results. It enables employees to serve customers and users quickly, and it frees managers from some responsibilities so they can focus better on more important matters.¹¹

Many see an empowered corporate culture as a place where all employees, regardless of their position or title, accept responsibility for their own and the organization's performance.¹² The essence of empowerment is to train your employees so they understand the organization's values, policies, and procedures and their role in achieving the desired outcomes.

One goal of empowerment is to allow employees to make decisions without checking in with their supervisor. Retail giant L.L. Bean provides an excellent example. If a customer has a product that has failed (for example, a broken zipper), every employee at L.L. Bean has been empowered to handle the situation. Every employee has been trained in L.L. Bean's mission, values, policies, and procedures, and employees have been empowered to take action to support each of these. The employee who is presented with the failed zipper knows that he or she can either offer to have it repaired or allow the customer to choose a replacement. The employee does not need to check with a supervisor. It is at his or her discretion to do what is necessary to make sure the customer leaves satisfied and remains loyal to L.L. Bean.

Knowledge to
ACTION

1. Why do you think L.L. Bean has empowered its employees to make independent decisions that ultimately have financial consequences?
2. What steps do you think L.L. Bean took in the process of empowering its employees and setting them up for success?

Steps Toward Empowering a Team

Empowering your team takes time, training, desire, commitment, vision, and trust. In 2004, Martin Tillman, then an instructor of program management and leadership with the Defense Acquisition University at Fort

delegation
 the process of assigning duties
 and responsibilities to others

Belvoir, Virginia, identified seven key considerations related to empowering a team:

- Not everyone wants to be empowered.
- There must be a common vision/strategic direction.
- Convey the strategic direction in a manner that inspires and helps people to see their role in its accomplishment.
- Gain your subordinates' trust.
- Build on shared values.
- Strive for complete business process/vision alignment.
- Don't forget to use the right tools.¹³

You have already learned about developing a common vision that appeals to everyone. Part of this process is letting people on your team know how their skills and knowledge contribute to the success of the team. Gaining coworkers' trust (and learning to trust your team) takes time. The suggestions in Figure 5.4 on page 95 will help you to gain and keep trust.

*They
 Said It
 Best*

All [the triumphant moments in my career] involve collaborative successes, where you realize the effectiveness of teamwork and working with really smart people who deliver really amazing results.

—Urula Burns, CEO, Xerox Corporation
 Source: Xerox Corporation, "Entrepreneurial Spirit: Urula Burns, Chief Executive Officer,"
http://www.xerox.com/html/people/xerox_urula_burns_ceo_083109.aspx.

Delegation

Delegation is the process of assigning duties and responsibilities to another individual and giving that person the necessary decision-making authority to be successful in the completion of assigned tasks.¹⁴ Although the individual completing the work is accountable to the manager, the manager has ultimate accountability for the quality of the work and overall performance of the team.

Many people use the terms *empowerment* and *delegation* interchangeably. There is certainly overlap, and the steps to implementation are fairly similar. However, empowerment is more broadly focused on a philosophy, a culture, and an overall thread running through an organization. Delegation involves sharing direct authority and responsibility for specific work with your employee(s). Delegation is a vital basic step toward empowering them.

The delegation process is not a quick fix for a manager's time management dilemmas. Although authority may be passed to people at lower levels, ultimate responsibility cannot. Delegation is the sharing of authority, not the abdication of responsibility.

Why Delegate?

As you learned in Chapter 3, managers and supervisors wear many hats and have a wide variety of responsibilities. Most successful managers choose to delegate authority and responsibility to their employees. Delegation can provide two major benefits: (1) it allows you to train and develop your employees and (2) it increases the efficiency and effectiveness of the entire team.¹⁵

It can be a challenge for supervisors to motivate and inspire their employees when they practice delegation. Employees sometimes perceive delegation as simply having more work dumped on them. However, if done properly, delegation is an effective way to make more time available for supervisors to plan, train, coach, and motivate. In addition, employees who desire more challenge generally become more committed and satisfied when they are given the opportunity to take on more responsibility or tackle significant problems.

Conversely, a lack of delegation can stifle initiative among employees and can negatively affect managers as well. Supervisors who are perfectionists have a tendency to micromanage and avoid delegation. As a result, they have problems in the long run when they become overwhelmed by minute details.

There are a number of reasons why managers generally do not delegate as much as they should. Here are some common ones:

- The belief that by delegating, they lose power and authority
- A lack of trust in others
- Fear that employees will make mistakes (because the managers are accountable for results)
- Fear of competition from employees¹⁶

Steps to Effective Delegation

Managers can go a long way toward delegating effectively by recognizing and correcting such tendencies both in themselves and in their fellow supervisors. Since successful delegation is habit-forming, the first step is usually the hardest. Properly trained and motivated people who know how to take initiative in challenging situations often reward a delegator's trust with a job well done.

Delegation takes time, planning, patience, and frequent communication. Therefore, it is important to be thoughtful and purposeful in your approach to delegation. Consider following these steps:

1. **Assess employees' readiness.** Assess the level of readiness of your employees before you decide to delegate.
2. **Choose what to delegate.** Identify a specific task, job, or responsibility that can be delegated. Choose something that is relatively straightforward, fairly simple to teach, and easily measured or monitored. Imagine you manage a customer service call center. Your shift ends at 10 p.m. Each evening you follow a closing procedure that includes transferring the telephones to a remote operator, printing a call summary report for the shift, setting the alarm system, and locking up. Rather than delegating all your responsibilities at once, you may choose to delegate them one at a time. First, train someone on a simple task such as transferring the phones. Let this individual try it for a few nights. Then make sure proper procedures are being followed simply by placing a test call.
3. **Prepare training materials.** Once the task is identified, prepare a document that explains it in detail. Include any guidelines, forms, contracts, limitations, or parameters. For example, you may choose to delegate office supplies purchasing to one of your employees. However, you decide to create a limitation that any purchase over \$500 requires your signature. After a trial period, you may choose to increase the dollar amount based on performance, trust, and confidence.
4. **Identify performance measures.** Determine how you will measure success. Remember, delegating does not mean you are no longer accountable for the end result. Therefore, you need to identify a method to verify that the work is being completed and continues to meet the usual quality standards. Determine when and how you will monitor progress.
5. **Train employees.** Meet with employees when there is plenty of time to train them, let them practice while you are there to assist, and give them ample opportunity to ask questions.
6. **Let employees, customers, and vendors know.** Communicate with everyone connected with the task to let them know you have delegated authority to someone new. Explain how training will take place and how they should communicate any concerns or questions. The entire team needs to be on board and supportive of the person to whom the work has been delegated.
7. **Give it meaning.** When communicating with team members, take a few extra minutes to explain why you are choosing to delegate and how this continues to support the vision, mission, and goals of the organization.



Successful managers learn the importance of delegating tasks that can be accomplished by others.

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8. **Set your person up for success.** Set the proper tone—realize your employees will probably make mistakes. Let them know it is okay to ask questions. You also want them to report any problems to you right away. It is far better to be made aware of a potential problem than to hear about it weeks later from an irate customer or concerned boss. This requires that you make it “safe” for employees to report issues to you. The first time you yell at them or discipline them will likely be the last time they are forthcoming with bad news. Find the proper balance and be patient.
9. **Follow up.** Check in with your employees, review their work and reports, and go over the performance measures discussed in step 4.
10. **Celebrate success and give credit.** Give credit where credit is due. Successful leaders and managers get satisfaction from seeing their people succeed. Employees always appreciate being recognized and thanked. Be sure to acknowledge your employees’ contributions and achievements. It can be a great investment of your valuable time.

Project Delegation

The previous section focused on delegating to individual employees. Major projects from a work unit or relating to the entire company are often delegated to high-performance teams because they have shown they can accept the responsibilities and make the decisions necessary to complete the project successfully. In fact, high-performance teams are often project teams. As soon as they complete a project, they are assigned a new one.



High-performance teams have shown they can accept the responsibilities and make the decisions necessary to complete projects successfully.

SUMMARY

1. Organizational

Terms

Chapter 5
High-Performance
Teams—Key to
Productivity

Study Tools

CourseMate

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- Chapter Outlines
- Flashcards
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