

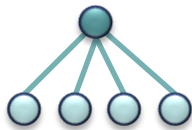
ACC NCR Leadership Academy Module 3: Take-Aways

Team Life Cycle



- Teams, like individual human beings, develop and change over time.
- The model is sequential, in that each stage is a necessary prerequisite to the stages that follow.
- It is not fully linear, however; teams may move back and forth across all six stages based upon the situations they face, and many get stuck in an early stage for extended periods of time.
- Research suggests that the large majority of teams never make it to Stage 4: Perform & Sustain.

Group & Team Operating Modes



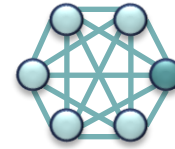
Leader-Directed

- Leader has complete authority.
- Members focus on separate agendas.
- Members have minimal interactions outside group meetings.



Working Group

- Leader is primary authority.
- Members work in a common direction.
- Members have some interaction to align and coordinate efforts, but primarily interact with the leader.



Leader/Member

- Leader acts as first among equals.
- Leader and members work toward a common purpose and shared goals.
- Leader and members collaborate as a full team and in subgroups.



Effective teams do not remain in one type.

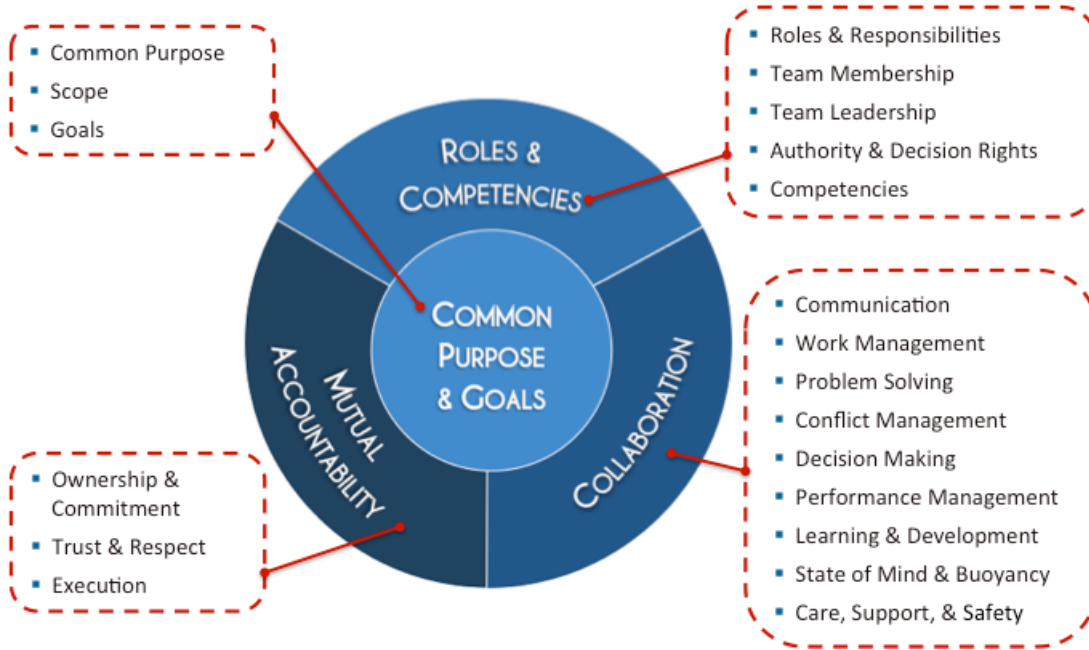
They move back and forth dynamically across types based upon the situation. Team leaders and team members remain flexible in order to shift as needed.

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TEAM: A small group of people who work in collaboration and hold each other mutually accountable to achieve a common purpose and set of goals.

Team Wheel



Common Purpose

A team's common purpose answers one critical question:

Why should we come together as a team?

Organization-Focused Purpose:

What do we strive to accomplish for the organization?

Team-Focused Purpose:

What do we strive to accomplish for ourselves as a team?

Shared Goals

A team's shared goals answer one critical question:

What will we produce and deliver as a team?

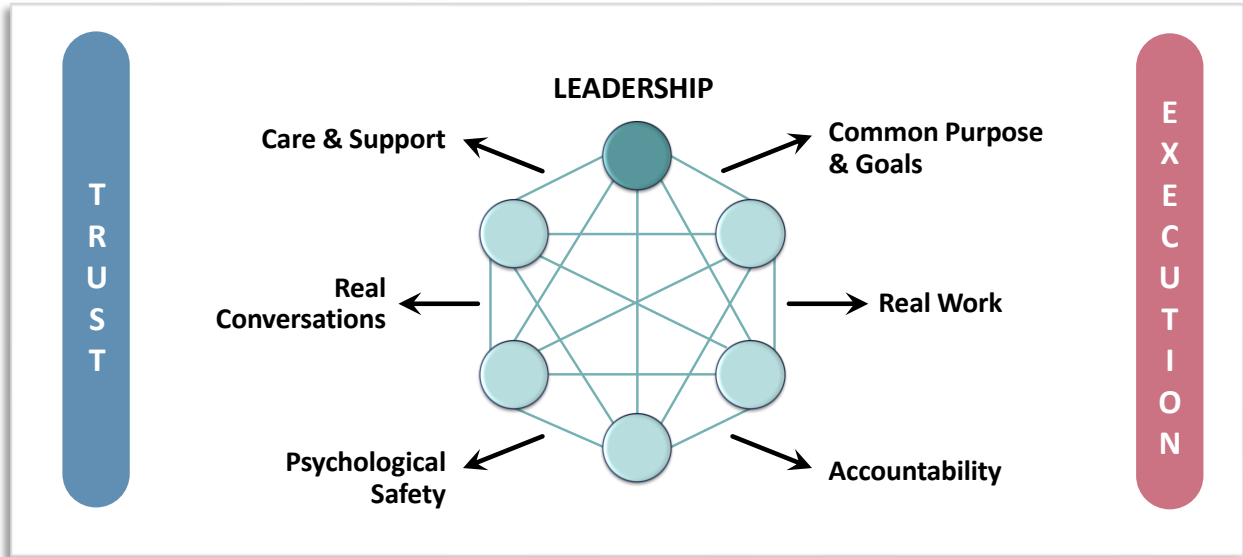
Four Components of Goals

- 1. Measure:** What metric will be used to measure goal achievement?
- 2. Target:** What target will be set in the metric?
- 3. Due Date:** What is the due date for the target?
- 4. Owner:** Who is accountable for the goal?

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What Is Teaming?



Team Leadership Styles

The four main team leadership styles are:

1. **Authoritative**
2. **Directive**
3. **Facilitative**
4. **Participative**

| Operating Mode | Leadership Styles |
|---------------------|---|
| GROUPS | |
| Leader-Directed | Authoritative - Directive <ul style="list-style-type: none"> ▪ Group leader is unique leader and exercises authority over all matters. ▪ Group leader does not share leadership roles and responsibilities. ▪ Group leader manages direct reports individually. |
| Working Group | Directive - Facilitative <ul style="list-style-type: none"> ▪ Group leader is unique leader and exercises authority over most matters. ▪ Group leader shares selected leadership roles and responsibilities. ▪ Group leader facilitates group work and works with group members individually. |
| TEAMS | |
| Leader/Member | Facilitative - Participative <ul style="list-style-type: none"> ▪ Team leader is main leader and exercises authority over specific matters. ▪ Team leader shares several leadership roles and responsibilities with team members. ▪ Team leader actively works with and within the team. |

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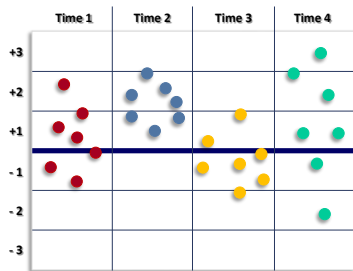
State of Mind & Leadership

State of Mind: Our moment-to-moment **experience** of life as generated by our **thinking** and as expressed by our **feelings**.

| | | |
|----|--|----------------|
| +3 | Ecstatic • Elated • Euphoric • Passionate | Above the Line |
| +2 | Excited • Energized • Joyful • Engaged | |
| +1 | Content • Happy • Rested • Calm | Neutral Line |
| -1 | Sad • Tired • Anxious • Stressed | Below the Line |
| -2 | Frustrated • Worried • Distressed • Angry | |
| -3 | Hopeless • Depressed • Resigned • Despairing | |

State of Mind Tools

Team State of Mind Check-in



The 4-Step Method



1
Resonant Breathing
Heart-Focused Breathing



2
Positive Feeling
Gratitude & Appreciation Practice

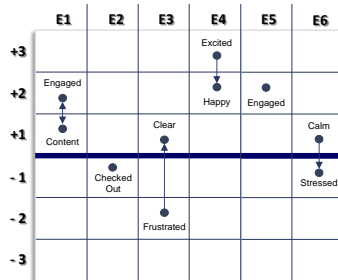


3
Reframe Thinking
Thought Shifting Inquiry



4
Engage Action
Making New Choices

Personal State of Mind Tracker



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