

The value of collaborative teams – a different road to successful business

Presentation to New Zealand Roadmarkers Federation Conference

Peter Blake, Rohm and Haas

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COMPANY**

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Real Teams

New for some, Normal for others



The Organisational Iceberg

Formal (more overt) aspects

Goals
Technology
Structure
Policies and procedures
Financial resources

Tangibles
Doables
Task

Informal (more covert) aspects

Perceptions
Attitudes
Feelings (anger, fear liking, despair)
Values
Group norms

This part of the informal interactions
organisation will sink the ship!

Source: Adapted from Stanley N Herman. TRW Systems Group, in Wendell L Franch and Cecil H. Bell, Jr, Organisation Development: Behavioural Science Interventions for Organisational Improvement, 2nd Ed., P 16 Copyright 1978



What Makes A Team Different To A Working Group



by Rohm and Haas Company

WORKING GROUP

- Strong, clearly focussed leader
- Individual accountability
- The groups' purpose is the same as the broader organisational mission
- Individuals work outcomes
- Individual action items assigned in meetings
- Measures its effectiveness indirectly by its effect on other work groups (e.g. financial performance of the business)
- Discusses, decides and distributes work



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What Makes A Team Different To A Working Group

TEAM

- Shared leadership roles
- Individual and mutual accountability
- Specific team purpose that the team itself devises and delivers
- Collective work outcomes
- Encourages open ended discussion and group problem-solving meetings
- Measures performance directly by assessing collective work outcomes
- Discusses, decides and does real work together



Why Have Teams?

BUSINESS BENEFITS

- Faster response to technological change
- Fewer job classifications/multi-skilled workforce
- Highly motivated employees
- Common understanding of objectives and goals
- Common understanding of decision making process
- Improved communication
- Pro-active approach to problem solving
- Increased productivity and improved customer focus

PERSONAL BENEFITS

- Provides environment for personal learning and development
- Enables the individual to use a wider range of skills
- Enables people to be more responsible for decisions and actions



Why Have Teams? (Cont'd)

BUSINESS DRAWBACKS

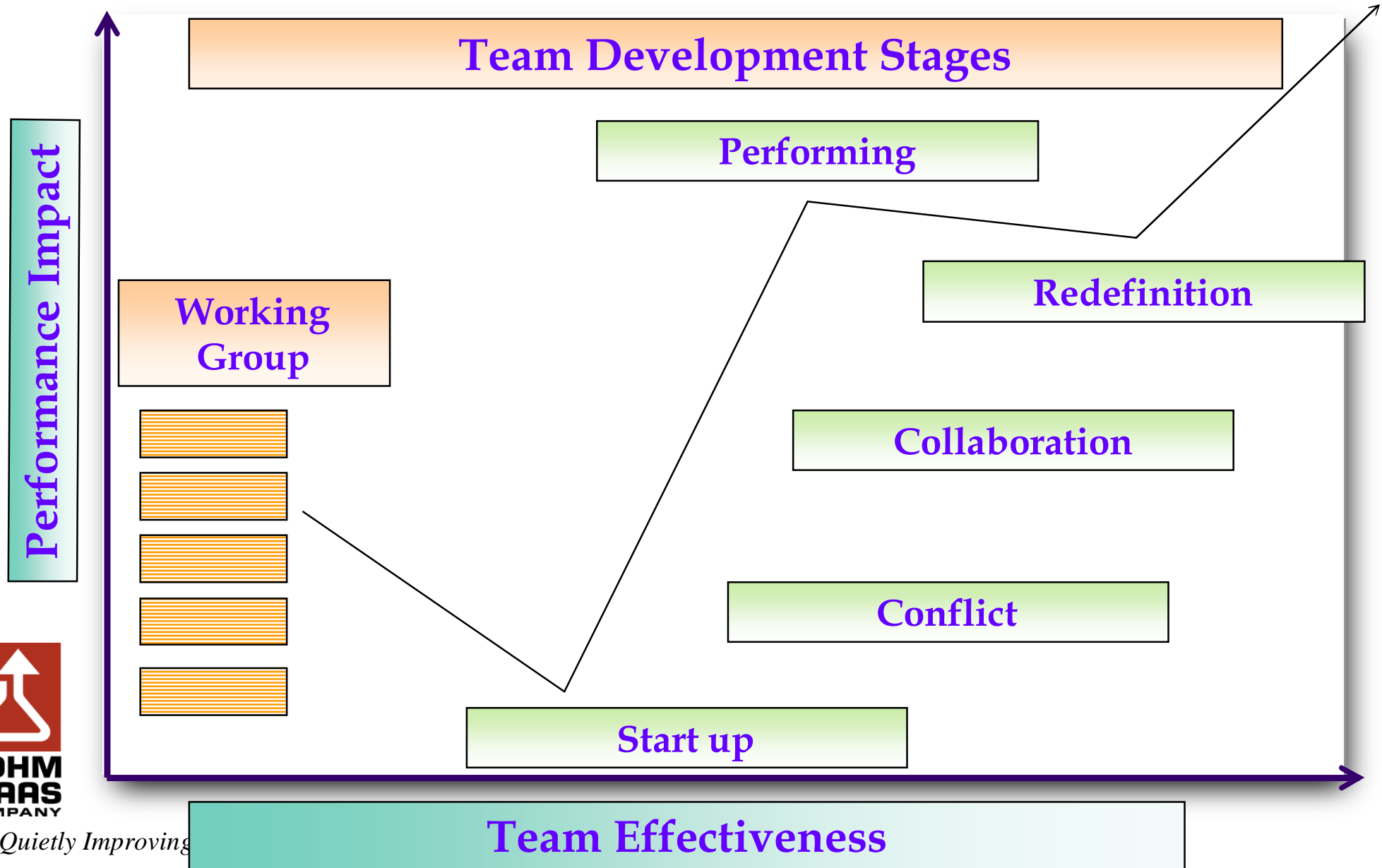
- Team development rate can be slow
- Cost associated with raising the skills of employees
- May take a long time to achieve performance outcomes
- Cultural change is required for team principles to be accepted and implemented
- Systems such as pay systems, reward mechanisms and information systems, require modifications to suit the new organisation

PERSONAL FEARS

- Loss of individuality in a team situation
- Having to rely on other people
- “Will my own performance be appraised by how well the team performs?”
- What if other members in the team don't put in?



Team Development - The likely stages of development



Stages of Team Development

Stage One - Start Up

- Uncertainty about purpose, structure, leadership etc
- Little consideration of each other
- Little active listening. Lack of openness
- Apprehension
- Different levels of commitment to the process
- Poor communication

Stage Two - Conflict

- Members challenge differences to retain their individuality and influence
- Splinter groups may occur
- Issues of power and decision making
- Creation of an acceptable decision making process
- Some interdependent behaviours begin to emerge
- Direct attacks or covert non-support demonstrated

Stage Three - Collaboration

- Confidence grows as team learns new skills
- More a cohesive unit than a group of individuals
- Members are committed to working with others
- Trust is evolving
- Pride is evolving
- Commonality of purpose and approach is evident



Stages of Team Development (Cont'd)

Stage Four - Performing

- Fully functioning team
- Members have the skill to define objectives, tasks, work out relationships, managed conflict and work at achieving their common goals
- Leadership is shared
- Members are proud of their involvement and their achievements
- Flexibility of members in achieving their collective tasks

Stage Five - Redefinition

- Renewing objectives
- Introduction of new members to bring in new ideas
- Complacency may develop
- Could be destructive if not renewed

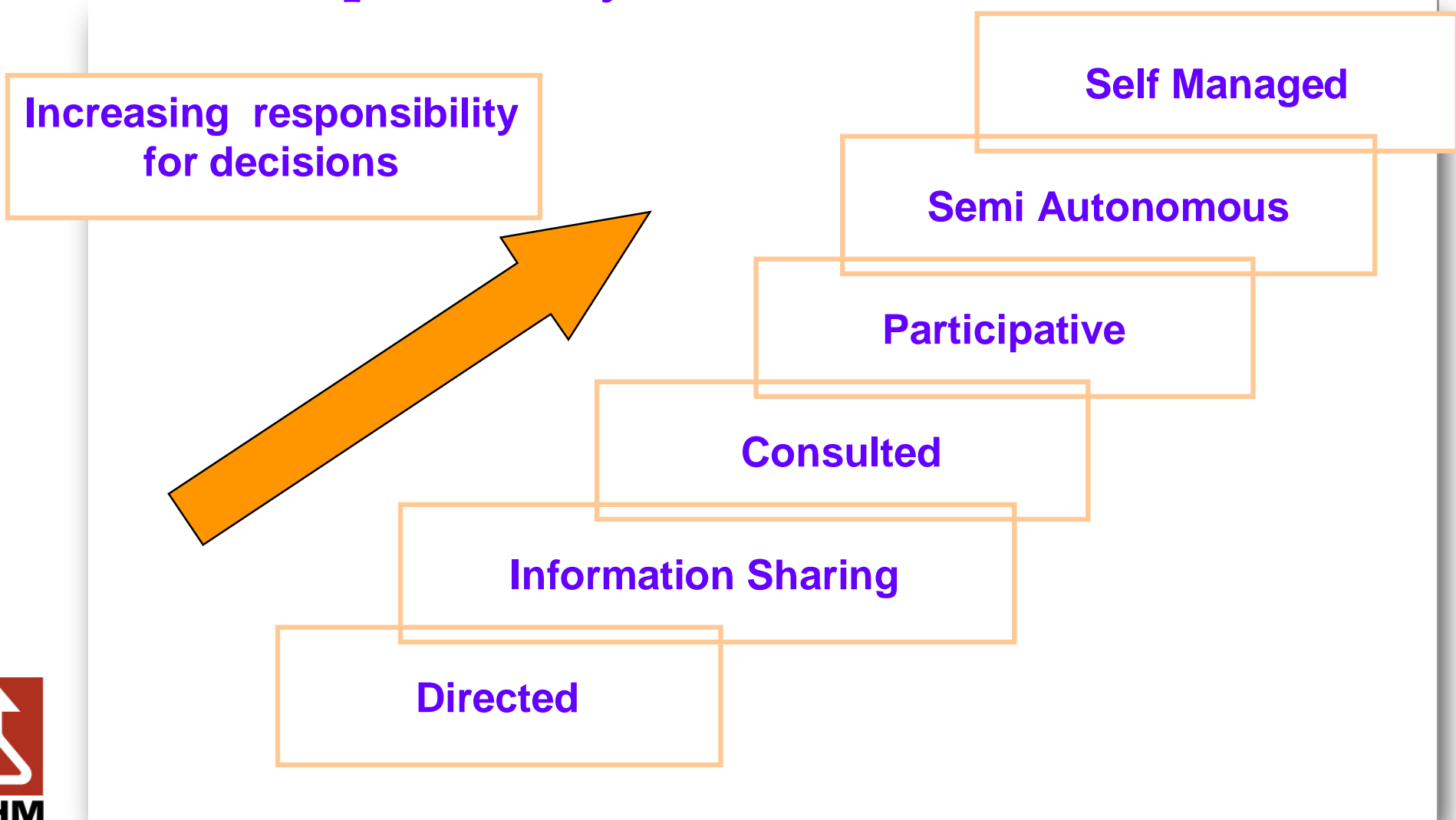


Factors for Team Effectiveness

- Interpersonal skills, attitudes and technical competencies
- Team organisation
- Team culture
- Individual commitment

How Are Teams Managed?

Levels of Responsibility



An Interesting fact!

In Business

- **We look out and admire great Sporting teams.**

In Sport

- **We look out and admire great Business teams.**

Funny thing that!!!!.



Let's look at some Teams of Greatness



by Rohm and Haas Company

I'm an Ozzie so we will talk about:

- 2006 Commonwealth Games success
- John Bertram's Australia Two's 1983 Team
- Australian Women's Netball
- Wallabies



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Let's look at some Teams of Greatness



by Rohm and Haas Company

Team NZ



Words about Grant Dalton

Four years after his appointment, Dalton has built a team which has not only fought back to its feet, but has punched its way back into the game.....He's achieved it through a leadership style which mixes strong directions and inclusiveness.... Those that stand beside him are intensely loyal, and undaunted by his no nonsense manner.....In the early days, Dalton was a dictator but he learnt a lot from Peter Blake about employing good people and letting them do their job!



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Let's look at some Teams of Greatness



by Rohm and Haas Company

All Blacks and **the Wallabies**



Words about these
great teams!

You tell me!!!



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Let's look at some Teams of Greatness

Business success



by Rohm and Haas Company



Mr John Anderson

An Entrepreneur's Story: Living and Creating the Dream

Company Director and Founder of Contiki – an international brand and one of the world's major tour operators; the Ellerslie Flower Show and the Great Gathering.

Mr Anderson is one of New Zealand's best entrepreneurial successes. At the age of 22, having sold his bicycle and cashed in his stocks, he left his hometown of Wellington for England on a one year Overseas Experience (OE). He returned 20 years later with his wife, four children and the international tourism business – Contiki Holidays.

When he sold Contiki Holidays some years ago, it was and remains one of the world's major tour operators (the largest catering exclusively for 18-35 years olds) and is established as an international 'Brand' name. Perhaps the only truly international brand (apart from primary products) created by a New Zealander. After 43 years the brand has stood the test of time. Some 1.7 million people have taken a Contiki tour including 260,000 New Zealanders.



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And as an Ozzie I must finish with – **FASTTRACK**[™] ROAD MARKING TECHNOLOGY by Rohm and Haas Company



Australia downs Ferns by 7 to win series

By Marcus Wilson, Sportal

A well-drilled Australia has secured the Holden Netball Test series by beating New Zealand in the final match by seven goals at the Distinctive Homes Dome on Tuesday.

The Aussies led all match, by as much as 15 goals in the third quarter, and showed composure in holding off a dogged Silver Ferns in a tough final stanza, eventually winning 54-47.



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Thank you, have a safe day!

Bay of Islands, August 2007

