

## Developing Team Norms

## Today's Class

- Listen to a presentation on developing team norms (5 min)
- Work in teams to identify characteristics of effective teams (20 min)
- Work in teams to identify **team member characteristics** that support each team characteristic above (20 min)

## Developing Team Norms

adapted from –Judd Adams, Team Training Consultant

## Blend Work styles to develop a high performance team

By

- Working out a compromise between work styles
- and/or
- Assimilating the strengths of each work style

## Blend Work Styles by Developing Performance Norms

### Norms

- are the **unwritten rules** of an organization
- control **how team members respond** in certain situations
- affect team members **attitudes** about certain things

## Example: of a Team Norm

- If a meeting is scheduled for 9:00, is the norm to begin at 9:00 or by 9:10?
- In some organizations, you are expected to be in the meeting room at 8:55 and the meeting begins promptly at 9:00
  - In other organizations 9:00 means begin by 9:10. 9:00 to 9:10 is set aside as time for socializing.

### Example: of a Team Norm

When a high ranking member of the organization proposes an idea which you don't support, is the norm to

- Say you agree even if you don't actually.
- Be silent and stay noncommittal.
- Disagree in a way that shows a great deal of deference.
- Disagree, forcefully (but politely) presenting your own ideas, as an equal.

### Develop Team Norms

- Implicit team norms develop naturally over time as teams work together.
- Teams can explicitly state team norms to control team behavior (make it more effective)

### Individual Exercise 5 minutes

- Imagine that you have just been assigned a three-week team project
- List as many **team characteristics** as possible of your "dream team"  
Examples: my team
  - starts and ends meetings on time
  - makes decisions supported by all

### Team Exercise 5 minutes

- Form four-person teams (different from the previous class.)
- Chose a recorder.
- Drawing on your individual lists, produce one list of ideal **team characteristics**

### Share 10 minutes

Each team shares their "dream" team characteristics to the class

### Individual Exercise 5 minutes

For each **team characteristic**, list the **individual characteristics** that contribute to the team characteristic.

Example:

- team characteristic: start/end meetings on time  
individual characteristics: - come to the meetings on time  
- come to the meetings prepared  
- stay focused on the tasks

## Team Exercise 5 minutes

- Chose a recorder.
- Drawing on your individual lists, produce one list of ideal **individual characteristics** for each **team characteristic**

## Share 10 minutes

Each team shares the individual characteristics for a couple of their team characteristics.

## Example:

Code of Conduct, Boeing Aerospace Division

- Every member is responsible for the team's progress and success.
- Attend all sessions and be on time.
- Listen to and show respect for the contributions of other members; be an active listener.
- Criticize ideas, not persons.
- Resolve conflicts constructively.
- Pay attention - avoid disruptive behavior.

## Example: -cont'd

Code of Conduct, Boeing Aerospace Division

- Avoid disruptive side conversations.
- Only one person speaks at a time.
- Everyone participates -- no one dominates.
- Be succinct, avoid long anecdotes and examples.
- No rank in the room.
- Attend to your personal comfort needs at any time but minimize team disruption.
- HAVE FUN!