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CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

# **Building Your Management Team**

## **Central Intelligence Series**

Carolee Colter & Jeanie Wells

CDS Consulting Co-op

with guests Melanie Reid and Rita York Hennecke

March 8, 2012

# Desired Outcomes

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You will be able to:

- ❶ Define your team's purpose.
- ❷ Set team goals to carry out that purpose
- ❸ Define and uphold team agreements for individual team member conduct.

# Who are we?

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**Carolee Colter**



**Jeanie Wells**



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# Our featured guests

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**Melanie Reid**



**Rita York Hennecke**



# Who's here?

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- 🌀 Your name
- 🌀 Your co-op
- 🌀 In one sentence, the best teamwork experience you've had in any part of your life and why it was the best.

# Teamwork: A Definition

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"Teamwork: a joint action by a group of people in which each person subordinates his individual interests and opinions to the unity and efficiency of the group; coordinated effort."

~ *Webster's New World Dictionary*

"A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals."

~ *Katzenbach & Smith, The Wisdom of Teams*

# Teams at the Top

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- Just because they're called a team doesn't make your managers into one.
- A group that meets regularly to report on individual managers' projects is not a team.
- Left to their own devices, managers tend to view their own department as their "home team," not the group of other managers.

To forge your managers into a true team, you need to have the four key elements of teamwork.

# 4 Key Elements of Teamwork

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- ❶ A common, meaningful purpose.
- ❷ Specific performance goals.
- ❸ Agreed-upon operating rules or guidelines.
- ❹ Mutual accountability.



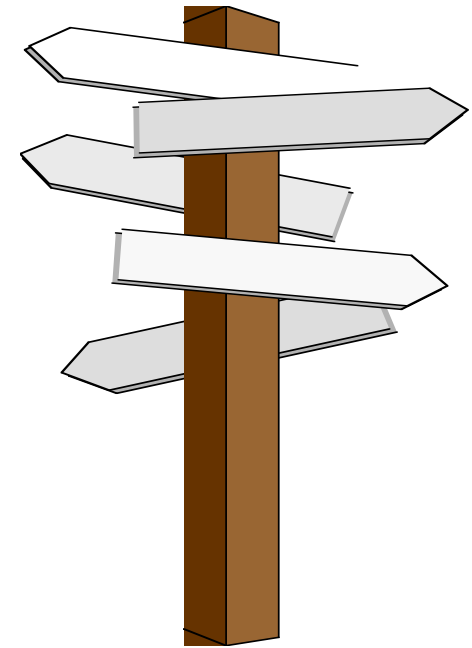
# A common, meaningful purpose

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Why do we exist?

Why are we meeting like this?

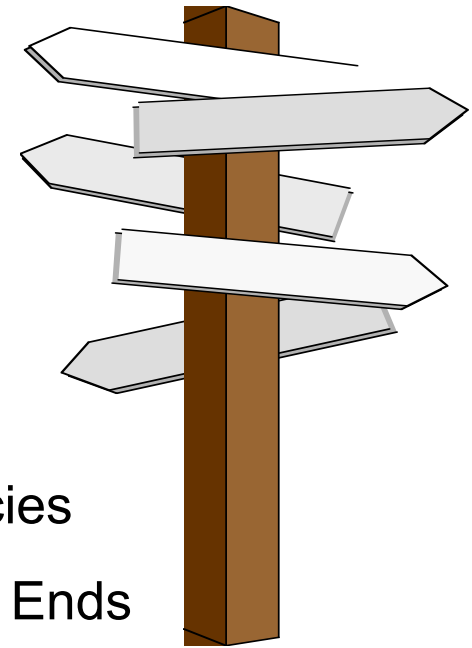
Your management team's purpose is not identical to your co-op's mission.



# The Community Mercantile Steering Team:

The Steering Team serves as a high-level management team that:

- ❏ Makes high level decisions that affect the entire store and have an impact on the future of The Merc
- ❏ Facilitates storewide communication that cultivates an informed and motivated staff
- ❏ Offers the GM a broader perspective on decisions as well as support in ensuring accountability to the Executive Limitation Policies
- ❏ Helps to guide the co-op toward achieving the Ends



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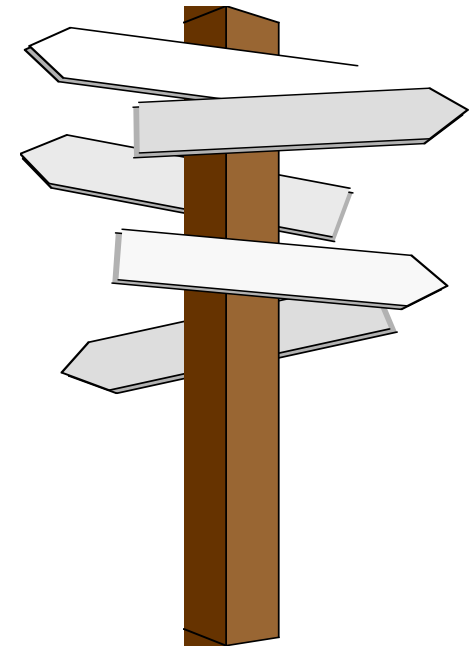


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# The Just Food Co-op Leadership Team:

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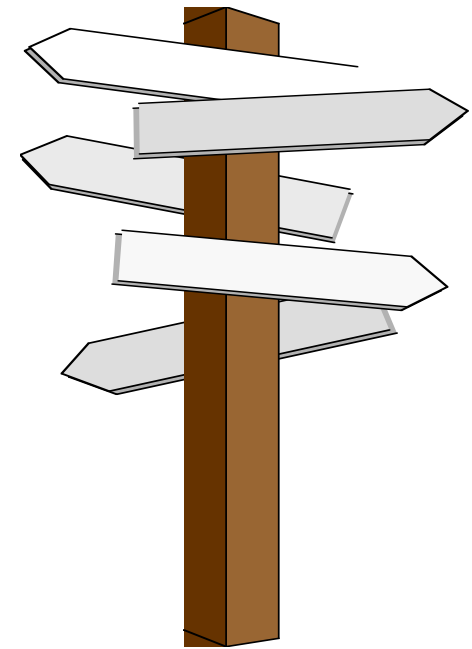
- ❑ The mission of the leadership team is to cultivate our unique resources, creativity, and expertise in order to support each other, the general manager, and our staff towards the fulfillment of our global ends.



# Developing a Purpose Statement

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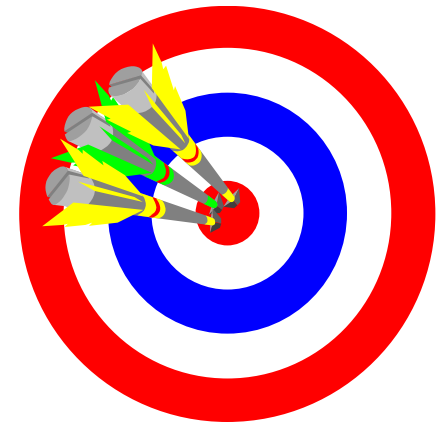
What are 3 key words that describe your management team's purpose?



# Specific Performance Goals

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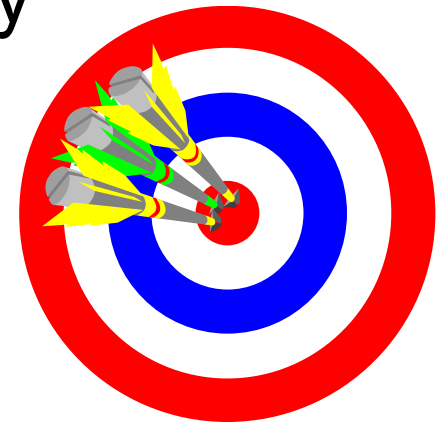
- ❑ To carry out its purpose, the team needs shared goals that carries out its purpose.
- ❑ These goals can change from year to year, reflecting current reality.
- ❑ Some goals need supporting actions.



# Specific Performance Goals

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- ❏ To forge a team out of a group of managers, they need to have some joint goals that support their purpose and that they will be collectively responsible for achieving.

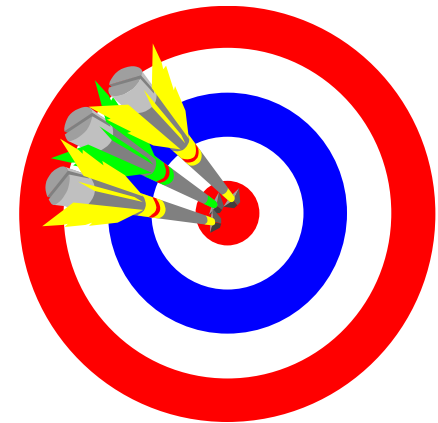


# Just Food Leadership Team Goal

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*From the 2012 Strategic Plan:*

By the end of FY 2012 we will have a system in place for the receiving of product in the Wellness Department.



# Merc Steering Team Goal

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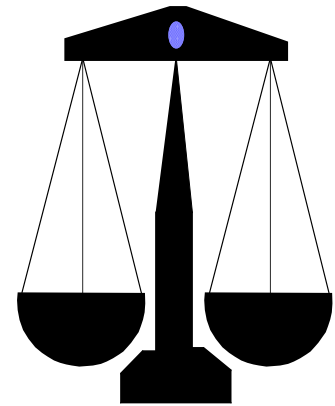
Creating vision of the year 2020





# Agreed-upon Ground Rules

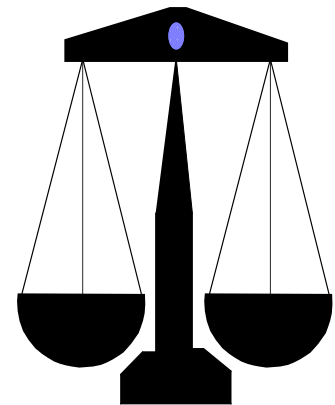
- ❏ Ground rules regulate the group's behavior and form the basis for accountability of team members to each other as well as to you as their supervisor.
- ❏ Surface and verbalize unspoken rules.
- ❏ As a team develop a Code of Conduct. The process is as important as the product. Review and renew periodically.
- ❏ Ask each team member to publicly commit to the rules.



# Just Food Leadership Team Ground Rules

## Meetings

- ❏ Meeting attendance is mandatory (unless otherwise indicated)
- ❏ Meetings start and end on time.
- ❏ Agenda is set ahead of time by the GM with input from leadership team members. (Agenda additions may be requested during agenda review.)



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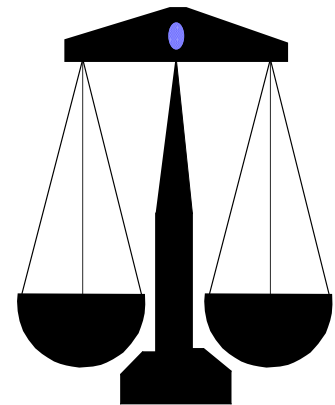


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# Just Food Leadership Team Ground Rules

Decisions will be made by the GM after listening to team input.

- ❏ While you may not always agree with group decisions it is expected that you will support group decisions.
- ❏ It is expected that you express disagreement in the meeting.
- ❏ It is OK to disagree!
- ❏ If discontent exists after a decision has been made, it is expected that it be brought to the GM for further discussion until a sufficient comfort level is achieved.
- ❏ We agree to provide a unified vision.



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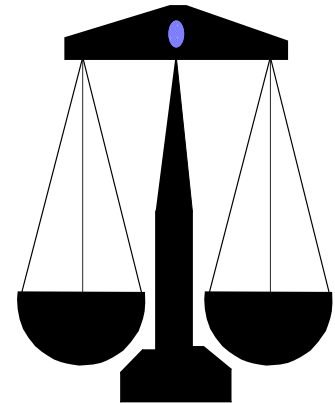


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# Just Food Leadership Team Ground Rules

## Support Decisions Once Made

- ❑ Each team member will take responsibility for bringing forward any views or information that they think will be helpful in reaching the best decision possible.
- ❑ Each team member understands and respects that there are usually many considerations that go into a decision and will always strive for total alignment.
- ❑ Once a final decision is made, the team will support it. Support means upholding the decision in word and deed.



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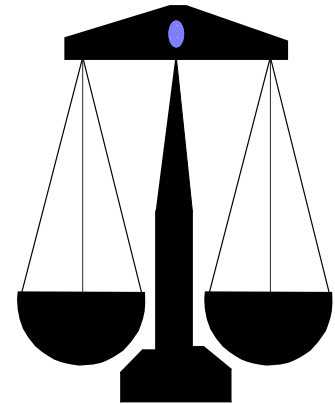


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# Merc Steering Team Ground Rules

## Maintain Confidentiality

- ❏ In order to safely discuss management matters, each manager must feel safe to express opinions and share ideas freely within the group -- at team meetings and among each other in other contexts.
- ❏ Never reveal the expressions of another team member to anyone else. If someone wants to know the thoughts of another team member, send the person to him/her.



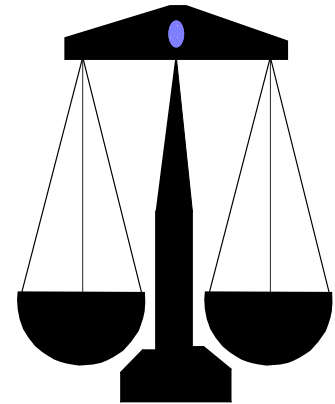
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# Agreed-upon Ground Rules

- ❑ How are newcomers to the management team informed of the ground rules?
- ❑ When non-management staff apply for a manager position, are they asked for their willingness to abide by the ground rules?
- ❑ Are there any rules you don't have now that you'd like to adopt?



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# Mutual Accountability


“Peer-to-peer accountability is the strongest force on a team, when the team is committed and trusting. To gain this accountability, the leader must confront difficult issues and hold others accountable for their behaviors. Holding someone accountable and calling them on their acknowledged bad behavior builds trust and respect for the leader.”

~ *Patrick Lencioni, author of The Five Dysfunctions of a Team*

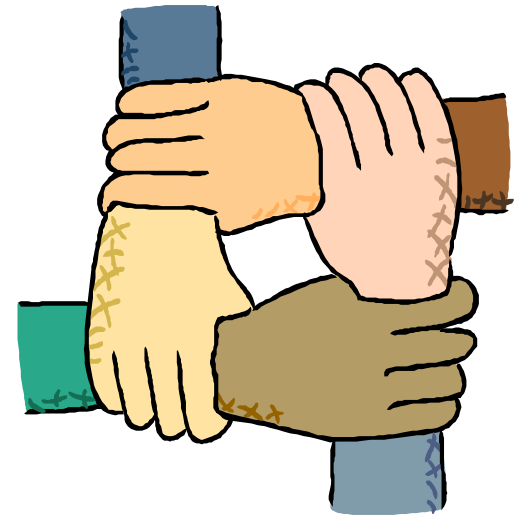


# Mutual Accountability

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 Is there peer-to-peer accountability on your management team?

Why or why not?



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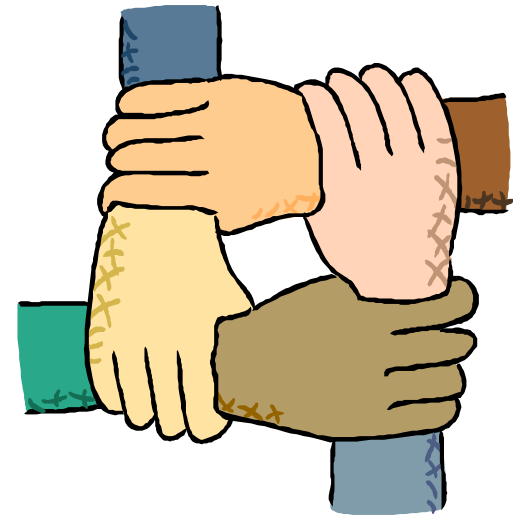
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# Mutual Accountability

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- ❏ Why “one bad apple can spoil the barrel.”
- ❏ Do you have a “bad apple” on your team?
- ❏ How do you handle it?



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# Team-Oriented Leadership

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- ❏ Clarify goals-- by using your perspective from standing a little apart from the rest of the team, attending board meetings and reporting on achievement of Ends.
- ❏ Remove or reduce outside interference, act as a buffer from board and member “politics”, remove obstacles--but never make excuses for your team.
- ❏ Provide growth opportunities for other team members, but never abdicate your ultimate responsibility as the leader.
- ❏ Uphold standards and team agreements.

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# Resources

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## Printed Resources:

- 🔗 [The Five Dysfunctions of a Team](#) – by Patrick Lencioni
- 🔗 [The Wisdom of Teams](#) – by Jon R. Katzenbach & Douglas K. Smith
- 🔗 [Team at the Top](#) – by Jon R. Katzenbach
- 🔗 Are there other favorites you have?

## Our Contact Info:

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