

### Creating Teams 3

I have enclosed some more thoughts about creating a team. I believe that the things that have been said about teams, can also be said about any relationship. Next week I would like to talk about dealing with negative co-workers who are in our offices.

Have a great week.

Paul

#### TEAM PRIDE

Did you ever have a family member visit you and you showed them around your city? You start taking them on the tour, "we were the first in the state to..." "We have won all sorts of awards for ...." When you are done the tour not only have you impressed your visitor I bet you feel better about living in your own town. You have created pride.

#### TOOT YOUR OWN HORN

One of the things that brings pride to an office is when people come to your site to see what you are doing. They have heard that you were really good at (what ever). You bring the guest over to one of the teams and they begin sharing what they are doing and how it works. There is the beginning of pride. You begin to appreciate your situation when people start coming to your site because you are the best in the state. One thing that helps people become proud is when offices win awards and commendations. This will only happen if someone in the office applies for them. Visitors are only going to come when you let them know you are there. This can happen by getting newspapers in your office and letting them know what you are doing for the community. Call TV stations and have an aggressive campaign to let people know what you re doing and how good you are at it. Almost every state has a conference about workforce, why not plan on getting on one of the panels and let them know what a great office you have. Here is the message if you don't toot your own horn no one will. Don't wait to be discovered let them know.

#### A STANDARD A CHALLENGE

Another thing that helps to be great a team is to set a standard. The City of Key West in our vision statement in the says "We will be a role Model City known for its respect of our diverse community and environment" We want people to come to our city and want to know how we bring that about. Our Mayor wants the City to be the Cleanest Little City in the US. We have something to work for; a challenge has been set down. Does your office have a vision or a challenge that everyone in your office knows, "best in the state"?

#### COMPETITION

Imagine speaking to someone from your local high school and they begin to tell you that they are a member of the best basketball team in the state. You ask, who have they played and they respond we don't play anyone. Teams compete that is how they know their standing. I am not suggesting that we have intramural completion that can turn into a disaster and many times causes fear. Teams don't compete among themselves in the same office they compete with outsiders. Find a sister / brother office one that is similar to yours in population etc. Challenge that office to a placement tournament. They do not even need to be in your state. It might be fun to try another state. If you can't find one let me know I might be able to help.

Below are a few more comments on Teams.

I think the biggest issue we come up against in our office is that the folks who are right in here with the clients by into and try to work with a very respectful team attitude. The problems come when you go higher up the chain. It becomes an issue of turf wars and who is responsible for paying for rents, items (otherwise known in polite company as staff!!! lol), equipment, etc. It really borders on the ridiculous at times. We get in here and do our best with the constraints the in-fighting causes and we make great progress when you consider the circumstances, but it really makes you pause at times and wonder how much more can we really be accomplishing if all the bickering would just stop?. We talk about teams....my husband and I are a team and if we approached our marriage the way things are approached among the agencies, we would surely be bitterly divorced and fighting for custody of the 'kids'. Karen NY

Here are good questions that a "team" with a rep from each entity within the One-Stop might consider answering.

A. What are the barriers to the integration of service delivery in One-Stop Career Centers that a coordinated State partnership should address in support of local providers?

B. How can unified, coordinated strategic planning at the One-Stop Career Center level be encouraged and modeled by the State?

C. How can the State ensure that the integration of One-Stop service delivery includes effective linkages with local and regional business and industry?

Anita Oaxaca, Project Manager CA

These are some very timely issues and have been the basis of a few hiring questions that I have used recently.

I have heard a few good ideas recently on activities that can build relationships between staff. However, there has been a noticeable shortage of commitment by candidates on how their own daily approach to supervision would foster a teamwork atmosphere. I have seen too many supervisors set up these activities, while dealing with employees in a manner that fosters divisiveness. A few of these bad habits include;

- having an employee that is "clearly seen as the supervisor's favorite" with whom they appear to share sensitive information about the others in the team

- providing recognition where it is not appropriate or given out to everyone. A manager once told me that she planned on making someone "employee of the month" because her performance had been so bad that she felt this would encourage her to do better. Another manager had a habit of recognizing all of his employees every year for outstanding performance regardless of their actual level of quality as "it kept morale high".

- giving people the ability to opt out on being a team by giving them a choice to be a team or not. It's my own opinion that this approach does not work as employees will either take it as you giving them license not to be a team, or they will not think you are being honest, that you are trying to pull a "guilt trip" on them.

- admonishing employees for not being part of the activities that occur outside of work hours.

- discouraging employees from being social outside of work hours. I have seen a few people turn from indifferent to each other to the best of teammates by getting to know each other outside of work.

- doing "cutesy" or "soft and fluffy" things as teamwork exercises. When an activity is gimmicky and the action is stressed more that the desired outcome/paradigm shift expectations, people tend to tune out or feel that the activity is condescending.

Sorry I did not get this to you following your first email, but this is a very important issue to me as a manager. This is a topic of discussion with my supervisors on a regular basis. I will drop you a line soon to catch up on other things. Richard N. CA

One thing I have experienced in training the Eligibility workers, is that trainees usually know nothing about Cultural Awareness & Diversity. Many times management could help in the creation of Teams by just giving our staff a 1 day training on Cultural Awareness & Diversity class before letting them go to work with the clients. It all boils down to where, who, & what we were taught as children, & when you throw folks in to make a team who are ignorant of this & other cultures, they can't be a real good team with each one wanting their Ideas heard & used, only because they don't understand where another person is coming from!!! And I do mean Coming from!! The training must have a personal exercise in this for trainees to really get it. Example, do you think I knew anything about this coming from the sticks of Mtn View Arkansas, where we lived in a log cabin with no running water, inside bathroom? We took our baths in # 2 washtubs, & packed our meat on the back porch in salt. I never saw a person of color, or another country except on TV. Just how much of this do you think I understood when I started working for the state???? I say make friends 1st thru this Cultural training &, then you make a great & Wonderful team... Mary AR