

ASTD 2008 International Conference & Exposition

Session SU121: Four Key Ingredients to Teamwork and Performance at Work and at Home

Marcey Uday-Riley, MSW, CPT
IRI Consultants
440 E. Congress Suite 4R
248-760-1461
meur@mindspring.com



Session Learning Objectives:

1. Apply the Four Key Ingredients to improve teamwork and human performance **AT WORK** and **AT HOME**.

PRINTED BY
mimeo.comSM


www.astd.org



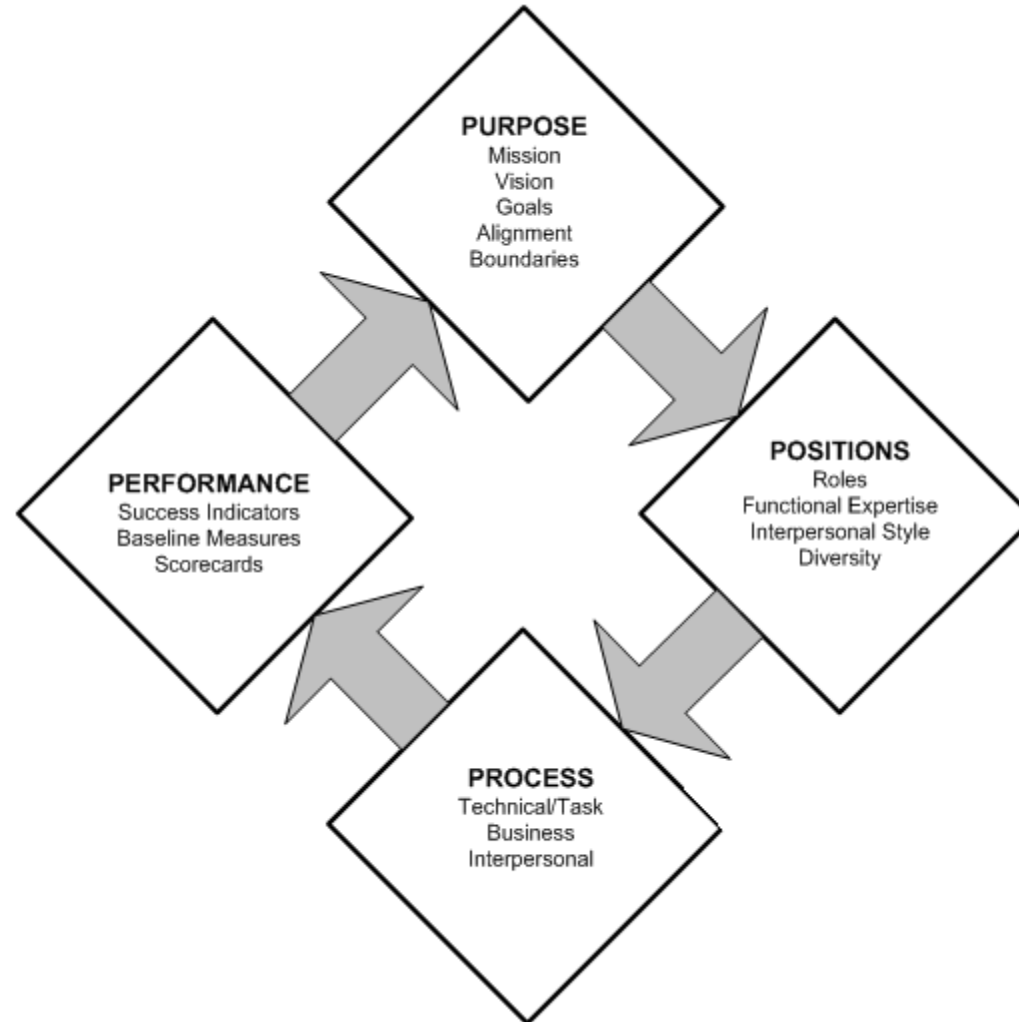
Four Key Ingredients to Improve Teamwork and Performance at Work and at Home

What about work is similar to home?

What about work is different from home?

The Four P Model of Organization, Team and Family Development

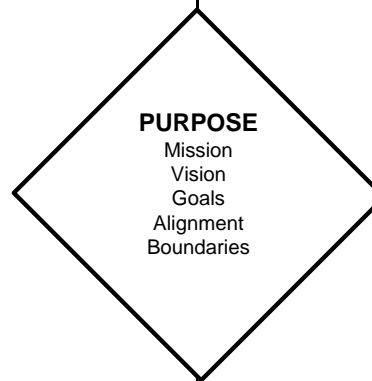
All organizations, whether they serve the purpose of commerce, social support, or any other calling, are most effective when they have clarity around the four components that are required for success. The following model describes those components and the dimensions that comprise them.



<p style="text-align: center;">As a leader or member of a work team</p>	<p style="text-align: center;">As a leader or member of a family</p>
<p>As a leader or member of a team, it is your responsibility to ensure that each of the Four P's is defined and clarified for each member of the organization with whom you and your team work.</p> <p>It is also your responsibility to make sure that others for whom you may not be responsible also have this essential information.</p> <p>It is through the clarity and frequency of communication, and focused support that individuals are able to:</p> <ul style="list-style-type: none"> • Be aware of what they need to know to support teamwork and performance. • Support those things for which they are not directly responsible but influence teamwork and performance. • Take action for those things they ARE responsible and can make a difference on teamwork and performance. 	<p>As a leader or member of a family, it is your responsibility to ensure that each of the Four P's is defined and clarified for each member of the family for whom you are responsible or with whom you wish to build or strengthen a relationship.</p> <p>It is also your responsibility to make sure that others for whom you may not be responsible but need to successfully interact with this family also have this essential information.</p> <p>It is through the clarity and frequency of communication, and focused support that family members are able to:</p> <ul style="list-style-type: none"> • Be aware of what they need to know to support family teamwork and performance. • Support those things for which they are not directly responsible but influence teamwork and family performance. • Take action for those things they ARE responsible and can make a difference on teamwork and family performance.

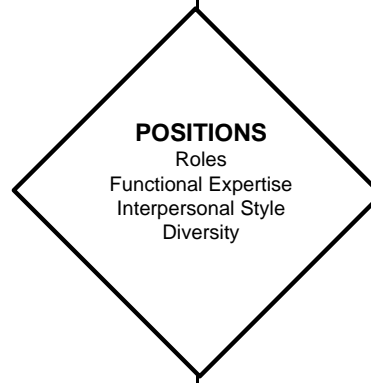
The extent to which everyone directly and indirectly supporting your organization is absolutely clear as to its mission, vision, values and goals. The extent to which they have a unified perspective about the mission, vision, values and goals. The extent to which individuals and groups are committed to behaving in ways that reinforce these statements in their everyday contact with the organization's customers, suppliers, employees and stakeholders.

The extent to which everyone directly and indirectly involved with your family is absolutely clear as to its mission, vision, values and goals. The extent to which they have a unified perspective about the mission, vision, values and goals. The extent to which individuals and others that share any amount of interdependence are committed to behaving in ways that reinforce these statements in their everyday contact with the family's extended family, friends, teachers, community members, etc.



The extent to which each individual's role expectations are clearly described and understood in terms of day-to-day business operations and how their role and responsibilities link with and support the operational strategy. The extent to which each role is understood by others that must work with and in support of each role. The extent to which it is clear as to how the various roles must collaborate to achieve organizational goals objectives. The extent to which individuals in each role are accepted and respected. The extent to which interpersonal style is acknowledged, respected and leveraged so that personal respect and dignity is maintained while the organization achieves its goals and objectives.

The extent to which each individual's role expectations are clearly described and understood in terms of day-to-day family interaction and how their role and responsibilities link with and support the family goals and value. The extent to which each role is understood by others that must work with and in support of each role. The extent to which it is clear as to how the various roles must collaborate to achieve family goals and values. The extent to which individuals in each role are accepted and respected. The extent to which interpersonal style is acknowledged, respected and leveraged so that personal respect and dignity is maintained while the family achieves its goals and objectives.



The extent to which the organization has well designed and clearly articulated processes, practices and procedures. The extent to which individuals and groups are trained and supported in following and continuously improving processes, practices and procedures.

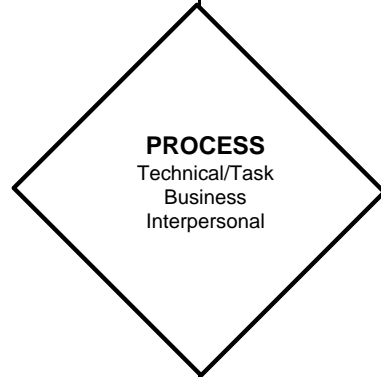
All three types of processes that enable an organization to succeed must be defined and agreed on to foster teamwork and focus individual and group behavior on achieving organizational goals and objectives

- Technical or Task processes describe *what* needs to be done to fulfill the business objectives. Technical processes are typically those that are on the pay-point of an organization. They typically include such things as selling a product or service, manufacturing a part, operating on a patient, providing goods or services, etc.
- Business processes are those that *support* the technical processes of an organization. They typically do not generate revenue but in fact typically generate a cost. These processes often include such things as business accounting and finance, human resources, legal, etc.
- Interpersonal processes describe *how* people need to work in order to fulfill the business objectives. Interpersonal processes include such things as making decisions, solving problems, communicating information, etc.

The extent to which the family has well designed and clearly articulated processes, practices and procedures. The extent to which individual family members are trained and supported in following and continuously improving processes, practices and procedures.

All three types of processes that enable a family to succeed must be defined and agreed on to foster teamwork and focus individual and group behavior on achieving family goals and objectives

- Technical or Task processes describe *what* needs to be done to fulfill the family objectives. They typically include such things as going to work , going to school, going to a place of worship, celebrating holidays or following family traditions, having family meetings, etc.
- Business processes are those that *support* the technical processes of a family. Business processes are typically those that are considered the “chores” of the family . They typically include such things as paying the bills, preparing meals, doing laundry, taking out the garbage, cutting the lawn, helping kids with homework, etc.
- Interpersonal processes describe *how* family members need to work in order to fulfill the business objectives and allow the technical processes to work. Interpersonal processes include such things as making decisions, solving problems, communicating information, etc.



The extent to which the organization determines what to measure, how to measure it, and how to communicate the achievement of its organizational goals and objectives in terms of fulfilling its Purpose, optimizing its Positions, and maximizing its Processes.

Identifying *what* to measure and *how best* to measure it is the task of this principle. It is important that whatever is measured provides data that will be used in improving the output and process any of the four principles.

The extent to which the family determines what to measure, how to measure it, and how to communicate the achievement of its family goals and objectives in terms of fulfilling its Purpose, optimizing its Positions, and maximizing its Processes.

Identifying *what* to measure and *how best* to measure it is the task of this principle. It is important that whatever is measured provides data that will be used in improving the output and process any of the four principles.





Four Key Ingredients to Improve Teamwork and Performance at Work and at Home

What is one thing I will do based on what I learned in this session to improve teamwork and performance at work?

What is one thing I will do based on what I learned in this session to improve teamwork and performance at home?