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Tell us what you think

Thank you for being a valued client or collaborative colleague.

We appreciate your feedback, so keep it coming - we continue to hear your challenges and upload the models and tip sheets used in team building workshops and consulting engagements directly to the website for you to use immediately.

[Click here to send us an email](#) or give us a call at 303-290-8989.

How to Turn an "Ow" Team into a "WOW" Team

Can this team be saved?

Are you on a team that everyone hates being on? Do your team members look for excuses to ditch meetings? Stuck teams are a fact of life at most organizations. BUT it doesn't have to be that way. Curious? Read on.

A True Story: The Dreaded Wednesday Morning Meeting

Dan, Carlos, and the seven other crew members of the campus plant and maintenance department dreaded Wednesday mornings. Why? Because every Wednesday they met to talk about how their department could handle maintenance calls more effectively.

Their team was put together five months ago because the hundreds of employees on campus were complaining that the repairs and maintenance crew were not doing what they were paid to do: fix leaks, get furnaces and air conditioners working, open stuck windows, and the countless other problems that came up daily for the 10+ buildings on campus.

The team quickly decided that the problem was the service desk staff – the people who took the calls and told the maintenance crew where they were needed. The service desk, team members claimed, didn't know enough about the different buildings. If service desk employees were just more knowledgeable, they would always send the right person out to fix the right problem.

The team came up with two solutions:

1. Create a campus map that showed each building and the building's special maintenance needs and

2. Create a list of expert questions service desk staff would ask callers in order to better diagnose the problem.

The plan seemed simple enough but fell apart when the team began to develop the questions list. Every time someone suggested a question, someone else began to argue around why that question wouldn't work.

Very often the argument was around the service desk staff. The crew complained that the wrong people were being hired, they were underpaid, they didn't really care about solving the problems, and so on. They were skeptical that anyone on the service desk, no matter how willing, could ever learn it all.

For nearly three months now, the team had been meeting and had gotten nowhere. Even worse, the time team members spent in meetings was time they should have been spending on doing their real job: repair and maintenance. It's easy to understand why meeting attendance was suffering!

Enter Teams on Target

When the department head of Building and Plant Management called teams on target, he told us how frustrated he was around the team's lack of progress. He was also very worried because his highly paid maintenance and repair crewmembers were unhappy and demoralized.

Teams on Target quickly focused in on the following issues:

- **The team had the wrong mix of members.** The team was drawn entirely from the repair and maintenance crew. Having only one perspective limited the team's ability to properly diagnose the problem and develop a solution.
- **No structure or timeline.** Team members felt that they were to meet until they came up with a solution. There were no set timeline other than "ASAP."
- **No team sponsor.** There was no senior manager invested in the team's success. Team

members had no one they could go to request additional resources, information, etc.

The Solution: Create a Team Charter

A Team Charter is a sort of roadmap and itinerary for a team. The team charter lays out specific guidelines for

- What is the team's mission?
- What are the goals and deliverables for the team?
- Who needs to be on the team and what is the role for each member?
- Who is the team's sponsor?
- What assumptions is the team making and do the facts agree
- How will the team measure success?

The best time to create the team charter is at the very beginning -- before the team members meet for the first time. But, in this case, Teams on Target and the client decided to create and implement a team charter mid-course. This allowed the team to get value from the work they'd already done and to proceed productively.

As Teams on Target and the team developed the charter they:

- **Replaced a few of the maintenance crew members** with workers from other departments affected by the group's decision as well as a few more senior level employees who had a broader perspective on the problem
- Set specific goals and deadlines
- **Re-examined the source of the problem** and identified the larger issue underlying the service problem

Teams on Target also facilitated charter development and subsequent team meetings to make sure that the team members were staying

on course and using their time together productively.

The Wednesday meetings went from being the most dreaded to the one meeting during which participants really felt a sense of accomplishment.

Are you stuck in an “ow” team in your organization?

You may be interested in our new **Building High Performing Teams** program which Teams on Target developed to help teams that are stuck and struggling. Even better, we're offering our new program at a **special introductory price**. If this sounds good, keep reading.

Introducing the Building High Performing Teams Program

For years, clients have been asking us to put our High Performing Teams workshop “in-a-box.” Well, your wish has been granted!

We're pleased to offer you our **Building High Performing Teams** web-based program.

If you are on a team that's struggling, stuck, and pure misery to participate in because ...

- you spend meetings arguing and complaining but nothing gets done; or
- you and a couple others are doing all the work while the rest are slacking off; or
- you're getting zero support from your senior managers but they still expect to get everything done on time ...

You'll want to check out **Building High Performing Teams**. [Just click here for more information.](#)

Teams on Target has helped hundreds of companies and organizations turn their teams from “ow” to “wow.” We know what works and what doesn't when it comes to turning around problem teams.

P.S., We know our program works and we really want you to benefit. To give you one more

reason (in case relief from team misery isn't enough)
we're offering Building High Performing Teams at a
**special introductory price through June 30
2007**. [Click here now to take advantage!](#)

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