

**Updated April 2023**

Team Leadership

This updated FAQ will help you become familiar with the benefits, features, and delivery options of the Team Leadership solution.

Many teams fail to accomplish initiatives due to a lack of shared purpose and unclear goals. Our Team Leadership program teaches team leaders how to provide clarity and break through barriers to successfully grow and sustain high-performance teams.



1. In Person (F2F)—Released July 2019
2. Virtual—Released August 2020
3. 35-Minute Team Leadership Overview—November 2019
4. 35-Minute Teaming and Collaborating Overview—November 2019

We look forward to supporting you in your sales efforts.

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**OVERVIEW**

What is Team Leadership?

The Team Leadership program is a three-part learning journey that travels through LAUNCH, LEARN and PRACTICE, and APPLY. During this journey, team leaders will learn and practice the **mindset** and **skillset** needed for building high performance teams.

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| The four essential beliefs of a high performance teams **Mindset** are1. Teams Need Clarity above All Else
2. Teams Embrace Conflict in Order to Grow
3. Teams Thrive on Trust
4. High Performance Teams Lead Themselves
 | The **Skillset** of a team leader helps the team to 1. Clarify the team purpose and determine goals
2. Diagnose team stage
3. Match appropriate leadership style/leadership behaviors
 |

The **LAUNCH** begins the journey by prompting team leaders to invite their team members and complete the Team Assessment questionnaire. Then participants complete the Discover Team Leadership module to jump-start their learning and gain access to the web-based Team Leadership App. What they discover in **LAUNCH** will set the context for the work they do in **LEARN and PRACTICE**.

In **LEARN and PRACTICE**, team leaders will learn to adopt a high performance teams mindset, understand the focus of high performance teams, and learn and practice team leadership skills for diagnosing their teams stage of development, matching the appropriate leadership styles to meet the teams needs, and ultimately building high performance teams.

**APPLY** expands the knowledge and skills by encouraging team leaders to use the tools provided in the session as well as worksheets for conducting a team charter and observing team dynamics.

Why is having a high performance teams mindset so important? One’s attitude and beliefs guide one’s behavior. At the core of every high performance team is a mindset composed of beliefs that set these teams apart.

* **Teams Need Clarity above All Else**—Teams need to know where they are going and how they will get there. Creating a team charter provides a solid foundation for getting things done.
* **Teams Embrace Conflict in Order to Grow**—It is the very struggle of openly dealing with differences that enhances problem solving and builds relationships and trust. Avoiding conflict leaves the team feeling inadequate and stuck. Conflict brings out differences, which lead to more creative solutions.
* **Teams Thrive on Trust**—Holding the team accountable to agreed-upon behavioral norms and practices, following through on your own commitments to the team, and providing the leadership behaviors needed in each stage all build trust.
* **High Performance Teams Lead Themselves**—Team leaders will never have a high performance team unless they give up control. The goal is to have a self-directed team, which means sharing the responsibility of leadership and team development.

The underlying notion is that none of us is as smart as all of us. When a team is operating effectively, it can outperform any collection of individuals and do more to unleash creativity, solve problems, and develop skills than individuals working alone can.

How is Blanchard’s approach to Team Leadership different?

Our approach to team development is based on research over the past 70 years, which has consistently demonstrated that, regardless of their purpose, teams—like individuals—go through a series of developmental stages as they grow. Comprehensive research efforts studying hundreds of teams have been surprisingly consistent in their conclusions that teams go through four, or even five, stages of development in their life cycle.

We have taken those stages and matched them with leadership behaviors that are appropriate for each stage of the team’s development. This framework allows team leaders and team members to understand what the team needs at each stage of development and to then provide appropriate behaviors to meet those needs. It is a very powerful way to improve both productivity and morale in the team and, consequently, in the organization.

Which organizational needs are addressed?

* Enables rapid growth
* Develops teams to high performance
* Teaches team members what they can do to establish or build trust with their leader and others
* Provides structure and a common language for teams where people want to thrive and be challenged, but currently have no structure for doing so
* Establishes understanding and leveraging of the value of diversity, encourages inclusion, and increases effectiveness of virtual teams
* Encourages greater use and integration of the SLII® language

What are the learning outcomes (learning purpose) of Team Leadership?

Team Leadership is an influence process focused on helping the team reach and sustain high performance. This program will help team leaders to

* Develop a high performance teams mindset
* Understand the focus of high performance teams
* Learn and practice the team leadership skillset

The key outcomes for the open enrollment session of our Team Leadership program are to guide team leaders in developing a high performance teams mindset, in understanding what the focus areas of high performance teams are, and in learning and practicing the skills of team leadership. The Team Leadership Model teaches leaders to diagnose their team’s stage of development, match the appropriate leadership style, and help the team build in each area of team focus so that they can reach and sustain high performance.

Who should attend Team Leadership (target market)?

Organizations sense when their teams are underperforming. Team performance ranges from poor to mediocre, with very few high-performing teams and very few creative breakthroughs.

Our Team Leadership program guides team leaders in developing high performance teams.

**POSITIONING**

What is the importance of teams in today’s organizational world?

Teams have become a major strategy for getting work done. At the same time, the business environment has become increasingly competitive and the issues it faces increasingly complex. Organizations can no longer depend on hierarchical structures and a few peak performers to maintain a competitive advantage. The demand is for collaboration and teamwork in all parts of the organization.

Ever since the beginning of the digital age, organizations all over the world have been reinventing themselves to keep up with the demands of an ever-changing global environment. Teams are the cornerstone of most of these change efforts. We live in teams and move from one team to another frequently. The percentage of time we spend in team settings—project teams, work groups, cross-functional teams, management teams, and virtual teams—is also on the rise. In recent research (involving 1,300 people, conducted in partnership with *Training* magazine, 2017) we learned that people spend more than half their work time in teams, and the higher the organizational level, the more that time increases.

Working effectively, a team can make better decisions, solve increasingly complex problems, and do more to enhance creativity and innovation than individuals working alone. And working with a team can satisfy a human’s basic psychological need for connection, leading to an increased sense of well-being, employee satisfaction, and productivity.

Who needs team leadership training and why?

Often, people are put in charge of leading a team without having any knowledge or skills in team management. Equally, employees assigned to work with a team may lack team experience or a desire to work in collaboration with others. As a result, many teams are not successful, which costs the organization and can cause much frustration and dissatisfaction for all team members. When team members have a poor team experience, it is likely they will go into future teams with negative feelings that will impact their behavior.

Since most people spend more than half of their working time in a team setting, they could benefit from training in basic team knowledge and skills. We believe any work unit manager or team organization leader could benefit from training in team development and team leadership skills as well as an understanding of team dynamics.

**In our research with *Training* magazine, we found that only 27 percent of respondents felt their teams were high performing, suggesting that training in team leadership and team skills could have a big payoff.**

Why should organizations consider Team Leadership training?

**WORK TEAMS FAIL 60% OF THE TIME!** Team initiatives often fail to accomplish their goals due to a lack of shared purpose, unclear goals and roles, a lack of mutual accountability, and ineffective leadership.

Having high performance teams allows your organization to bring together the multiple skills, strengths, and experiences of team members to solve complex organizational problems, execute more quickly, make better decisions, enhance creativity, and produce consistently superior results.

What makes Team Leadership different from other team programs?

Based on years of research that analyzed the nature of great teams, Team Leadership teaches your managers the predictable stages of team development and the team leadership styles needed to move them forward.

One unique feature of Blanchard’s Team Leadership is that the program enables team leaders to diagnose where their team is, based on SLII®—which no other competitive program does—and apply the matching leadership actions to move the team to high performance.

How does Blanchard’s team development model compare with Tuckman’s Forming, Storming, Norming, and Performing model of group development?

The concept of group development is well documented in the literature and there is a surprising level of consistency in the results of extensive research that goes back about 70 years. It started in 1950 with Robert Bales, whose research led to several studies that identified three phases of group development: orientation, control, and production (Bales and Strodbeck, 1951). Since then, numerous studies have led to a widely accepted agreement that groups are living systems, and not just a collection of individuals, which grow through a series of predictable stages of development during their life cycle similar in some ways to individual development (Tuckman, 1964; Tuckman and Jensen, 1977; Lacoursiere, 1980; Wheelan, 1994, 1996, 1999).

Tuckman developed his model in 1964 after reviewing some fifty studies dealing with small group development. He labeled the four stages:

1. Forming or Testing and Dependence
2. Storming or Intra-group Conflict
3. Norming or Development of Group Cohesion
4. Performing or Functional Role Relatedness

Tuckman later added a fifth stage he called Adjourning (Tuckman and Jensen, 1977).

Since Tuckman’s efforts, hundreds of studies have produced similar results and refined the understanding of the stages of team development. Our model builds on this history and presents an integrated model that includes our own research and experience. For further information, see the paper “Group Development Theory and Research: Brief Review” by Don Carew.

What is the difference between The SLII Experience™ and Team Leadership?

**The SLII Experience™** teaches the SLII® Model and the three skills leaders need to practice: Goal Setting, Diagnosing, and Matching. Based on years of research that analyzes the nature of great teams, **Team Leadership** teaches managers a mindset of high performance teams, the predictable stages of team development, the team focus for each stage, and the team leadership styles needed to move the team forward.

How do I sell the SLII® and Team Leadership programs within the same organization?

Blanchard client success stories over the past 20 years have recounted the power and measurable outcomes that result from leaders and their team members speaking the same language of leadership. Impact studies have shown that organizations whose entire team understands the SLII Model from their own perspective—and have the skills and the tools to ensure a match between development levels and leadership styles—find that metrics such as turnover, retention, theft or shrinkage, morale, and productivity improve.

SLII has proven results. Team Leadership has proven results. The combination has even greater proven results. Please reach out to Marketing or the Hub for success stories.

How do team leadership styles differ from leadership styles taught in SLII®?

**Leadership styles in both SLII® and Team Leadership** are similar in that they require varying combinations of directive and supportive behaviors depending on the development level/stage. However, the focus of the interventions is quite different. In SLII, the focus is on the individual’s competence and commitment on a specific goal or task. In Team Leadership, the focus is on the productivity and morale of the team as a whole system. Although there is some overlap, the direction and support that a team is given may look different from the direction or support given to an individual. Teams are a complex system and effective team leaders need to pay attention to productivity and morale levels for both what the team is doing (the content of their work) and how the team is working together (their process).

Do teams always go through all four stages of development?

The research on group development supports the idea that all teams go through the four stages of team development. Team stages may vary in their duration and intensity, but all four are always part of the developmental sequence.

That said, it is possible for a team to appear to start in the T2—Dissatisfaction stage, with low productivity and low morale. This can occur for an established team who has a new purpose, sees a change in team membership or leadership, or has members who are resistant or entered the team under some degree of coercion. This team would need both high direction and high support to move forward. Further, a team can appear to start at T2 if they did not take the time at the beginning to get the clarity they need on their team’s purpose, goals, roles, and norms. This team would need to work together to create a team charter, which would set the expectations for what they are doing and how they would work together.

Some teams think they can skip T2; however, we believe this stage is not skipped but that it may not be very prominent. Time spent at T2 can be quite short, especially if appropriate leadership behaviors are applied when the team faces confusion, frustration, or conflict on their purpose or their process.

Does a team ever regress in its life cycle?

Certainly, a team can regress during its life cycle for a variety of reasons. Changes in team membership or leadership, in the organizational structure, in the available resources, or in the team’s purpose or goals could lead to a reduction in both productivity and morale. Team leaders must be alerted to changes that might have a negative impact on the team and be prepared to adapt their leader’s behaviors to meet the needs of the team.

**DELIVERY**

How is Team Leadership delivered?

There are four options available for Team Leadership.

**Option 1—In Person**

**LAUNCH**—complete a Team Leadership assessment and download the Team Leadership App are prep activities taking about 25-30 minutes

**LEARN** and **PRACTICE**—a 8-hour in-person workshop including breaks and lunch

**APPLY**—Includes a set of tools to support team leaders with diagnosing and matching, conducting a team charter, and observing team dynamics

**Option 2—Virtual**

**LAUNCH**—activities take about 15 minutes each

**LEARN** and **PRACTICE**—three 2-hour sessions with breaks

Session 1: Learn the Concepts

Sessions 2 and 3: Focus and Practice

**APPLY**—Includes a set of tools to support team leaders with diagnosing and matching, conducting a team charter, and observing team dynamics

**Option 3—Team Leadership Overview with optional Reflect and Share**

**Option 4—Teaming and Collaborating Overview with optional Reflect and Share**

The online overview is an on-demand module with micro-learning activities. The design totals
35-minutes. This course is available as a Blanchard-hosted or client-hosted solution.

Which materials are included?

* The F2F and Virtual workshops include a fast-moving combination of content, engaging activities, entertaining videos, and skill practice. In addition to the Team Leadership App included in LAUNCH, learners receive a Participant Workbook, At a Glance and High Performance Teams Road Map job aids, and an annotated sample Team Assessment Report. They have access to additional tools after the workshop through the APPLY section of Blanchard Exchange. The team leader is provided with a Team Charter Worksheet, so they can schedule and conduct a team charter with their team. They are also provided with a copy of the Team Dynamics Observation Worksheet to be used during team meetings to focus on the desired area of observation, allowing reflection and feedback on the functioning of the team. **Please see the Product Catalog for a complete listing of materials.**

Participant materials will be maintained in inventory while facilitation materials are accessed through the Facilitator Materials Portal for download from Blanchard Exchange. Trainers may purchase a hard-copy set of Training Designs and Leader Notes; these are printed on demand after the order is submitted. Please refer to the Product Catalog for the additional fee for the printed materials. Also, please allow 5–8 business days for printing.

**Note:** Facilitators may use these materials only unaltered and only when facilitating the Team Leadership workshop; they are not to be shared with other trainers or used outside of their organization.

Why are the LAUNCH assignments so important?

The **Team Leadership Preview** video introduces the characters of the Morgan Products story and sets the context for the workshop.

The **Team Assessment questionnaire** sets the stage for what will be learned during the session. Completing the assessment questionnaire allows team leaders and team members to assess where their team currently is in comparison to a high performance team, as well as indicate their perception of the team’s current stage of development.

The **Discover Team Leadership** module introduces the key concepts of Team Leadership.

The **Team Leadership App** is a tool for self-diagnosing and exploring the model. It will prove to be fun and interesting to tech-savvy participants and will hopefully generate curiosity for those who are reluctant to use apps and technology.

The **Team Assessment Sample Report** is an annotated learning tool that provides sample team data and tips for interpreting the assessment results. The sample report is reviewed during the session, then retained as a reference tool.

What is the best use of the Team Assessment?

The Team Assessment provides a picture of where your team currently is in comparison to a high performance team. The assessment also allows you to indicate your perception of your team’s current stage of development and compare that with the perceptions of other team members. The report gives feedback on team strengths and areas to develop and identifies specific actions to take that will move your team forward.

Team leaders can use the sample annotated report for understanding the assessment results. When their own team submits three or more Team Assessment questionnaires, a multi-rater report will be generated; the team leader can then interpret the results and use them as starting points to discuss with their team. **NOTE:** Only the annotated sample report is reviewed during the open enrollment session.

The Team Assessment is also available for intact teams, whether with ongoing or resolved purposes, to complete and then have a facilitated and more in-depth debrief of the results. Contact your Blanchard representative for more information on complete team solutions.

Is the Team Assessment valid?

The Team Assessment has face validity and paints a picture for the team of itself. It is an opening for honest discussion and action steps for team development.

How should the team leader introduce the Team Assessment with their team?

After the Team Leadership training, leaders will gain access to their own team’s multi-rater report, if that team was invited to complete the assessment and at least three questionnaires were submitted. Once the team leader has accessed their team’s report, they should review the data, using the sample annotated report for reference. Team leaders may then want to share what was learned from the report with their team to open discussion about team strengths and areas to develop, based on the perceptions of the team.

Which tools are available to interpret the multi-rater report?

The annotated sample Team Assessment Report can be used as a guide for interpreting your team’s data.

What is the process for completing the Team Assessment with the In-person experience?

As part of their LAUNCH assignments, each team leader (taking the open-enrollment course) is asked to invite up to nineteen team members to complete the Team Assessment questionnaire. If the participant does not currently have any team members to invite, they can skip this step.

Participants also complete their own Team Assessment questionnaire. Although not required, they can save and/or print a copy of their completed questionnaire.

During the class, participants refer to the annotated sample report and learn how to interpret the report data. This sample report becomes a reference tool to use post-session.

The three steps in the *Team Assessment* process are

1. **LAUNCH** (before the session)—Participants will
	1. Log on to their Blanchard Exchange learner portal, invite team members (if applicable) and complete the Team Assessment questionnaire
	2. Download the Team Assessment Report sample and bring it to the LEARN/PRACTICE session(s)
2. **LEARN/PRACTICE** (during the session)—Participants will
	1. Explore sample data from the annotated sample report to learn how to interpret assessment results
3. **APPLY** (after the session)—Participants will
	1. Go to APPLY in their Blanchard Exchange learner portal to access their own team’s multi-rater Team Assessment Report (generated after three or more completed questionnaires have been submitted)
	2. Review the results, using the sample report as a guide, and identify areas to develop for their team

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| Which tools are available to help team leaders continue their development after the training? |
| **Team Leadership App**⎯Team leaders can use the app as a just-in-time tool for accessing the Team Leadership Model, diagnosing the team’s stage of development, and getting tips on what to do or say for each of the matching leadership styles.The **Team Charter Worksheet**⎯is an editable Word document that can be used when team leaders conduct a team charter session with their teams.Also available is a **Team Dynamics Observation Worksheet**, which is an iPDF that can be used as a just-in-time tool for observing the dynamics happening within the team and quickly recognizing which areas need feedback. |

What is included in the Team Leadership 35-minute online module?



What is included in the Teaming and Collaboration 35-minute online module?



Are public workshop and Training for Trainers sessions scheduled?

No, historically, only SLII/The SLII Experience workshops have been well attended. Although if there is demand for one, the Learning Center will consider placing a session on the schedule.

**No T4T is required for this program because this program provides**

* an easy-to-follow instructional design
* informative Leader Notes with editable format for adding notes
* a session Preparation Guide
* key content conveyed through videos and slides

What if my clients want a T4T?

We are very willing to work with client facilitators who would like more support before training (either the in-person or virtual ILT version). Position this with your client as an orientation rather than a T4T. The Team Leadership trainer orientation is a one-day session featuring:

* Timing and flow of the day/virtual session
* Key concepts
* Activities—understanding why they are used and facilitating them
* Common questions
* Practicing any of the above!
* In-person or virtual sessions

**UPSKILLING TRAINERS**

What is the plan to get existing client trainers qualified to facilitate Team Leadership sessions?

Client trainers can be qualified to facilitate Team Leadership within their organization by completing the Self-Study Process (orientation option) offered through the Team Leadership Facilitation Materials course on Blanchard Exchange. This is offered free of charge and will be available at the time of release.

There is no T4T required, although it is highly encouraged that Blanchard Sales organize a client site T4T to provide them with exposure to the workshop and practice delivering the activities.

What is the plan to get North American Consulting Partners and Consulting Associates qualified to facilitate Team Leadership sessions?

To ensure high quality in our facilitated delivery, Professional Services leadership is stepping up the requirements to become qualified for those who facilitate workshops for our clients. We need to hold ourselves to a higher standard to truly deliver programs at a D4 level and provide our customers with a truly great customer experience.

To become qualified to facilitate **Team Leadership** for open-enrollment leaders or the intact team learning solution, it is agreed that more than a self-study approach is needed. Therefore, the qualification process involves attending a Team Leadership Train the Trainer.

North American CPs and CAs who become qualified will have access to the Facilitation Materials portal and will be listed in the Professional Services Directory as a qualified Team Leadership facilitator.

**NOTE:** This process is for anyone who is going to deliver Team Leadership sessions to any Ken Blanchard Companies client. (North American CPs, CAs)

What is the plan to get North American Channel Partners qualified to facilitate Team Leadership sessions?

It is highly recommended that Channel Partners use the CP/CA development model that is referred to above. They will need to contact their Channel Representative, who will work with a Professional Services contact person to inform them of Channel Partner interest.

What is the plan to get EMEA, APAC, and LATAM Global Partners, Channel Partners, and Consulting Associates (outside NA) qualified to facilitate Team Leadership sessions?

Global Partners can use the CP/CA development model that is referred to above. They will need to contact their Blanchard Global Partner Representative, who will work with a Professional Services contact person to inform them of Global Partner interest.

***Note****: Professional Services need to be informed when a Global Partner has been qualified in order to deliver Team Leadership to Blanchard clients. This process is only required when delivering to OUR clients, not their clients.*

Who can I reach out to with my questions?

Lael Good partnered with Don Carew, and Eunice Parisi-Carew the authors of the solution. Kim King, is the Sr. Learning Experience Designer who worked together with Lael, are available to help you with your questions. Also available to help you navigate your concerns or questions is Victoria Cutler from Product Solutions.