

The Loyalist TeamKit

CONTENTS

1	INTRODUCING THE FOUR TEAM TYPES	2
2	DIAGNOSING YOUR TEAM'S TYPE	16
3	BUILDING LOYALIST RELATIONSHIPS	23
4	ESTABLISHING TEAM NORMS	40
5	UNDERSTANDING YOUR TEAM'S BRAND	54
6	USING PERSONALITY ASSESSMENTS TO BUILD A LOYALIST TEAM	63

Chapter 4

Establishing Team Norms

We first make our habits, then our habits make us.

John Dryden

Team Norms at a Glance

Definition of Team Norms

Team norms are a limited set of clear statements which define expectations for team behavior. They are useful for setting standards and holding team members accountable to those standards. Examples include:

- On this team, we will always have each other's back, even when we disagree.
- We will frequently, candidly and respectfully give each other feedback with positive intent.

Norms for Saboteur Teams

Use team norms to call attention to bad habits that destroy team trust and morale. When leading a Saboteur Team, one of your first steps will be working with the team to identify the behaviors that hold the team back. Your role is to send a clear message that certain behaviors must stop immediately. Without making those expectations well understood, you will find it hard to hold team members accountable -- and to remove team members -- if they fail to comply.

If you are a team member (and not the team leader) on a Saboteur Team, you can help by suggesting using team norms and spearheading the work of defining them with the team and the team leader. If norms are already in place, you can remind the team of their importance and bring them up whenever appropriate.

Sample team norms useful for Saboteur Teams include:

- I will subordinate our personal agendas for the good of the team.
- I will grant trust with each other.
- I will talk to the person with whom I have the issue not about that person. I will address issues directly with each other, even when it's difficult.

Norms for
Benign
Saboteur
Teams

Use team norms on Benign Saboteur Teams to get unstuck and work more collaboratively to create value together. Benign Saboteur Teams fall prey to “heads down,” CYA thinking. Members of these teams often want to avoid conflict and the personal risk that comes with being vulnerable, or investing in supporting their peers. The use of norms for these teams can set new expectations for improving trust, risk-taking and team decision-making and alignment around common goals. Involve the team in defining the agreements needed to engage in healthy conflict, provide mutual support and hold each other accountable. Sample norms for a Benign Saboteur Team may include:

- I will demonstrate personal and professional respect to all team members
- I will acknowledge and respect the opinions of all team members and collaborate with them to find solutions where our opinions differ
- I will not opt out without actively expressing my position.

Norms for
Situational
Loyalist
Teams

A challenge for Situational Loyalist Teams is not settling! Because Situational Loyalist teams generally appear healthy, productive and trusting, they are at risk of settling and not pushing themselves to new levels of performance.

Sample norms for Situational Loyalist teams could include:

- I will ensure the toughest issues are raised and discussed even when it's hard.
- I will hold myself and other accountable and not shy away from conflict between team members.
- I will engage in constructive discussion and debate and support the decision of the Team

Norms for
Loyalist
Teams

If you are leading a Loyalist Team, use team norms to ensure you keep your edge and continue pushing for excellence. As new members join the team, these norms will help set expectations for achieving the team's vision. Consider a scenario where the team leader were to leave the team tomorrow. Would your team maintain its Loyalist habits? One goal of a Loyalist team is to embed its culture so deeply into its practices that even the loss of the leader or a team member would not change the dynamic.

Sample norms for Loyalist Teams include:

- We will not allow ourselves to slip into bad behaviors.
- We will continue to push for higher levels of team performance at all times.
- We will empower our teams and each other

One goal of a Loyalist team is to embed its culture so deeply into its practices that even the loss of the leader or a team member would not change the dynamic.

Do It Yourself: Create and Measure Your Own Team Norms

At a team building offsite or a meeting designated for creating norms:

1. Ensure your team understands the Loyalist Team model and how norms fit in to the Loyalist Team picture.
2. You can provide the list of sample norms above as a starting point or you can start from scratch. Ask the team to work alone or in pairs. Allowing five or ten minutes, ask them to think about and write down three to five specific behaviors that they would *personally* need to see in place in order to be a Loyalist to everyone on the team.
3. Ask each person or pair to read out their statements. Capture them on a flip chart. Do not spend a lot of time word-smithing the statements at this stage.
4. As a group, go through the list on the flip chart identifying and grouping the statements into common themes. Hone the list down to five to seven behavioral norms that team agrees to follow.
5. After the team agrees on the draft list, you may want to assign a small group to refine the list and work on the exact wording of the statements. Then, circulate the list to the full group for further

Below is a sample score card to use with your team. This tool is useful keeping the norms front of mind and for gauging the team's progress over time. A score card is an informal way to a team to learn from its mistakes and build new behaviors into its "DNA." See Best Practices in this chapters for more suggestions on using a score card.

Team Norms Scorecard	Rating: 1 - 3
We will subordinate our personal agendas for the good of the team and the organization.	
We will commit to team decisions and demonstrate public unity.	
We will demonstrate active support and have each other's backs.	
We will speak up, debate and discuss issues as they arise.	
We will assume positive intent in dealing with each other.	
We will provide each other feedback with the intent of making each other better.	
We will openly listen to each other and seek to understand.	