

# How to Establish TEAM Norms (Standards and Commitments)

Once you recognize that rules without relationships create resentments, you will find it far more appealing and advantageous to create team STANDARDS instead.



PLAN TO INVEST ABOUT 60-90 MINUTES IN THIS ACTIVITY...

TRY TO MEET TOGETHER IN A ROOM WITH A WHITE BOARD...

**Begin by reminding your team that they are there to be a small contributing part of something larger and more significant than themselves.**

And that, if we are here TOGETHER to do something SPECIAL (**repeat your team MISSION / VISION HERE**), we will need to define HOW we are going to work together the most effectively to be sure we are successful!

- GIVE EACH TEAM MEMBER A STACK OF POST-ITS AND A PEN

Then, there are THREE STEPS for you to follow...

**STEP ONE: IDENTIFY BEHAVIORS THAT WOULD SABOTAGE US**

**STEP TWO: IDENTIFY BEHAVIORS THAT WOULD SUPPORT US**

**STEP THREE: IDENTIFY HOW WE WILL ADDRESS ANY ISSUES**



# TEAM STANDARDS ACTIVITY DIRECTIONS...

## STEP ONE: IDENTIFY BEHAVIORS THAT WOULD SABOTAGE US

- Ask the team to write down 3-4 ideas on the post-it notes you provided:

WHAT DOES CHAMPIONSHIP BEHAVIOR NOT LOOK LIKE?

WHAT ARE SPECIFIC BEHAVIORS THAT WOULD **SABOTAGE US** AS A TEAM?

- Ask each person to share 2-3 ideas they wrote down, and write them on the board

YOU WILL LIKELY GET ANSWERS LIKE

BEING LATE  
BEING RUDE  
COMPLAINING / MAKING EXCUSES  
NOT GETTING WORK DONE ON TIME  
BEING UNPREPARED IN MEETINGS  
JUST GOING THROUGH THE MOTIONS  
VIOLATING CONFIDENTIALITY

EXPLAIN THAT THESE ARE “BELOW THE LINE” BEHAVIORS THAT USUALLY DRAG TEAMS AND THEIR PERFORMANCE DOWN

- Ask team to rank the TOP 3 that they think are most dangerous to team performance

CLARIFY THAT THEY ARE IDENTIFYING THE THINGS THAT THEY DO NOT WANT TO SEE PEOPLE ON THE TEAM TO DOING – AND THINGS THAT THEY ARE WILING TO HOLD OTHERS ACCOUNTABLE FOR!

- Clarify their choices of BELOW THE LINE behaviors

RECORD THEM FOR SHARING / PUBLISHING LATER...



## **STEP TWO: IDENTIFY BEHAVIORS THAT WOULD SUPPORT US**

- Ask the team to write down 3-4 ideas on the post-it notes you provided:

**WHAT DOES CHAMPIONSHIP BEHAVIOR LOOK LIKE?**

**WHAT ARE SPECIFIC BEHAVIORS THAT WOULD SUPPORT US AS A TEAM?**

- Ask each person to share 2-3 ideas they wrote down, and write them on the board

YOU WILL LIKELY GET ANSWERS LIKE

BEING ON TIME  
BEING RESPECTFUL  
NO EXCUSES / COMPLAINING  
GETTING WORK DONE ON TIME  
BEING PREPARED IN MEETINGS  
GREAT EFFORT / TAKING INITIATIVE  
MAINTAINING CONFIDENTIALITY

EXPLAIN THAT THESE ARE “ABOVE THE LINE” BEHAVIORS THAT IMPROVE TEAMS AND INCREASE THE QUALITY OF THEIR PERFORMANCE

MENTION YOUR NON-NEGOTIABLES IF NOT INCLUDED ON TEAM LIST  
(WHAT DO YOU THINK ABOUT THESE? SHOULD WE INCLUDE THEM?)

- Ask team to rank the TOP 3 that they think are most dangerous to team performance

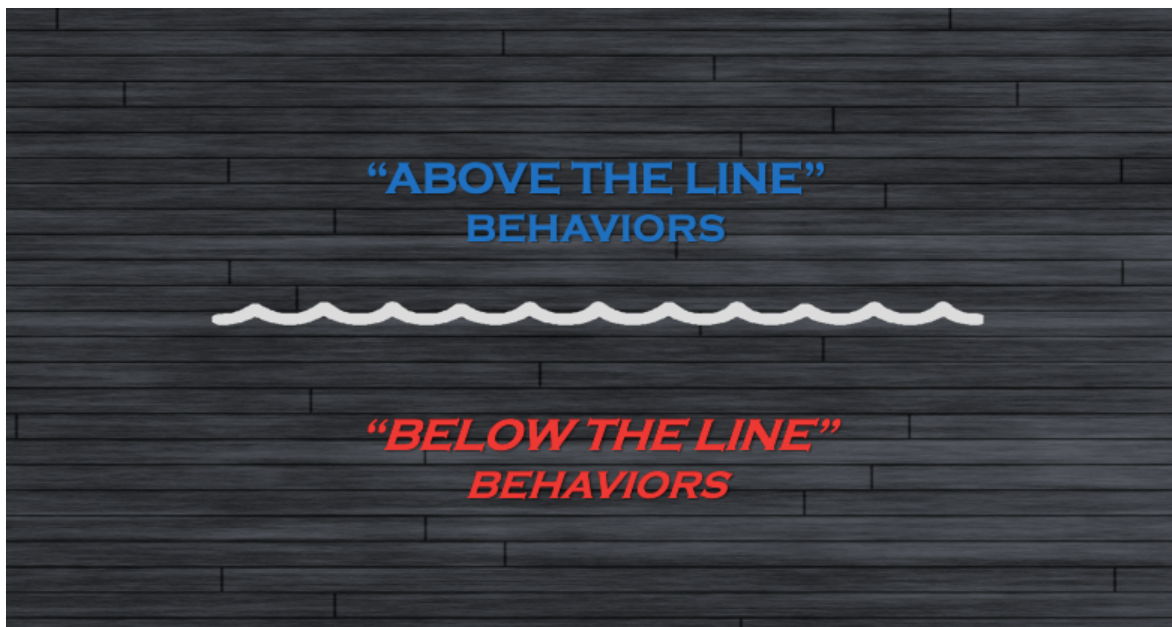
CLARIFY THAT THEY ARE IDENTIFYING THE THINGS THAT THEY WANT TO SEE PEOPLE ON THE TEAM TO DOING – AND THINGS THAT THEY ARE WILING TO BE AN EXAMPLE OF AND ENCOURAGE OTHERS TO DO!

- Clarify their choices of ABOVE THE LINE behaviors

RECORD THEM FOR SHARING / PUBLISHING LATER...



**DISCUSS / REVIEW THE “ABOVE THE LINE” AND “BELOW THE LINE” BEHAVIORS THEY CHOSE AS A TEAM, AND WHAT THEY HAVE DECIDED WILL BE THEIR STANDARDS OF BEHAVIOR MOVING FORWARD...**



NOW YOU ARE READY FOR THE MOST IMPORTANT STEP –

**STEP THREE: IDENTIFY HOW WE WILL ADDRESS ANY ISSUES**

HOW CAN WE MOVE PEOPLE ABOVE THE LINE?

**GREAT TEAMS address breakdowns in the team norms to ENSURE they are maintained by all team members.  
*(If they aren't addressed, that communicates that they are acceptable)***



## STEP THREE: IDENTIFY HOW WE WILL ADDRESS ANY ISSUES (CONTINUED)

Before going into CONSEQUENCES, talk with your team about an analogy that is very helpful in inspiring them to speak up when the time comes later...

Ask them – **WHAT DOES A LIFEGUARD DO?**

YOU WILL LIKELY GET ANSWERS LIKE

SAVE PEOPLE  
KEEP THEM AWAY FROM DANGER  
MAKING SURE AREA IS SAFE

Lifeguards are important!  
They are examples of INITIATIVE and INTENTION.

That is what your TEAMMATES should be as well....

**If they SEE something, they need to SAY something!**

**That is difficult for many teammates, though –**

... maybe they don't feel like they have a strong enough relationship to speak up

...maybe they don't know exactly what to say to be effective

...maybe they think the issue will go away by itself

***Every team has rules – some just aren't printed and posted.***

***But everyone KNOWS what is allowed and what is not!***

On the BEST TEAMS, though, team leaders invest TIME in defining a short list of defining team behaviors that are to be expected by ALL members – and they also define HOW the group will hold each other ACCOUNTABLE when violations occur.



# To ensure everyone demonstrates our standards, Here are the 4 stages to influencing others:

## 1- Example

(do with excellent effort what the team has agreed is important)

## 2- Encouragement

(share positive words of affirmation and faith in their ability)

## 3- Explanation

(take a moment to share a personal reminder of the impact of their actions)

## 4- Enforcement

(provide a consequence and/or take away a privilege)

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And, as a leader, while we will touch on this in the ACCOUNTABILITY MODULE as well, it is helpful for you to begin to think about how You can effectively discuss an issue with a team member once it gets to the “EXPLANATION stage:

### COACHING SOMEONE THROUGH A 1 ON 1 MEETING:

WHERE WOULD YOU RATE YOURSELF RIGHT NOW IN TERMS OF \_\_\_\_\_?

DO YOU SEE THAT IT IS AFFECTING THE TEAM BY \_\_\_\_\_?

IS THAT WHO YOU WANT TO BE?

IS THAT WHO WE SAID WE WOULD BE AS TEAMMATES?

WHAT IS SOMETHING YOU COULD DO TO RAISE YOUR LEVEL IN THIS AREA?

WHAT CAN I DO TO HELP YOU WITH THAT?

