10 Actions Teams Can Take to Navigate Change Together:

1. 5 questions from the team leader
   a. What should you expect from me?
   b. What I expect from you (clearly stated expectations)
   c. What should every member expect from one another?
   d. What are the ground rules when we disagree?
   e. What do we need to do differently to be more effective?

2. Ask & discuss- Ask team members, "What do you think we ought to do?" – communicates value to team members. Be open to all suggestions as long as they are ethical, legal, moral, and safe.
   a. It is understood that the leader will make the decision (It's not a vote).
   b. The leader will give the reason for his/her decision once it is made.
   c. Team agrees to 100% follow-through on the decision as long as it is ethical, legal, moral and safe.

3. 22 Seconds – take time to affirm the good work (using a specific example) that you see the "normal" employee doing (those that are at work every day and fulfilling their responsibilities).

4. Re-set the labor management environment from a we vs. them to a co-operative environment.

5. Cross-train – find ways to work together to provide support and a sense of understanding among team members or those doing similar jobs.
   a. Provide opportunities for employees to shadow each other for ½ a day and provide feedback to the individual and to the team.
   b. Utilize cross-training to enable employees to be away from work on vacation and empower others to do their job when they are away.

6. Hire the Baby-Boomers after they retire for short-term contractual projects that they can plug into that provide you with their expertise and them with the flexibility they want.

7. Debrief – Discuss what went right, what went wrong, and how we can do it differently. This reduces the sense of powerlessness that teams might feel about changing.

8. Dysfunctional boards – need to provide training for board members to clearly define the expectations for what the board is responsible for and what it is not and how they treat City staff. (It's not the role of a council member to call the public works crew to come fix a pot hole for a neighbor.)

9. Cards on the table – Write down specific tasks that each team member is responsible for on note cards. Put the cards on the table to determine if there is duplication of effort, if someone else could be doing part of the job, or if someone else might be better equipped or have more time.

   Establish priorities as a team for tasks: #1 – Have to get it done; #2-Work toward completion; #3-Will get it done but it can wait.

10. Strategic Plan – Have to establish concrete objectives and tasks that the team members are working to accomplish together; need shared goals for the team; otherwise teams default to dealing with personality traits rather than goals.

Created by Dr. Lew Bender and used with permission. Please feel free to contact Dr. Lew Bender if you have any questions (Lewis G. Bender, PH.D., (618) 792-6103; www.lewbender.com).