



HOW TO BUILD EMPOWERED TEAMS

A Step by Step Approach

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Today's Agenda

- The Atlanta West Home Story
- A Fiduciary's perspective
- Review of Empowered Teams
- Step By Step development Plan
- Challenges for Sustainability
- Best Practices for Mature Teams
- Q&A

Atlanta West Home Solutions

- Company founded in 1974. Sell Flooring, Cabinets, Countertops
- ESOP in December 2007
- January 2009 hired 26 employees from an ESOP company that went out of business
- Layoffs in 2008, 2009, 2010
- Currently have 78 employees: 13 are family members, 2 spouse sets, 4 other relatives
- Looking at profit in 2011




Identifying and leveraging external resources

- Where do your service providers fit into the team framework?
- Independent viewpoints add credibility and support to the change process.
- External team members can draw on experience with other companies' transition processes.




What are Empowered Teams?

- What is a TEAM?
 - What does “Empowered” mean?
 - Why would you want to develop empowered teams?
 - How do teams improve the ownership culture?
 - What do Empowered Teams do?
 - Let’s review the Step by Step Approach
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Step by Step Approach

- Develop a Training Plan or syllabus with a Teaching Workbook and trained trainers
 - Key Elements: Problem solving techniques, open book management, change management theory and conflict resolution, & leadership and personal development
 - Develop a retreat process that allows various levels to identify the top 10 problems the teams will address & solve using action plans
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Continued Steps

- With Action Plans defining the Team Charters, follow the process of Team development
- **Forming:** Team formation- work out frequency, leaders, members and milestones
- **Storming:** Brainstorming- develop ideas and solution alternatives using Cause/effect tools
- **Norming:** Develop recommendations for change
- **Performing:** Implement changes and assess




Sustainability Challenges

- Lack of buy-in or trust with Management
- Lack of Management Commitment when the teams challenge the status quo and power centers
- Poor leadership development leads to unfinished projects and or failure
- Training isn't 100%, thus creating "us vs them" behaviors
- No Benchmarking change & accomplishment



Best Practices

- Future Leaders are nurtured through teams to build skills, experiences, and broader views of other functional areas
 - Sponsor's job and compensation are connected to Team Success
 - Action planning retreats are annual
 - Outside facilitators focus on discussions and results, so participants participate safely
 - Teams are functional, cross functional, and multi-functional in composition
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Any questions?

- Thanks for not throwing your breakfast at us!!
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