

TEAM DYNAMICS: BUILDING A HEALTHY & COHESIVE TEAM



**Operations
Camp**

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Navigate the Journey**

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The Importance of Teamwork

If we don't optimize the health, relational dynamics & effectiveness of our team, then we will lessen the impact of:

- Process
- Tools
- Metrics & KPIs
- Project Planning
- Business Strategy ...etc

The Importance of Teamwork

If you give a good idea to a mediocre team, they will screw it up. If you give a mediocre idea to a brilliant team, they will either fix it or throw it away and come up with something better.

Ed Catmul, Creativity Inc

The End Goal

Build a High Performing Team of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable. Further, team members should be deeply committed to each others success and outperform all reasonable expectations.

(The Wisdom of Teams, Katzenbach & Smith)



How Do We Get There?

1. Candidate Assessments
2. Employee Culture Fit
3. Employee Engagement
4. The 5 Dysfunctions Of A Team

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1. CANDIDATE ASSESSMENTS

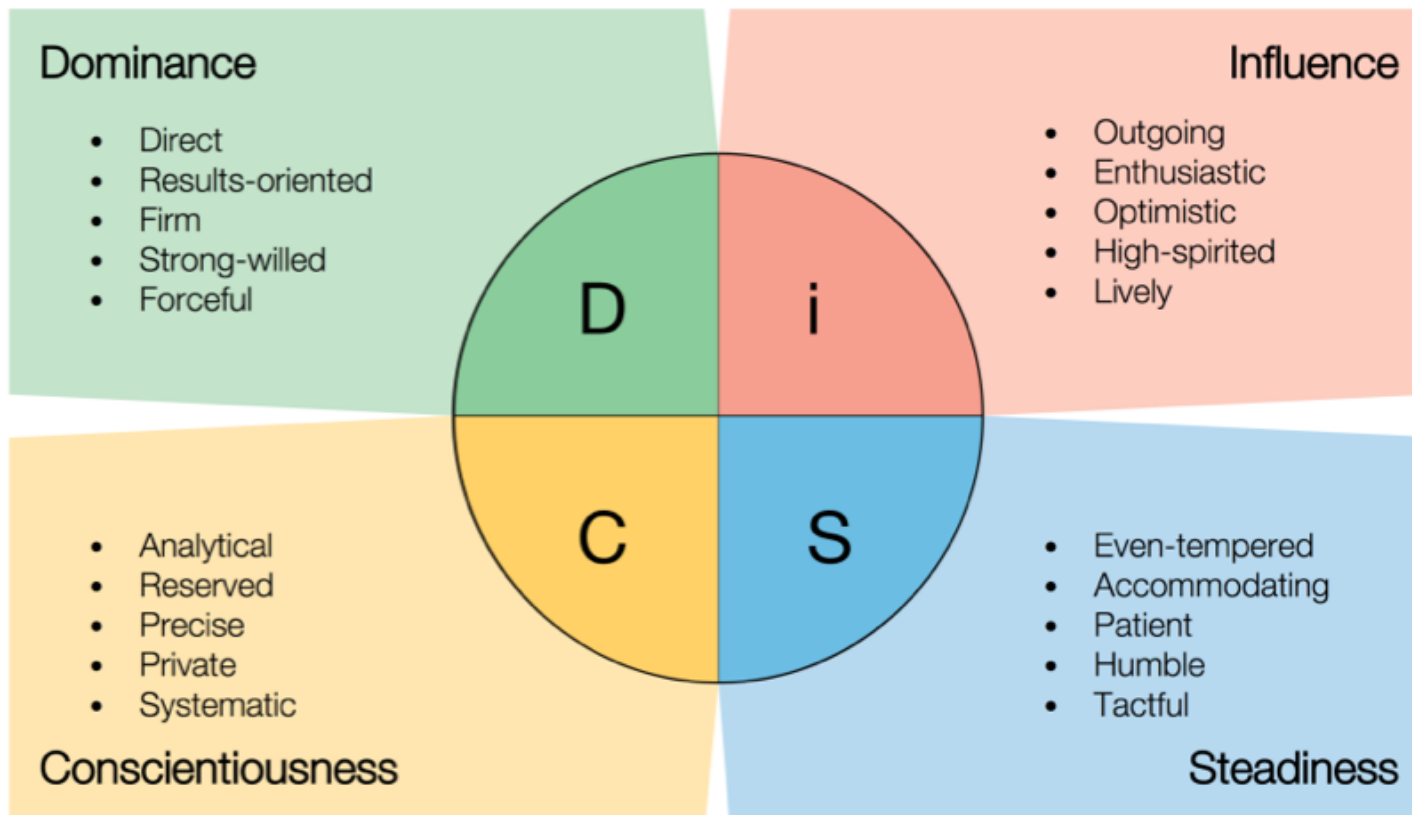
- Utilize Personality Assessments in the Hiring Process such as:
 - DiSC
 - EQ-i



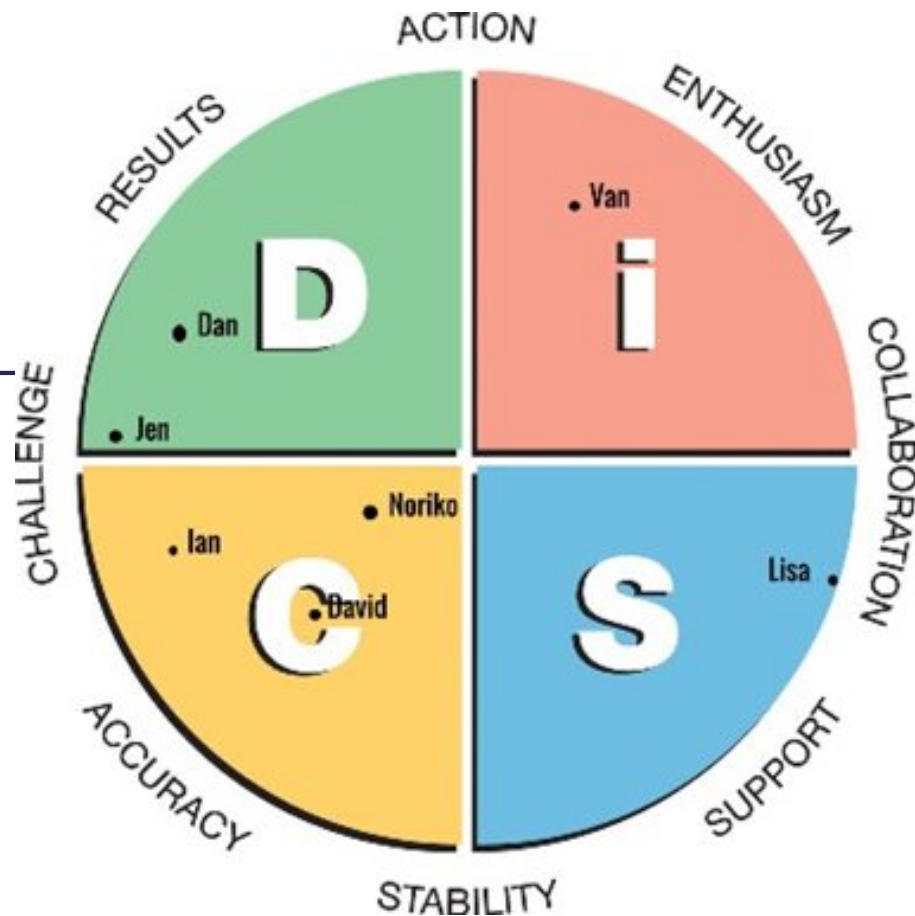
DiSC Assessment

The DiSC profile is a non-judgmental tool used for discussion of people's behavioral differences. The DiSC model provides a common language that people can use to better understand themselves and adapt their behaviors with others (including clients).

DISC PROFILE



DISC TEAM PROFILE



EQ-I 2.0 Assessment

Emotional intelligence is defined as “a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way.”



EQ-I 2.0 Assessment

Self-Perception: Self-Regard, Self-Actualization, Emotional Self Awareness

Interpersonal: Interpersonal Relationships: Empathy, Social Responsibility

Decision Making: Problem Solving, Reality Testing, Impulse Control

Self-Expression: Emotional Expression, Assertiveness, Independence

Stress Management: Flexibility, Stress Tolerance, Optimism

Self-Expression Composite

104



Emotional Expression constructive expression of emotions

105



Assertiveness communicating feelings, beliefs; non-offensive

98



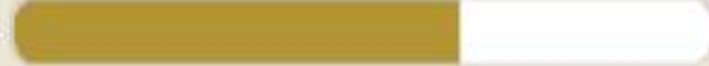
Independence self-directed; free from emotional dependency

104



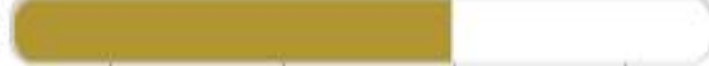
Interpersonal Composite

114



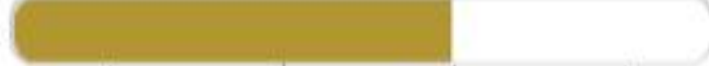
Interpersonal Relationships mutually satisfying relationships

113



Empathy understanding, appreciating how others feel

113



Social Responsibility social consciousness; helpful

108



Decision Making Composite

99





1. CANDIDATE ASSESSMENTS

Benefits:

- Higher rate of making great hires.
- Lower rate of bad hires.
- Provides a heads up on how employees need to be coached & will fit in relative to other staff.

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2. EMPLOYEE CULTURE FIT

Define, defend & develop your culture through:

- Mission (WHY) &
- Core Values (HOW)

2. EMPLOYEE CULTURE FIT

Mission: a succinct statement that captures why your agency exists.

Not: a tag line or branding slogan

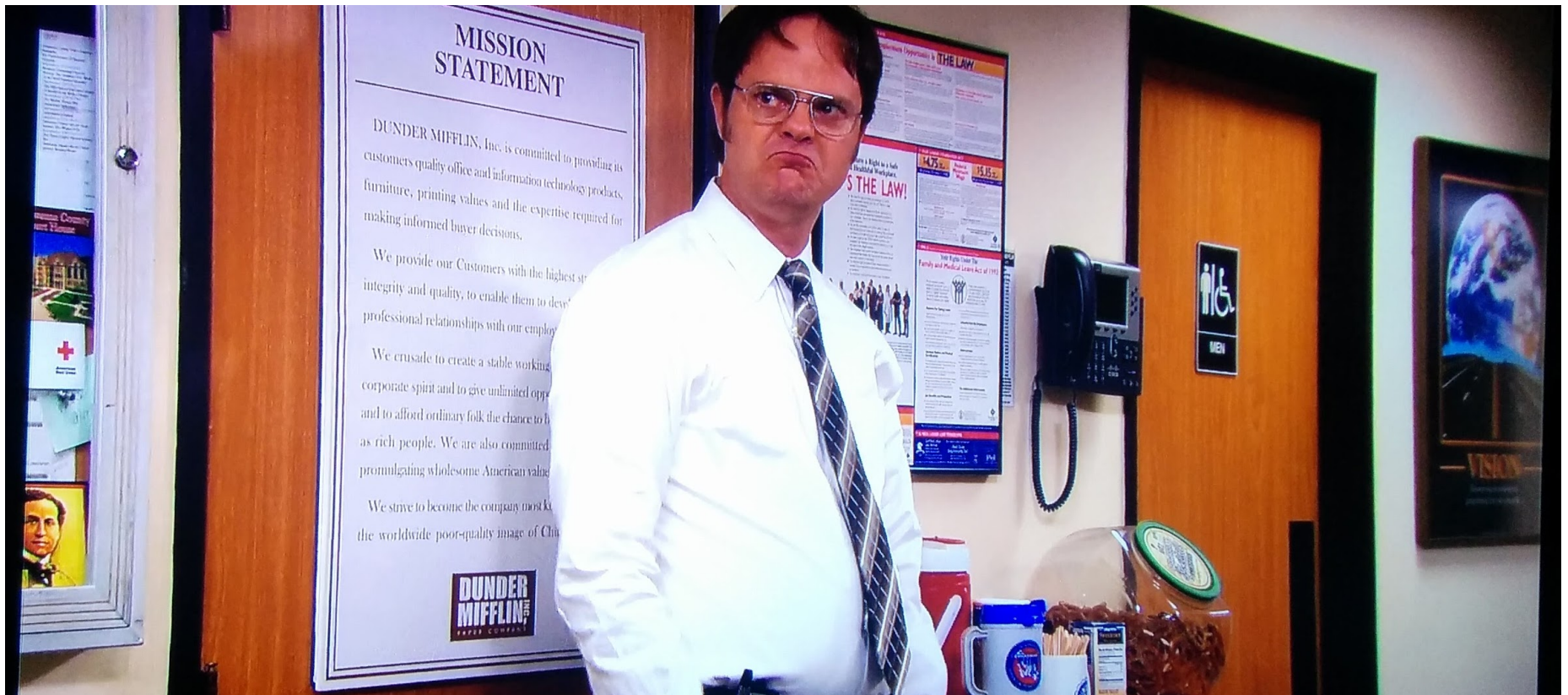
2. EMPLOYEE CULTURE FIT

**What your mission statement
should NOT look like ...**



2. EMPLOYEE CULTURE FIT

[Company X] provides its customers quality ... products ... and the expertise required for making informed buying decisions. We provide our products and services with a dedication to the highest degree of integrity and quality of customer satisfaction, developing long-term professional relationships with employees that develop pride, creating a stable working environment and company spirit.





2. EMPLOYEE CULTURE FIT

Core Values: the set of behavioral values that define the non-negotiable behaviors you expect from your team

2. EMPLOYEE CULTURE FIT

Example: **WebEnertia**



Our Mission:

**WE CREATE
SIMPLICITY IN
A COMPLEX
DIGITAL WORLD.**



01. BE INSPIRED

We love what we do, and are driven to **do it better** each day.

- Motivated
- Passionate
- Think Big



02. **STAY ACCOUNTABLE**

We are invested in everything we create and every client outcome.

- Ownership
- Pride
- Follow-through



03. **EXCEED EXPECTATIONS**

We strive to thrill every client, every time.

- High Quality
- Impress
- Over-deliver



04. EMBRACE FAMILY

We commit to closeness, appreciation, loyalty and fun.

- Respect
- Say Thanks
- Light-hearted



05. **ALWAYS COLLABORATE**

We work best when we work together.

- Learn and Teach
- Support
- Share

2. EMPLOYEE CULTURE FIT

More Practical Tools:

- EOS “**People Analyzer**” (Traction, pages 85-89).
- EOS “**Accountability Chart**” (Traction, pages 89-98)
- EOS “**GWC**” – Get it, Want it, Capacity to do it (Traction, pages 99-102)
- **Celebrate** staff that exemplify Core Values

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3. EMPLOYEE ENGAGEMENT

The more technical way to think of
“happiness” in the workplace



3. EMPLOYEE ENGAGEMENT

Employee Engagement is a measure of how passionately employees feel about their jobs and workplaces.

3. EMPLOYEE ENGAGEMENT

Gallup's "Q12" Survey

- Use an anonymous survey tool such as SurveyMonkey
- Multiple choice rating from 1 ("strongly disagree") to 5 ("strongly agree")
- Present the average scores to your team, and discuss



3. EMPLOYEE ENGAGEMENT

Q1 Do I know what is **expected** of me at work?

3. EMPLOYEE ENGAGEMENT

Q2 Do I have the **materials, equipment [and processes]** I need to do my work right?

3. EMPLOYEE ENGAGEMENT

Q3 Do I have the opportunity to do what I do best **everyday**?

3. EMPLOYEE ENGAGEMENT

Q4 In *the last 7 days*, have I received **recognition or praise** for doing good work?

3. EMPLOYEE ENGAGEMENT

Q5 Does my supervisor or someone at work **seem to care about me as a person?**

3. EMPLOYEE ENGAGEMENT

Q6 Is there someone at work who
encourages my development?



3. EMPLOYEE ENGAGEMENT

Q7 At work, do **my opinions** seem to count?

3. EMPLOYEE ENGAGEMENT

Q8 Does the mission / purpose of my company **make me feel my job is important?**

3. EMPLOYEE ENGAGEMENT

Q9 Are my co-workers committed to doing quality work?

3. EMPLOYEE ENGAGEMENT

Q10 Do I have a **best friend** at work?



3. EMPLOYEE ENGAGEMENT

Q11 In the last 6 months, has someone **talked** to me about **my progress**?



3. EMPLOYEE ENGAGEMENT

Q12 This last year, have I had the **opportunity** at work to **learn and grow**?

3. EMPLOYEE ENGAGEMENT

- For More Information: See “*First Break All The Rules*” (Marcus Buckingham)
- Can also use questions as the basis of 1-1 check ins
- Take the Q12 survey every 6 months as a culture check

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“What we know about individuals, no matter how rich the details, will never give us the ability to predict how they will behave as a system. Once individuals link together they become something different. Relationships change us, reveal us, evoke more from us. Only when we join with others do our gifts become visible, even to ourselves.” (A Simpler Way, Wheatley and Kellner-Rogers)

NEW YORK TIMES BEST-SELLER

The FIVE DYSFUNCTIONS *of a* TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

4. THE 5 DYSFUNCTIONS OF A TEAM

The five dysfunctions of a team

- The **bad** news - there are 5 common dysfunctions that plague all teams
- The **good** news – these 5 dysfunctions can be overcome by teams who first understand the issues, and then continually commit to work on becoming healthier

The Five Dysfunctions of A Team



Dysfunction #1: Absence of Trust

Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears and behaviors. They get to the point where they can be completely open with one another without filters. (*Lencioni*)

Dysfunction #1: Absence of Trust

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Spinning my wheels ... Google searching the answer when someone on my team knows the answer	“There are three possible solutions to this issue – could you help me process which one is best?”

Overcoming: Absence of Trust

- The Leader has to model the way:
 - Vulnerability: Tell your team when YOU mess up
 - Trust: Are you a trustworthy leader?
- Ask/tell your team to come to you when they need help
- Set the expectation that junior staff should go to more senior staff to ask for help; have more senior staff seek out more junior staff
- View mistakes as teachable moments
- Create opportunities for your team to appropriately share a challenge from their childhood or past

The Five Dysfunctions of A Team



Dysfunction #2: Fear of Conflict

Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions. (*Lencioni*)

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I hope the problem just goes away	I earnestly believe this is a problem, and WE need to solve it

Overcoming: Fear of Conflict

- Millennials Struggle with Confrontation & Conflict
- Recognize when its best to use & not use electronic communication
 - Electronic: factual information, praise
 - Face-to-face: critique, dialoguing over the details and nuances (video for distributed teams supplemented with periodic retreats)
- Understand differences in conflict styles & experiences
- Clear away the clutter – make it about issues

The Five Dysfunctions of A Team



Dysfunction #3: Lack of Commitment

Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That's because they ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned. (*Lencioni*)

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Consensus / compromise / lets agree to disagree	Disagree, but commit

Overcoming Lack of Commitment

- Be crystal clear about the commitment is
 - Trick: “IDS” from EOS – see the book “Traction” (pages 131-146), “Level 10 Meetings”
 - Identify, Discuss, Solve
- Confirm people in the meeting are committed to the resolution
- Consider who else needs to know? And communicate that decision/commitment.

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The Five Dysfunctions of A Team



Dysfunction #4: Avoidance of Accountability

Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What is more, they don't rely on the team leader as the primary source of accountability; instead, they go directly to their peers. (*Lencioni*)

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Overcoming Avoidance of Accountability

- We may not be able to be ***certain*** about everything, but we can ***clarify*** many things
- Team Effectiveness Exercise – with your team:
 - *Self Assessment:* Take 1-2 minutes to write down the **strengths** you bring to the team and what you **need to do differently** to help your team be more productive.
 - *Assess Others:* Take some time to answer the same questions for everyone else on your team (strengths; do differently).
 - *Share & discuss.*

Dysfunction #5: Inattention to Results

Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas to focus almost exclusively on what is best for the team. They do not give in to the temptation to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success. (*Lencioni*)

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Well, as long as I keep getting a paycheck twice per month, I'm good	Staff are motivated by factors beyond a paycheck – such as satisfaction in helping the agency achieve overall results

Overcoming: Inattention to Results

- Have you created a “winnable game” for your team?
 - Create a scoreboard. Turn it on! Update it. Talk about it.
- Help people see how they influence overall agency results (connect “lead” and “lag” measures)
- Call out when collective results are not achieved & understand why
- Celebrate achieving results

4. THE 5 DYSFUNCTIONS OF A TEAM

Additional Resources:

- **“The Five Dysfunctions of a Team”** book & workbook – Patrick Lencioni.
- **The 5 Dysfunctions of a Team Assessment**
(<https://www.tablegroup.com/imo/media/doc/Sample%20Team%20Assessment%20Report.pdf>)



Recap

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- Besides sleeping better at night, and having a better culture, better team health & dynamics improves the bottom line.

Feel Free To Contact Me

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