Building a Great Team:
Avoiding the Dysfunctions

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How to Build a Great Team Agenda

- Text
    - <u>The Five Dysfunctions of a Team</u> by Patrick Lencioni

- Why Important
    - Teams are required to build something bigger than themselves
    - Mastering teambuilding is the foundation for most things in life

- Objectives
    - Understand what makes a team work
    - Realize that teambuilding is very challenging
    - Be aware of the tools used to eliminate dysfunctions of most teams
    - Be a great team builder with practice

- Situations/Examples
    - Life (family, church, kids' sports)
    - Functional role in the company (functional, volunteer teams)

Questions

- What is the value of teamwork?

- Is it easy or hard to develop a good team?

- What is required to build a good team?

- What is the impact on the individual of a good team?

The Five Dysfunctions of a Team
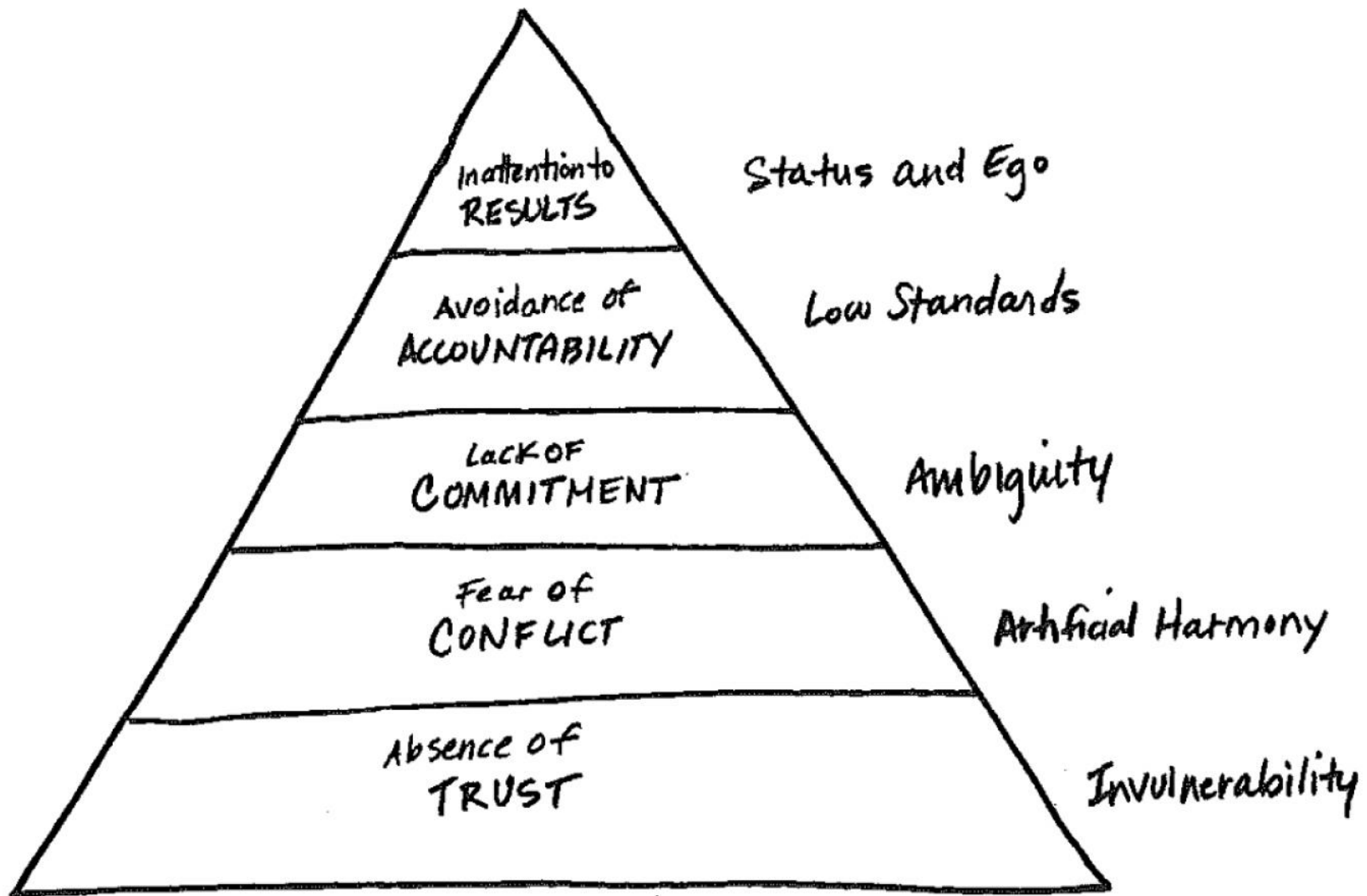
Strategy for Building a Great Team

- Build trust

- Have positive conflict

- Commitment by all on decisions

- Hold peers accountable

- Focus on the results for the team

What is Trust?

- Trust within a team is vulnerability by everyone to be willing to be open about failures, weaknesses, and fears.

- Trust is the confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.

- Teammates must be comfortable being vulnerable with one another (weaknesses, skill deficiencies, interpersonal shortcomings, mistakes, and requests for help).

- By building trust, a team makes conflict possible because team members do not hesitate to engage in passionate debate, knowing they will not be punished for saying something critical.

Building Trust

Personal Histories Exercise

- Purpose is to demonstrate vulnerability in a low-risk way.

    – Where did you grow up?

    – How many siblings do you have and what is your sibling order (oldest, youngest, etc.)?

    – What was the most difficult or important challenge of your childhood?

    – What was your first job?

    – What was your worst job?

    – What kind of athletics did you participated in as a youth?

Building Trust

Personality Profiling

- Purpose is to understand yourself and your teammates in a deeper way.
    - Myers-Briggs
    - DiSC
        - Dominance
        - Influence
        - Steadiness
        - Conscientiousness

Team Activity

- Day in the Life Exercise
  - 2 minutes to prepare
  - 2 minutes to share per person

- Expectations
  - Share at least 5 elements of your day
  - Learn at least 1 new thing about each person
  - Complete the activity (manage your time)

What is Positive Conflict?

- Positive conflict within a team is passionate debate to discuss and <u>understand ALL viewpoints</u>.

- It is NOT a debate to win the argument with manipulation.

- Productive conflict produces the best possible solution in the shortest period of time.

- Issues are discussed and resolved more quickly and completely, and team members emerge from heated debates with no residual feelings.

- By engaging in productive conflict and tapping into team members' perspectives and opinions, a team can confidently commit to and buy into a decision knowing the team has benefitted from everyone's ideas.

Mastering Conflict

Conflict Profiling

- Purpose is to review DiSC profiles in relation to conflict.

  - D enjoys the challenge of conflict; takes it head-on; can cause conflict just to "stir things up" or keep them from being boring

  - I avoids conflict; doesn't want to have own feelings hurt or "lose face" with or in front of others; takes critical comments personally

  - S strongly dislikes like conflict; gives in rather than argue; doesn't want to hurt others' feelings; tries to be a peacemaker and smooth over conflict; takes critical comments personally

  - C avoids conflict, especially if it is emotionally charged; deals with conflict indirectly; follows the rules in order to avoid conflict

Team Activity

- Team DiSC Profiles
  - 1 minutes to review your own profile
  - 1 min discussion per person of major points on your profile that are

Mastering Conflict

Conflict Norming

- Purpose is to establish the rules or guidelines for productive conflict.

  – Write down acceptable and unacceptable behavior for discussion and debate for this team.

    - Language
    - Tone
    - Emotional control
    - Expectations of involvement
    - Avoidance of distractions
    - Timeliness of response
    - Other

  – Arrive at a common understanding of acceptable and unacceptable behavior that everyone commits to use.

Positive Conflict

- How do you encourage positive conflict within a team?

    - Mining for conflict – listen for conflict to bring them to the team for discussion.

    - Good meetings – a good meeting has good conflict, otherwise it is boring.

Conflict Resolution Model

- Obstacles that can prevent issues from being resolved:

  – Informational

  – Environmental

  – Relationship

  – Individual
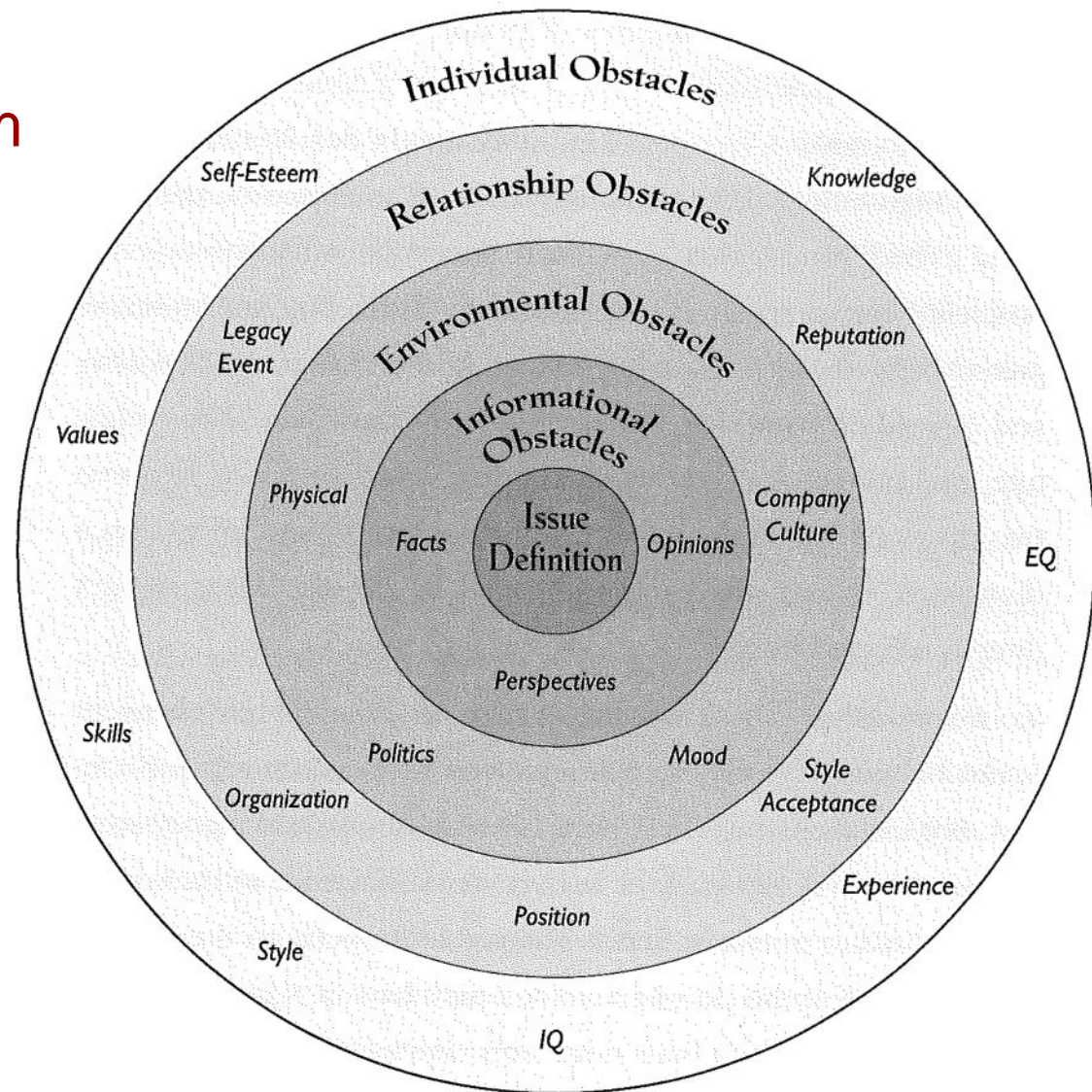
Team Activity

- Conflict Norming discussion
  - 6 minutes to discuss and develop
  - Hand in written report to be graded for points

What is Commitment?

- Commitment is acceptance and support of a decision to proceed knowing that all viewpoints have been presented and discussed using positive conflict.

- Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision.

  - Buy-in – getting honest, emotional support from everyone on the final decisions.

- In order for teammates to call each other on their behaviors and actions, they must have a clear sense of what is expected.

  - Clarity – removal of assumptions and ambiguity from the situation.

- Commitment is NOT consensus – DISAGREE & COMMIT.

Achieving Commitment

Commitment Clarification

- Purpose is to ensure clarity on what was decided.
  - End each meeting with, "What have we agreed upon today?"
  - If no agreement, further discussion is required.
  - Comments are recorded as to the agreement and emailed to team members after the meeting.

Achieving Commitment

<u>Cascading Communication</u>

- Purpose is that team members go back to their respective teams and communicate the decisions made by the team.

  - Within 24 hours, communicate to your teams what was decided (commitments & agreements) in the meeting.

  - Communication must be done in person (no email or voicemail) so team members can ask questions as well as get a sense of your (management's) commitment.

- Items of confidentiality versus those needing to be communicated to the teams.

What is Accountability?

- Accountability within a team is shared responsibility of the team.

- It is the willingness of team members to call their peers on performance or behaviors that might hurt the team.

- Executives find it easier to hold others accountable on performance and harder on behaviors.

- Members of great teams improve their relationships by holding one another accountable, thus demonstrating that they respect each other and have high expectations for one another's performance – they use peer pressure.

- If teammates are not being held accountable for their contributions, they will be more likely to turn their attention to their own needs, and to the advancement of themselves or their departments.

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Accountability

- How do you encourage accountability on a team?

    – Lightening Round for Meetings

        - 30 second update from each team member on the top 3 priorities for the week.

        - Provide the team an understanding of the person's priorities and questions on misplaced resources.

Embracing Accountability

Team Effectiveness Exercise

- Purpose is to provide each other feedback to improve the performance of the team.

    - What is this person's <u>single</u> most important behavioral quality that *contributes* to the strength of the team?

    - What is this person's <u>single</u> most important behavioral quality that *detracts* from the strength of the team?

Team Activity

- Write 1 contribution and 1 detraction for each person on your team
  - 10 minutes to write

- Share around the team
  - 1 min to share both

- Points
  - Have 1 for each written by each (10 submissions on handouts)

What are Results for the Team?

- Having results for the team is to focus on the performance of the team and NOT of the individual or their groups.

- Distractions for the team include:
  – Ego
  – Career development and money
  – "My department"

- The management team must be Team #1, not your group or reporting teams.
  – If NOT, the team is just lobbying (Congressional team)

- An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance.

Focusing on Results

- Discuss results-based rewards – how do you tie performance to rewards for your team?

- Discuss use of each team's scoreboards.
    - Scoreboard with 1 or 2 top team priorities.

Team Activity

- What is your team's focus?
- How are you going to track it?

Team Assessment

- How is your team performing?
  - Absence of Trust
  - Fear of Conflict
  - Lack of Commitment
  - Avoidance of Accountability
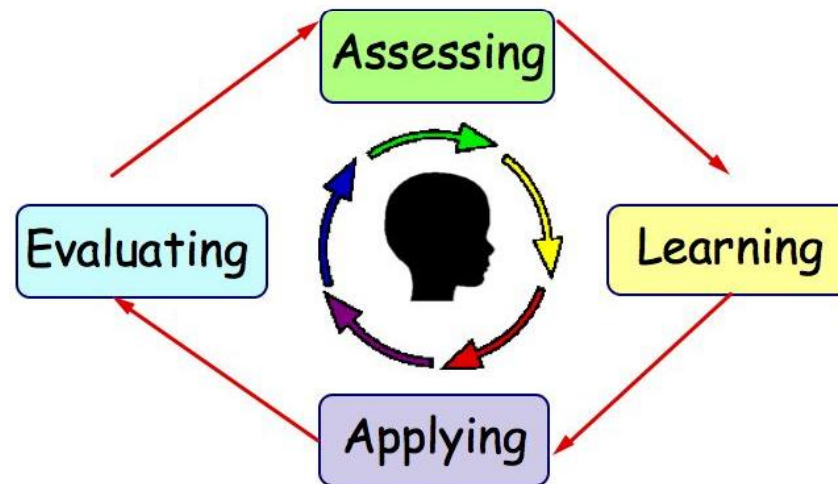 - Inattention to Results

Team Activity

- Assess your team

- Keep the results to redo at end of current team's existence

Final Thoughts

- What did we learn today?

- How are we going to apply it?

Wrap-Up

- Your teambuilding continues outside of this session

- Action items
  - What have we agreed upon today?

- Closing exercise