

Creating High Performing Teams

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We have no financial disclosures

We will be engaging in discussion

Many thanks to Kurt O'Brien

Our Plan for Today



- Experiences with great teams
- Pillars of “Teaming”
- Qualities of a Highly Functional Team
- Next steps with your team

Many Different Types of Teams



Many Different Types of Teams

Flexible

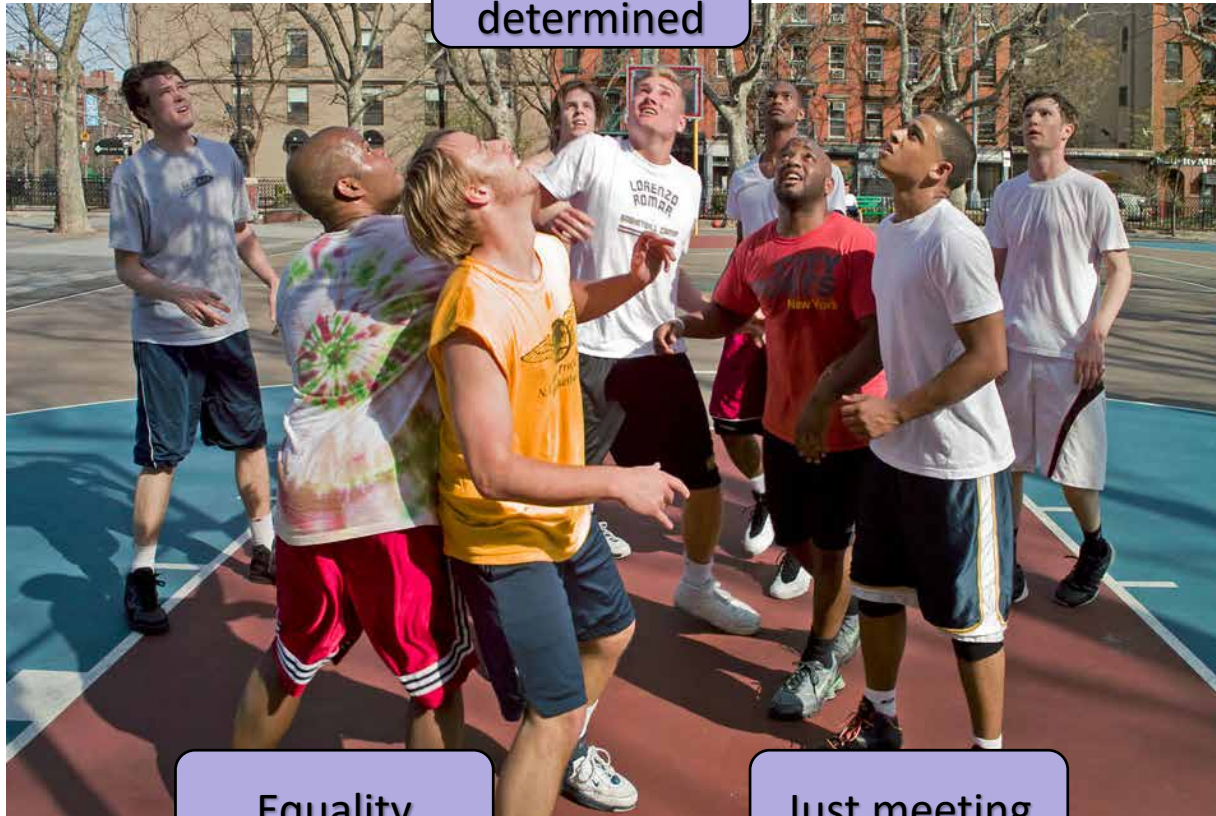
Self-determined

Short-term

Stable

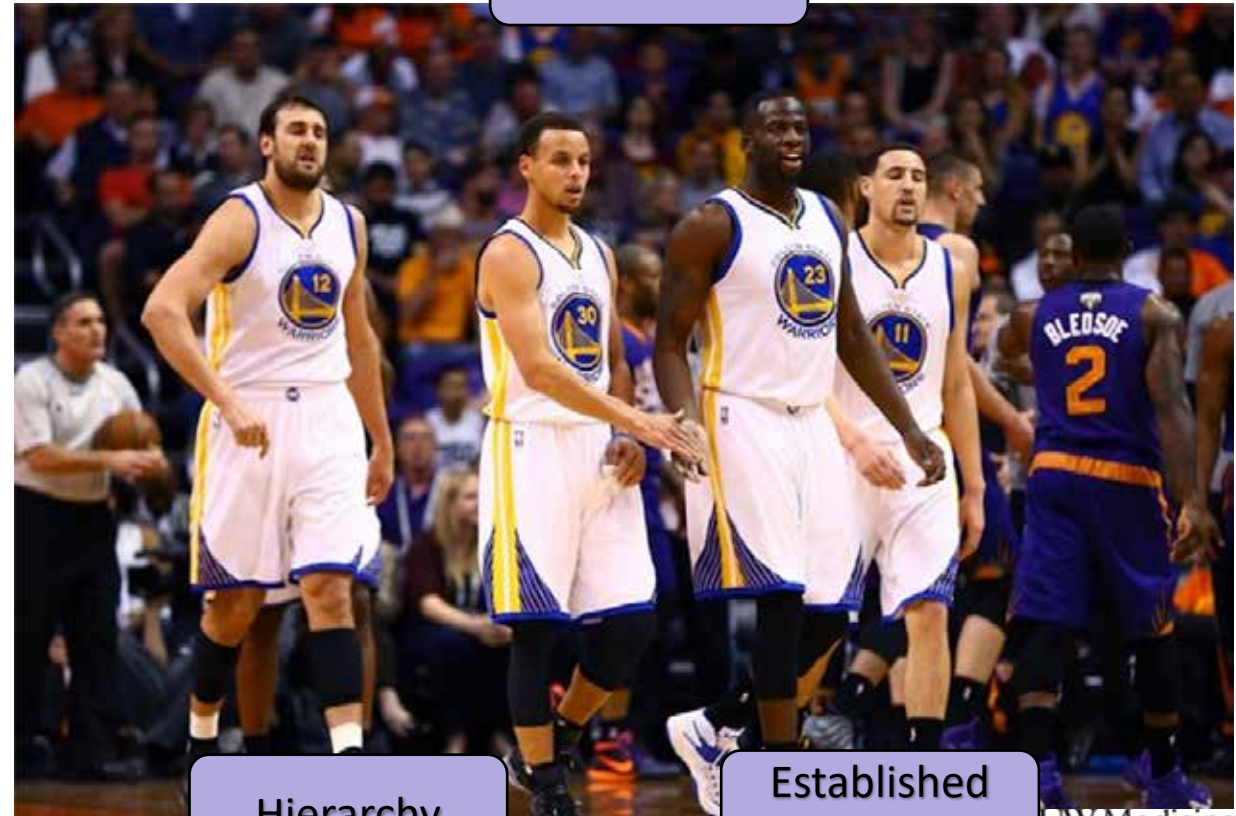
Assigned

Longer-term



Equality

Just meeting



Hierarchy

Established relationship

Who is in the room?




Where do you work?

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What do you do?

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Describe your team(s).

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Think of a team you were a part of that worked well.

What made that team effective?

Small Group Discussion

Introduce yourselves to each other

Determine a scribe and a reporter

Think of a team you were a part of that worked well.

What made that team effective?

Discussion

The Pillars of “Teaming”

Curiosity

Capacity to learn from others on the team

Willingness to ask the right questions

Ability to listen for the unexpected insights



Curiosity

When you first meet

What brought you to UW?

Why did you decide to sign up for this project?

Tell us one thing that other folks here don't know about you.

When you find yourself saying "What???"



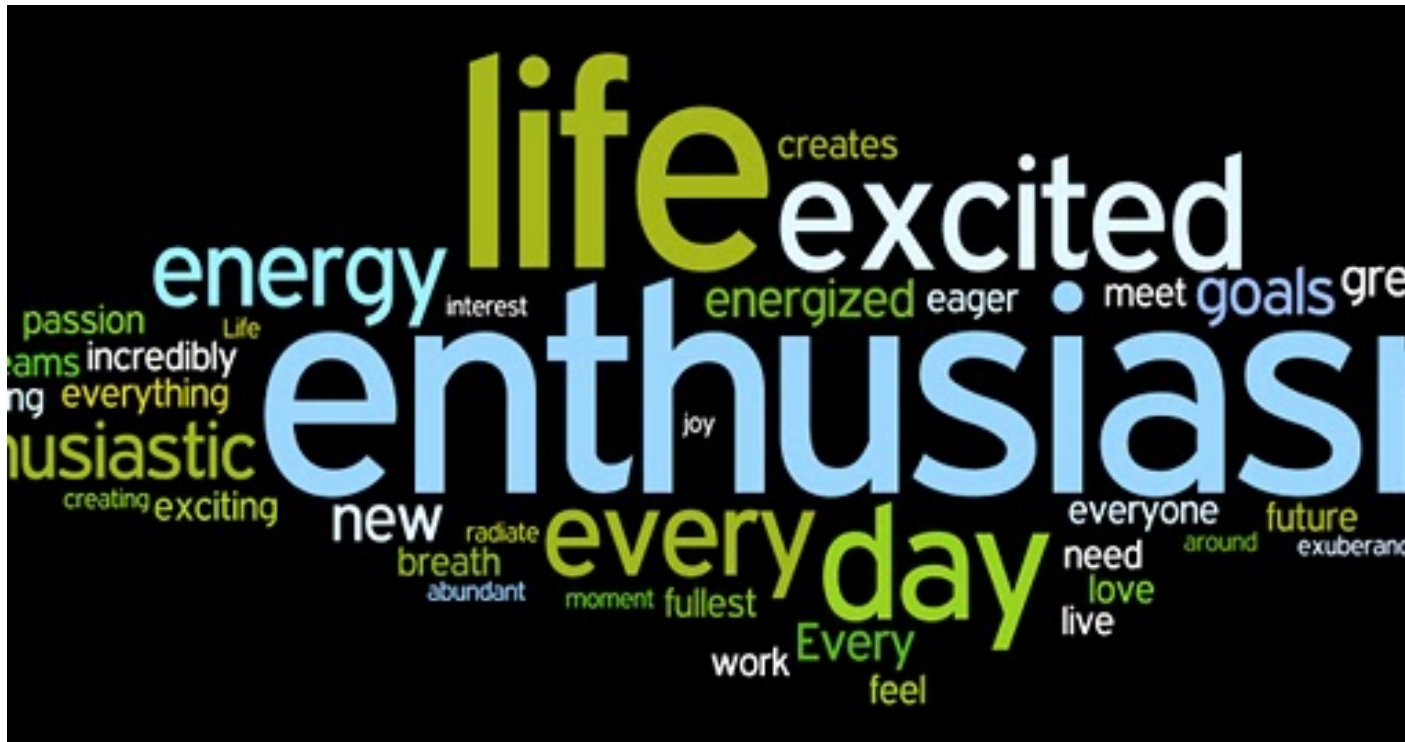
Can you walk us through that?

I hadn't thought of that. Can you explain your idea?

Tell us more.

So interesting. That's a totally different approach. Please share more.

Passion



Show your enthusiasm

Bring your energy

Commit to process

EMPATHY



Four Behaviors of Teaming

Speaking Up

Collaboration

Experimentation

Reflection

Speaking Up

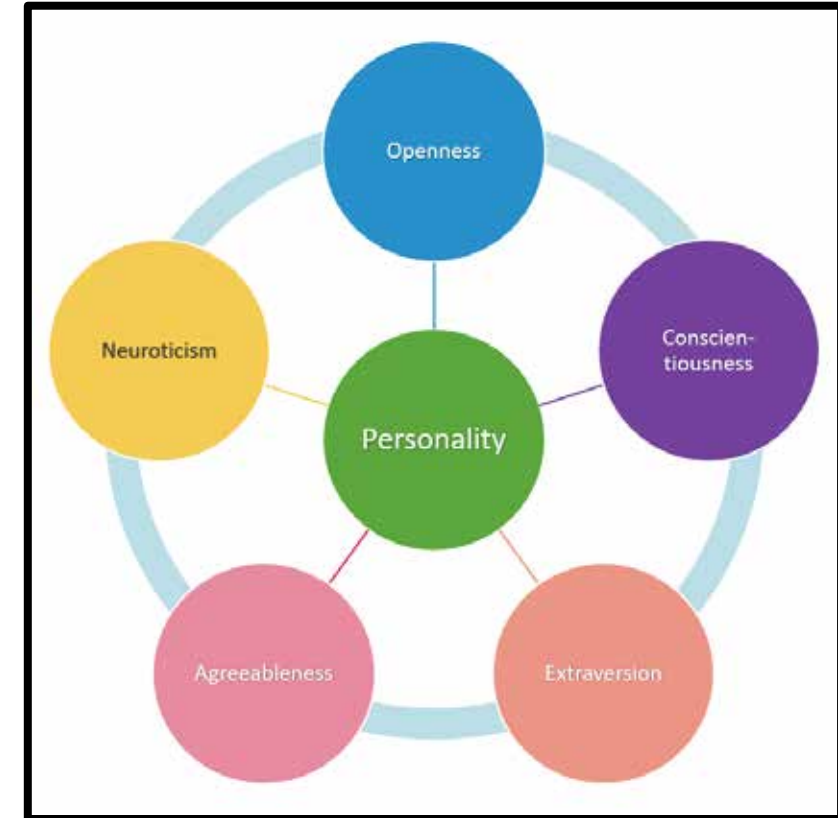
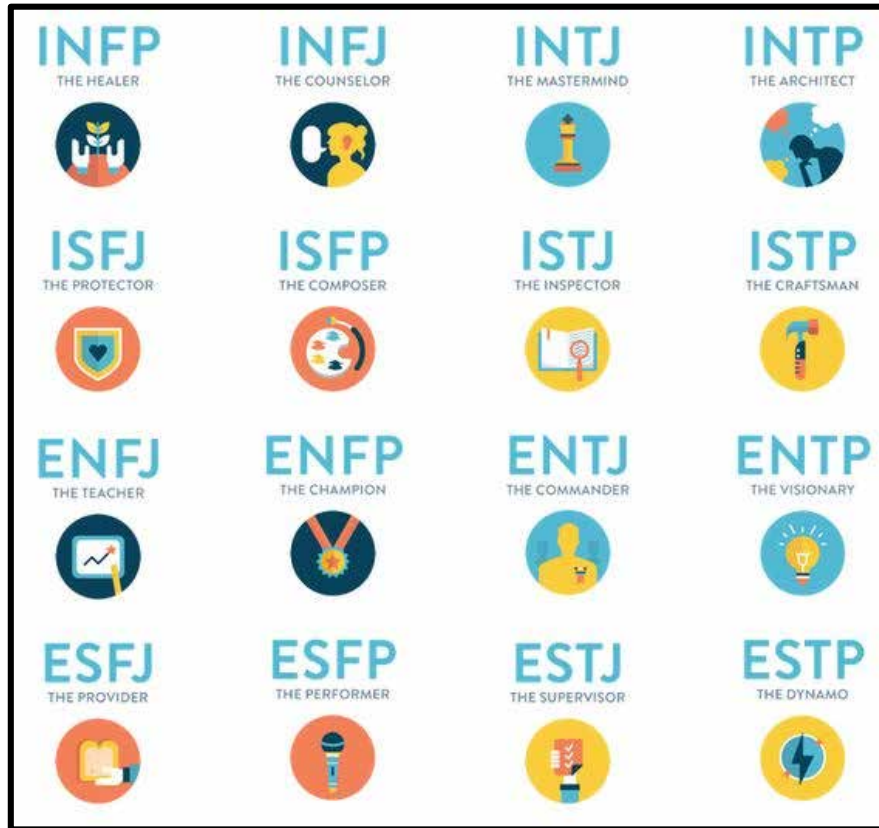


- Be fully present and actively listen
- Watch your non-verbal messages
- Invite voices to the discussion
- Amplify what others have said
- Create alternate pathways for voices

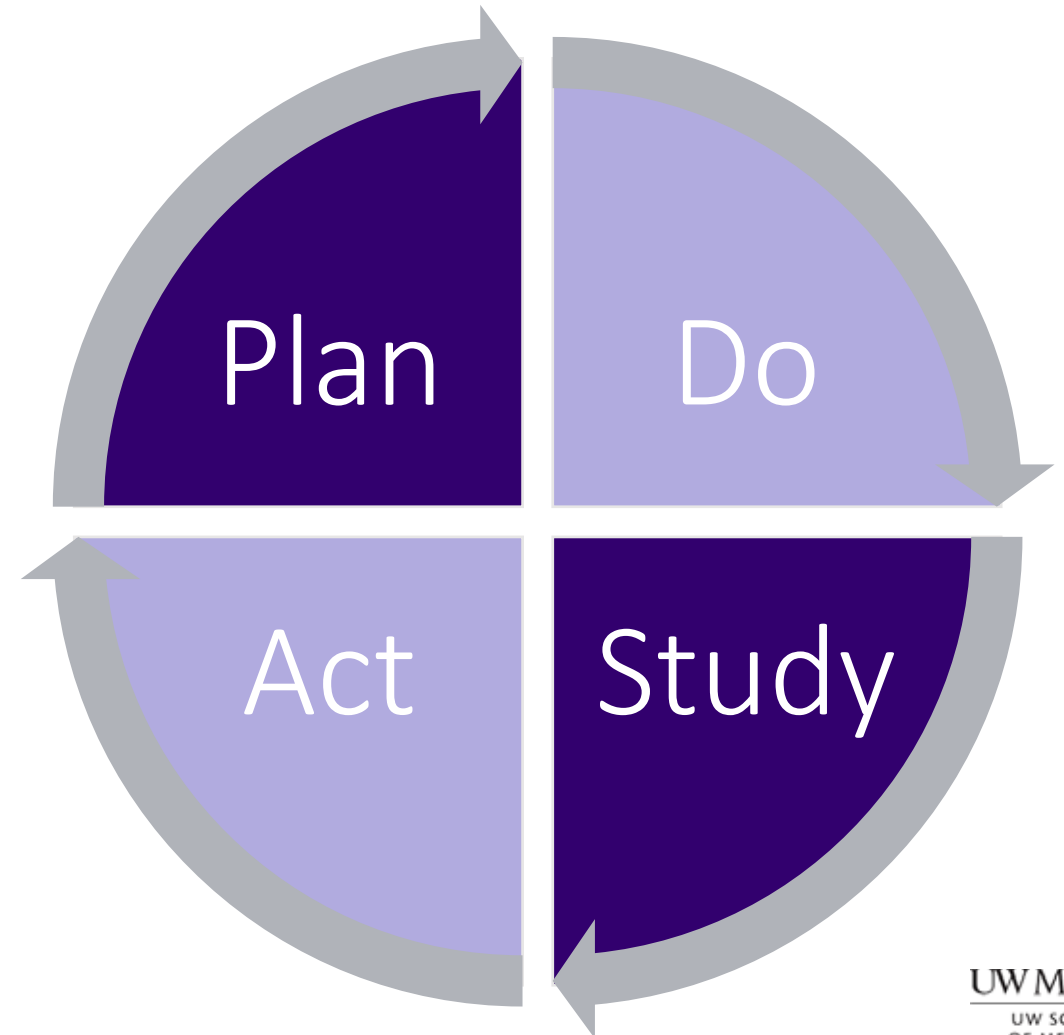
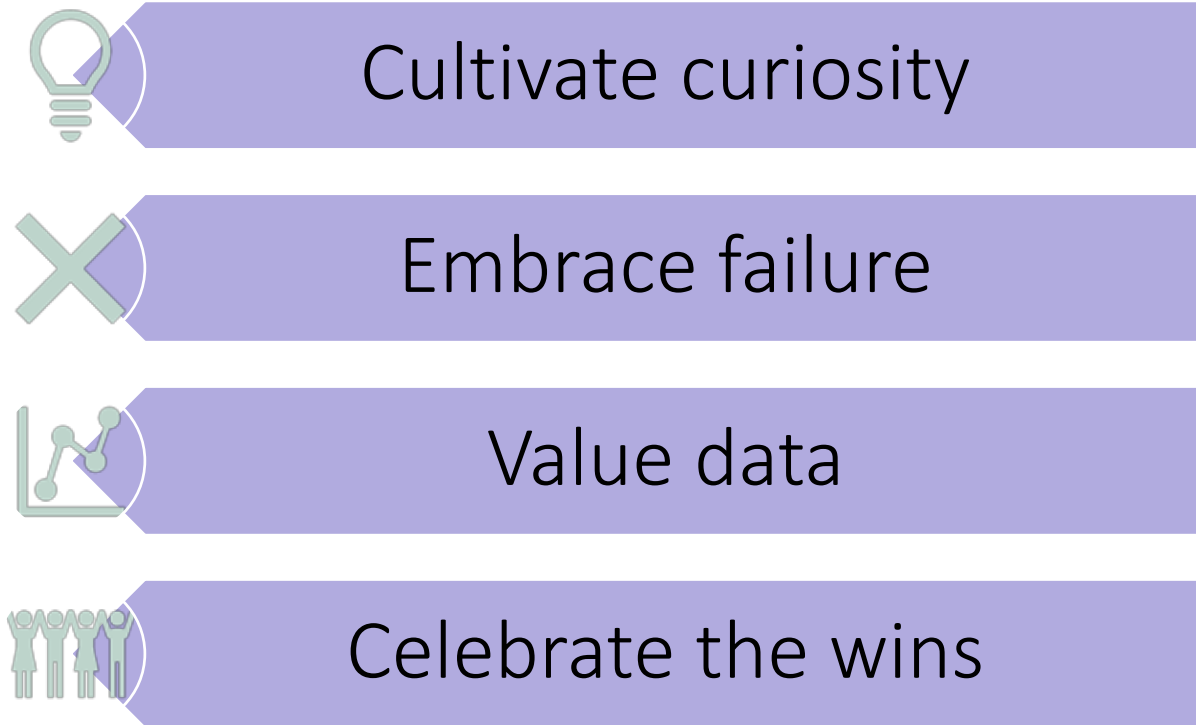
Collaboration



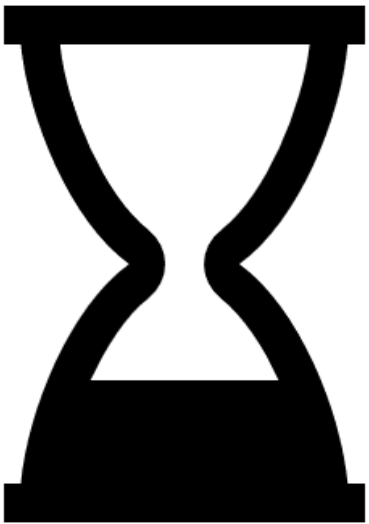
People Bring Different Strengths



Experimentation



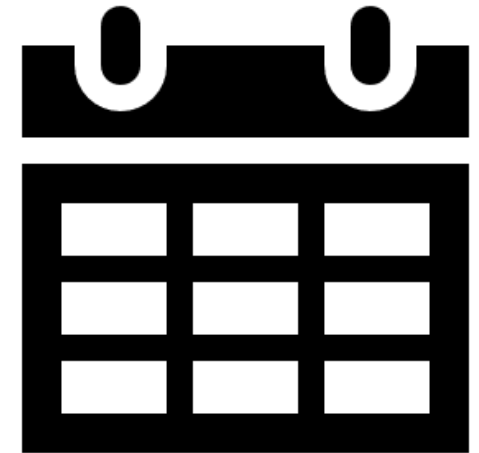
Reflection



Time



Space



Schedule



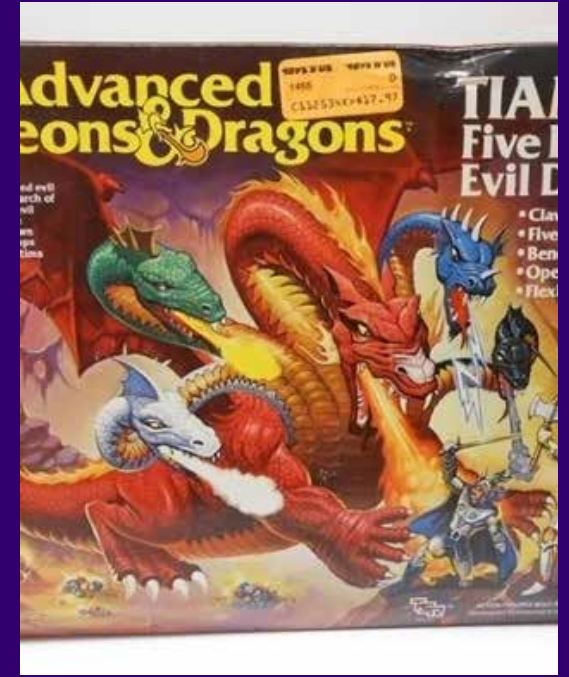
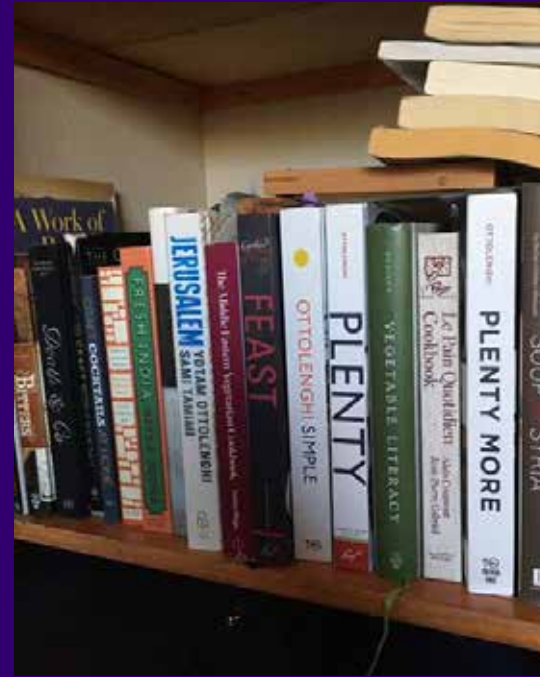
Qualities of a Highly Functional Team

It all starts with TRUST



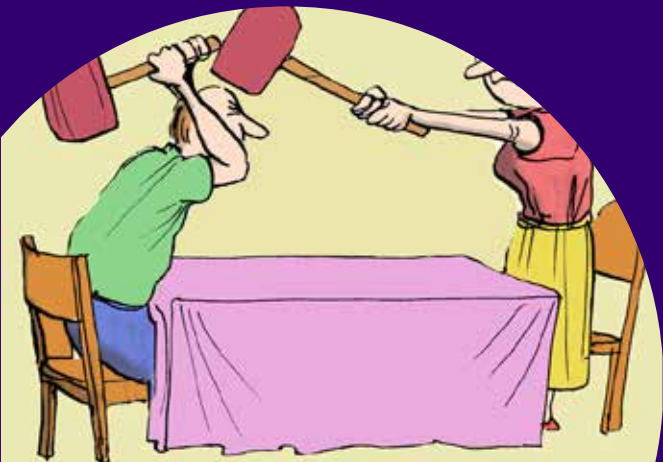


TRUST



Building Trust

Let's settle this like adults



Another successful session
of conflict resolution.

Step 2: Embrace conflict

Employer: How would you handle
conflict in the workplace?

Me:



Productive Conflict



Requires trust

Get comfortable with being uncomfortable

Create space for open dialogue and idea generation

Teams comfortable with conflict confront tough issues quicker

More effective and timely problem solving



Set expectations about how the team can engage in debate



Real-time permission



Mine for conflict



Virtual teams may need different tactics

Fostering Conflict

Step 3 – Secure Commitment

Benefits:

- Clarity around direction and priority
- Aligns the team
- Avoids assumptions
- Moves forward without hesitation
- **NOTE:** Does not require consensus

Ways to secure commitment:

- Start with trust and open dialogue
- Clarify team principles
- End meeting with commitment clarity
- Clear deadlines
- Meeting summary with action items

Step 4 – Create accountability

- ac·count·abil·i·ty | \ ə-,kaʊn-tə-'bi-lə-tē \

Definition of *accountability*:

the quality or state of being accountable

especially: an obligation or willingness to accept responsibility or to account for one's actions



Dave Coverly

"MISS WILCOX, SEND IN SOMEONE TO BLAME."

Ways to Foster Accountability

Publication of goals and standards

Use of a scorecard

Review progress towards goals at every meeting

Reward the team, not individuals

Leader must confront difficult issues *and* peers must also hold each other accountable

Overarching Principles

1

Be
vulnerable

2

Encourage
dialogue and
debate

3

Create clarity
of goals and
vision

4

Confront
difficult
situations

5

Focus on
collective
outcomes

5-minutes – Work on worksheet

Back to Small Groups


Describe a current **team** situation or challenge that you are facing.

What is the impact on the team? What have actions have you taken in response?

A few reflections from groups



What new strategies will you use?

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Take Homes



1 Determine the characteristics of your team

2 Pillars of “teaming” → curiosity, passion, empathy

3 Cultivate speaking up, collaboration, experimentation and reflection

4 Build trust, embrace conflict, secure commitment & foster accountability




What worked well?

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What should we do differently?

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Thank you!

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