Creating High Performing Teams

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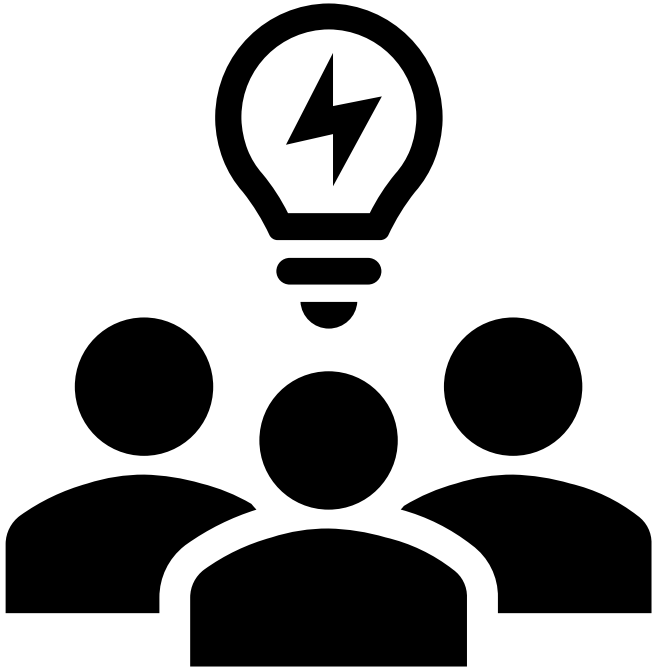
We have no financial disclosures

We will be engaging in discussion

Our Plan for Today



- Experiences with great teams
- Qualities of a Highly Functional Team
- Pillars of “Teaming”
- 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

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Who is in the room?

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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?

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What made your team effective?

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Qualities of a Highly Functional Team

Lencioni, P. M. (2002). *The five dysfunctions of a team*. Jossey-Bass.

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It all starts with TRUST

TRUST

Building Trust

Step 2: Embrace conflict

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Productive Conflict

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Fostering Conflct

- Set expectations about how the team can engage in debate
- Real-time permission
- Mine for conflict
- Virtual teams may need different tactics

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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-ˌkau̇n-tə-ˈbi-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

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

Questions?

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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

Edmondson, Amy (2012). *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy;* John Wiley & Sons, San Francisco, CA.

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.

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Passion

Show your enthusiasm

Bring your energy

Commit to process

https://hbr.org/2013/12/the-three-pillars-of-a-teaming-culture

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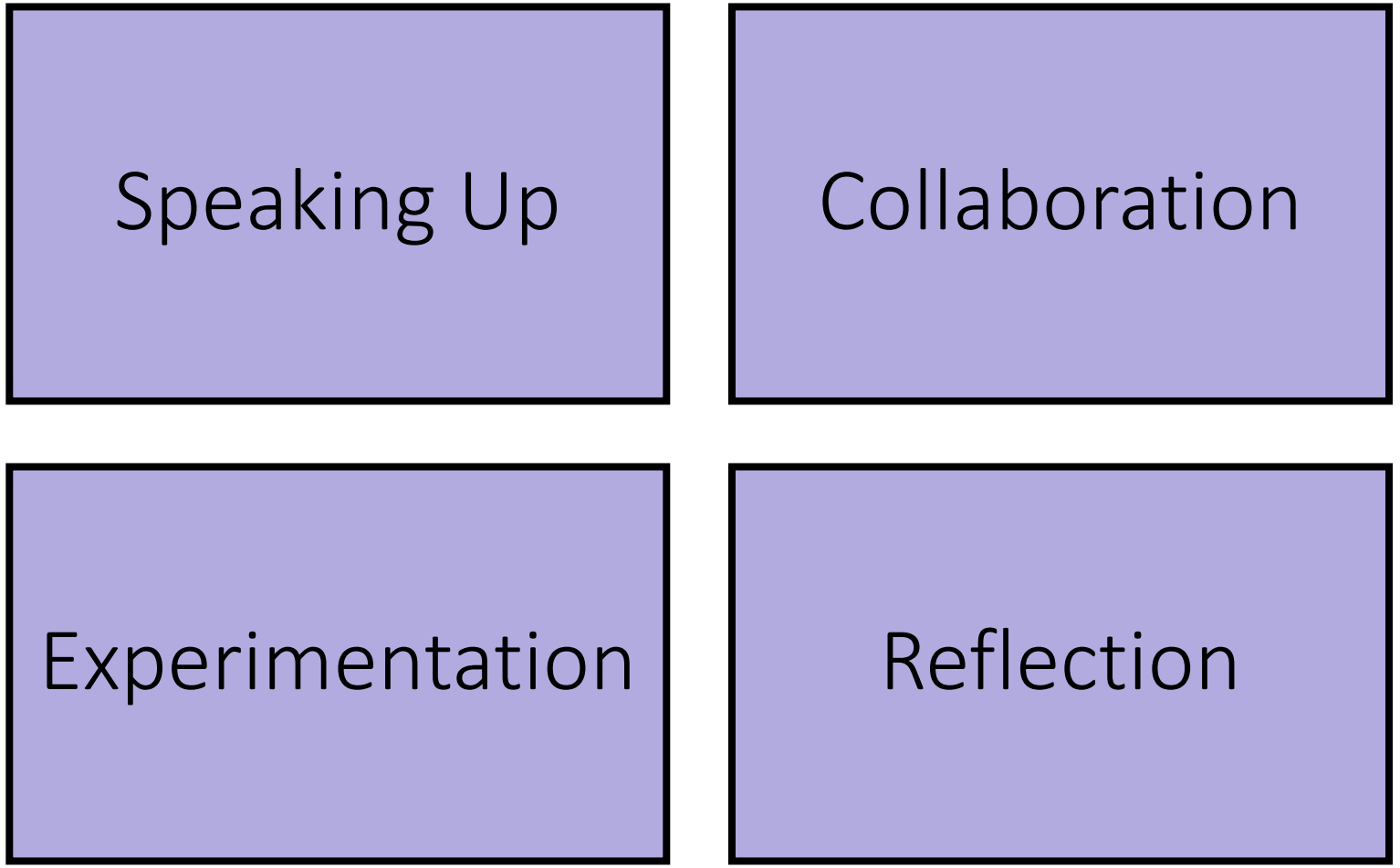
EMPATHY

Four Behaviors of Teaming



https://cvdl.ben.edu/blog/4-pillars-effective-teams/

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

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How do you create a space where people can speak up?

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Collaboration

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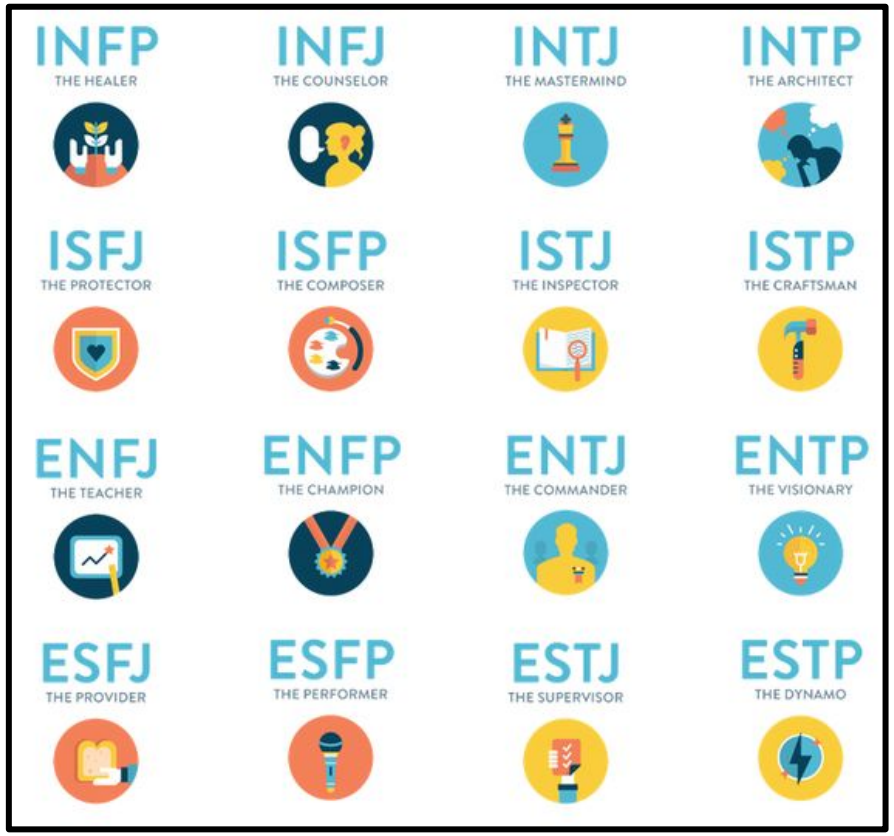
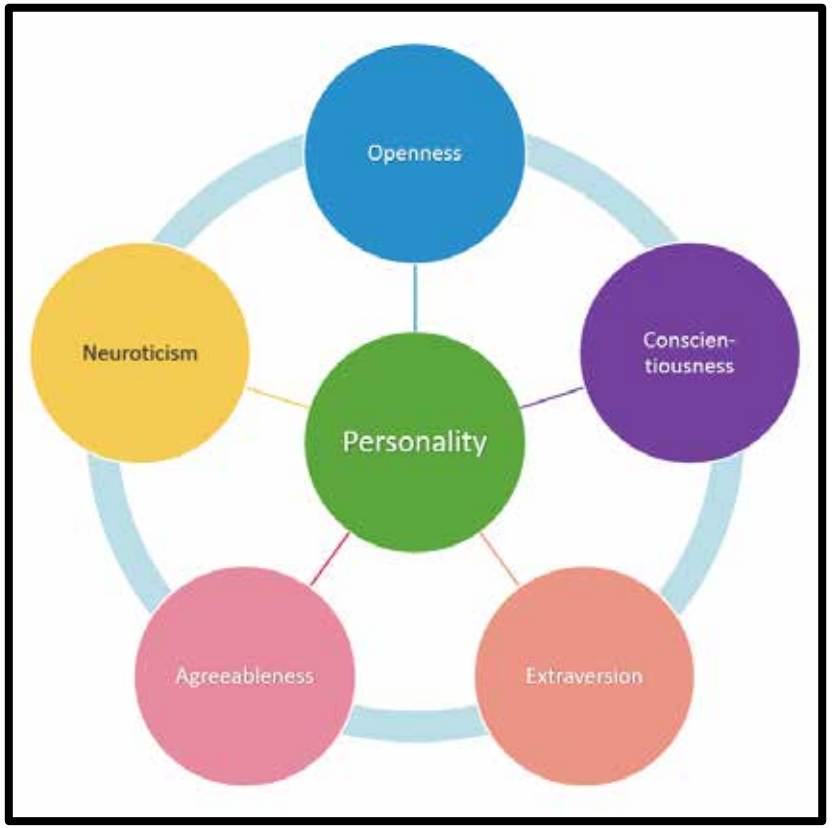
People Bring Different Strengths

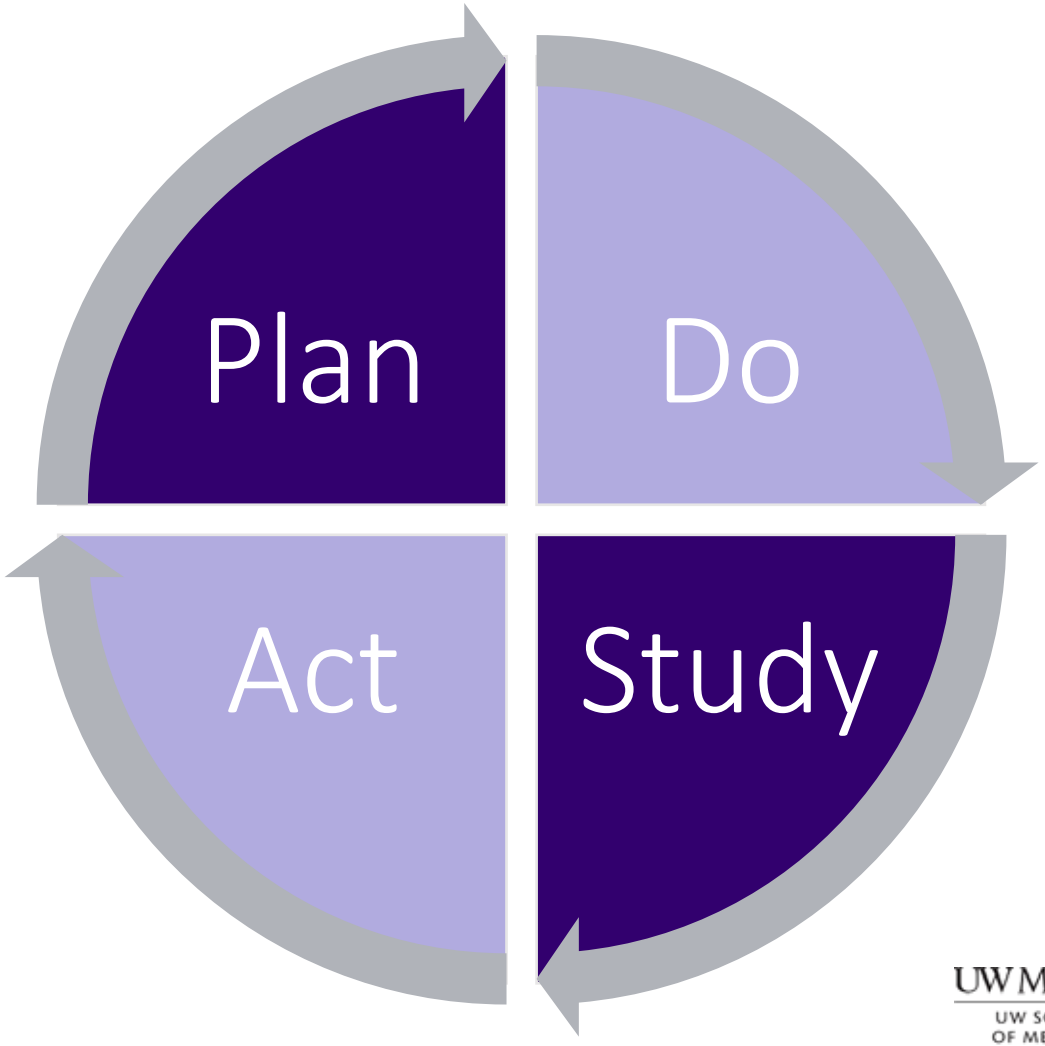




https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/
https://www.123test.com/personality-test/

Experimentation

- Cultivate curiosity
- Embrace failure
- Value data
- Celebrate the wins



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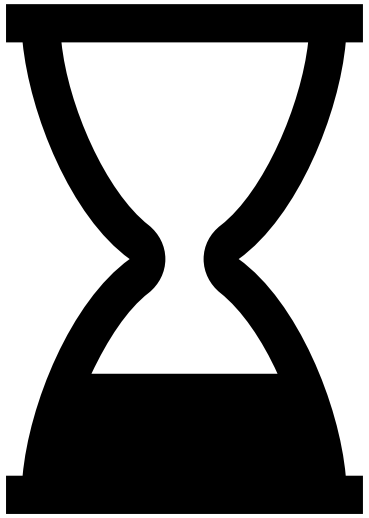
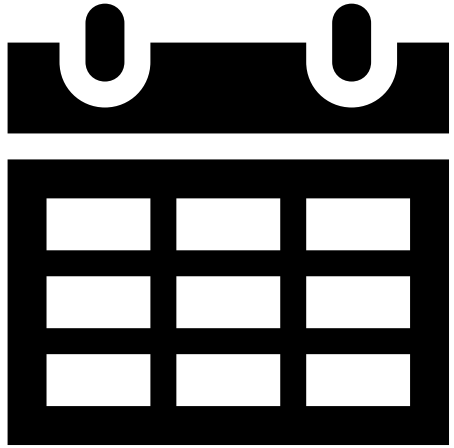
Reflection



Time

Space



Schedule

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Questions?

5-minutes – Work on worksheet

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Back to Small Groups

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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

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What is one new strategy that you will start to use?

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Take Homes

- Determine the characteristics of your team
- Pillars of “teaming” → curiosity, passion, empathy
- Cultivate speaking up, collaboration, experimentation and reflection
- Build trust, embrace conflict, secure commitment & foster accountability

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What worked well?

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What should we do differently?

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Thank you!

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