

Creating High Performing Teams

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Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

We have no financial disclosures

We will be engaging in discussion

Many Different Types of Teams



Many Different Types of Teams

Flexible

Self-determined

Short-term

Stable

Assigned

Longer-term



Equality

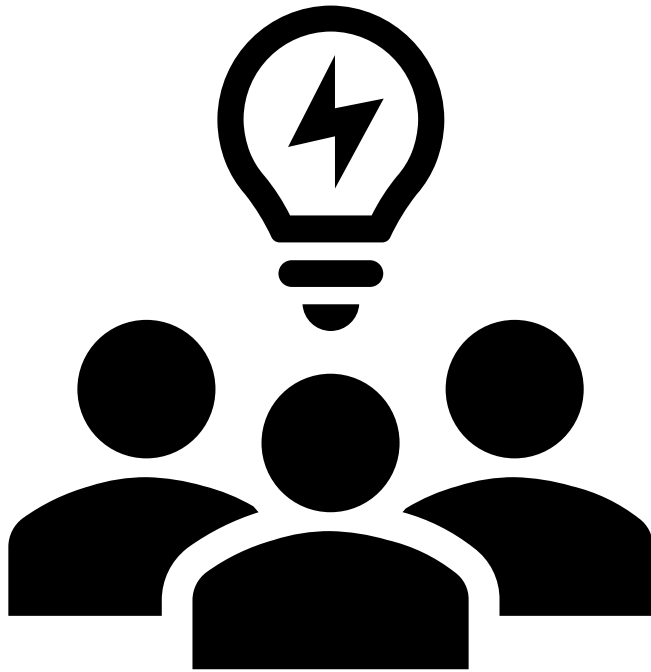
Just meeting



Hierarchy

Established relationship


Our Plan for Today



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

Write down a few of the descriptors to
share

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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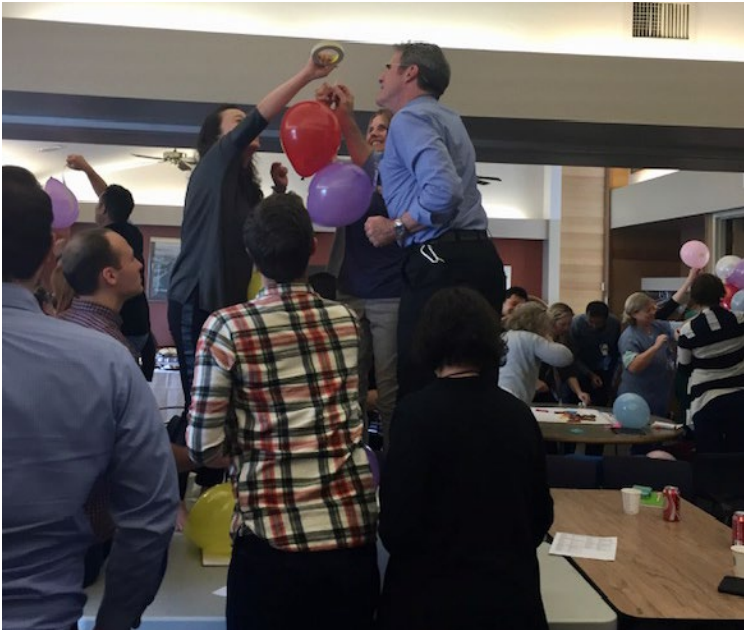
Qualities of a Highly Functional Team

It all starts with TRUST

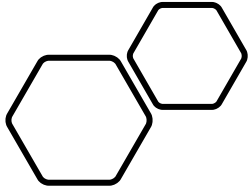




TRUST



Building Trust



Step 2: Embrace conflict

Employer: How would you handle conflict in the workplace?

Me:



Another successful session of conflict resolution.

Let's settle this like adults!



Productive Conflict





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

Questions?



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???"



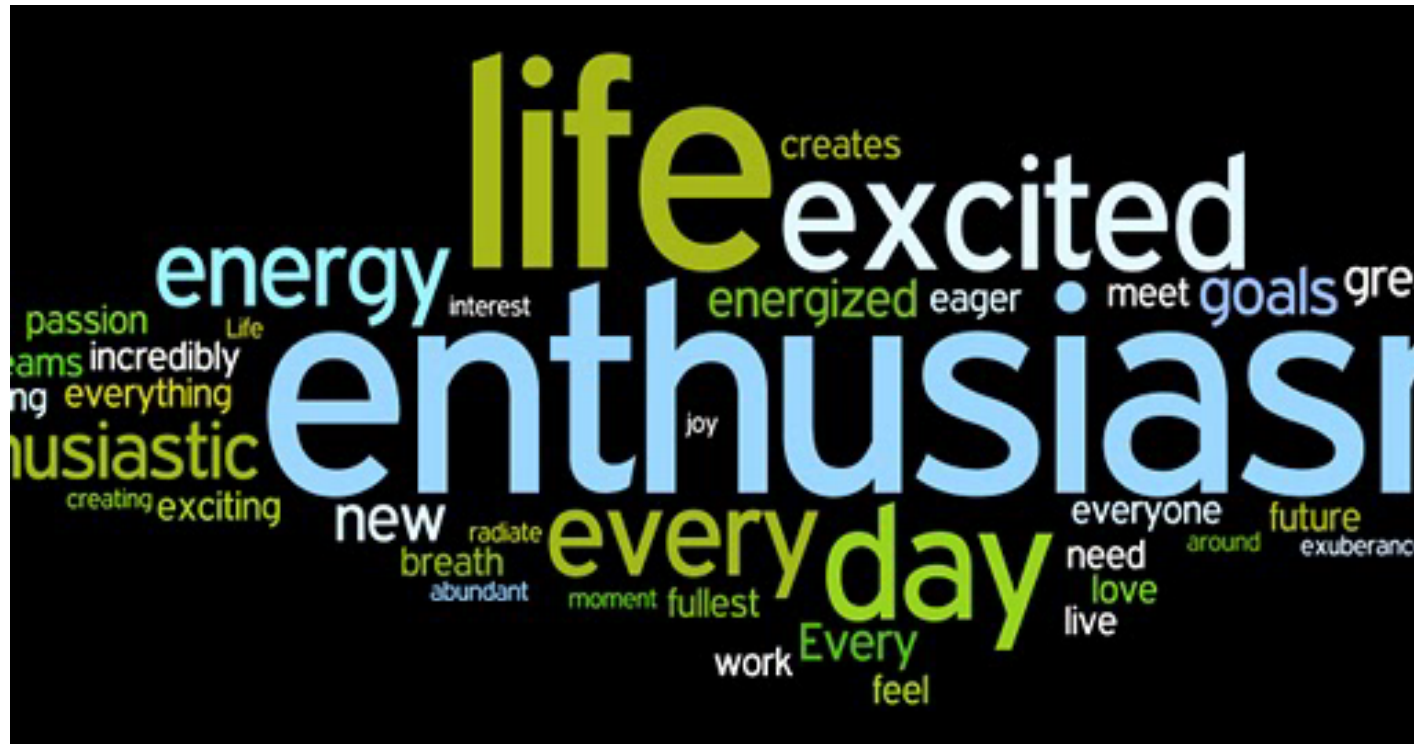
Can you walk us through that?

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



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What is your weather right now?

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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

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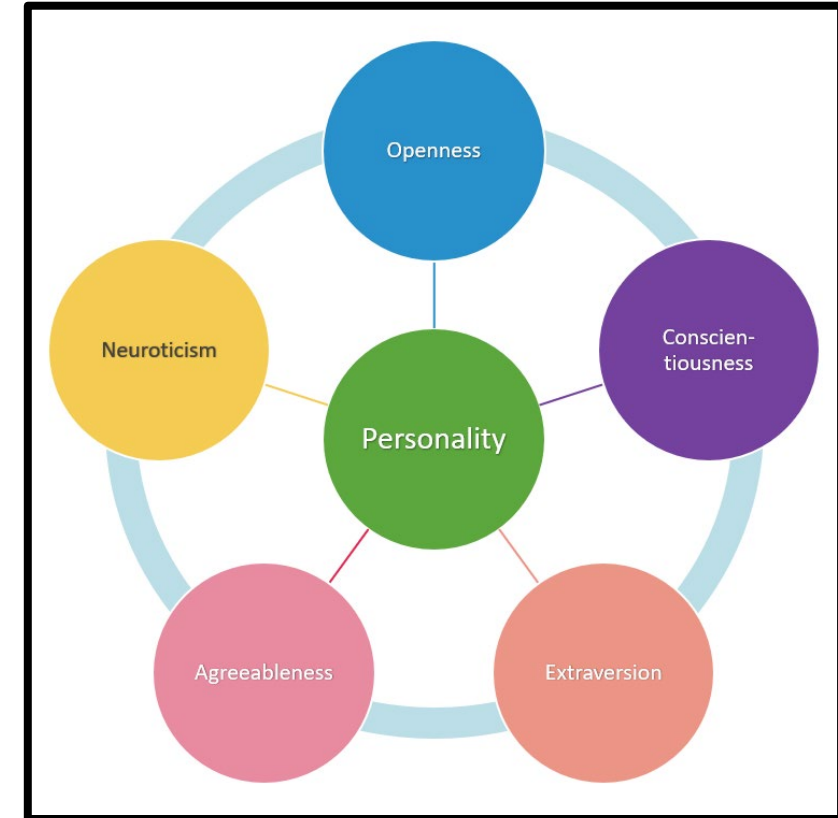
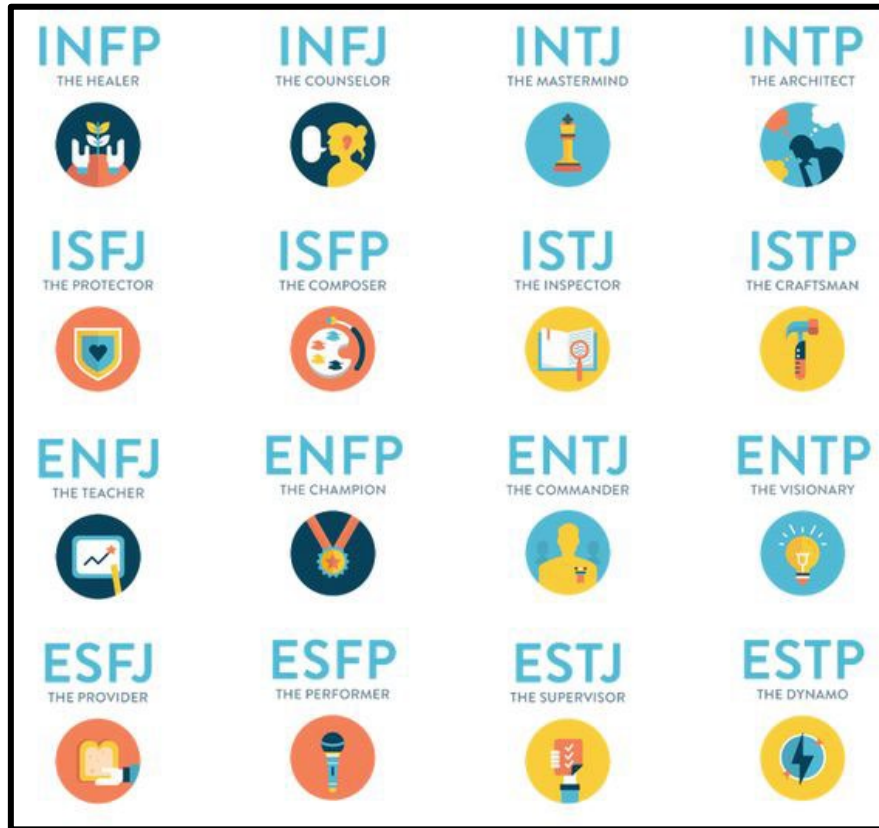
How do you create a space where people can speak up?

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Collaboration



People Bring Different Strengths



Experimentation



Cultivate curiosity



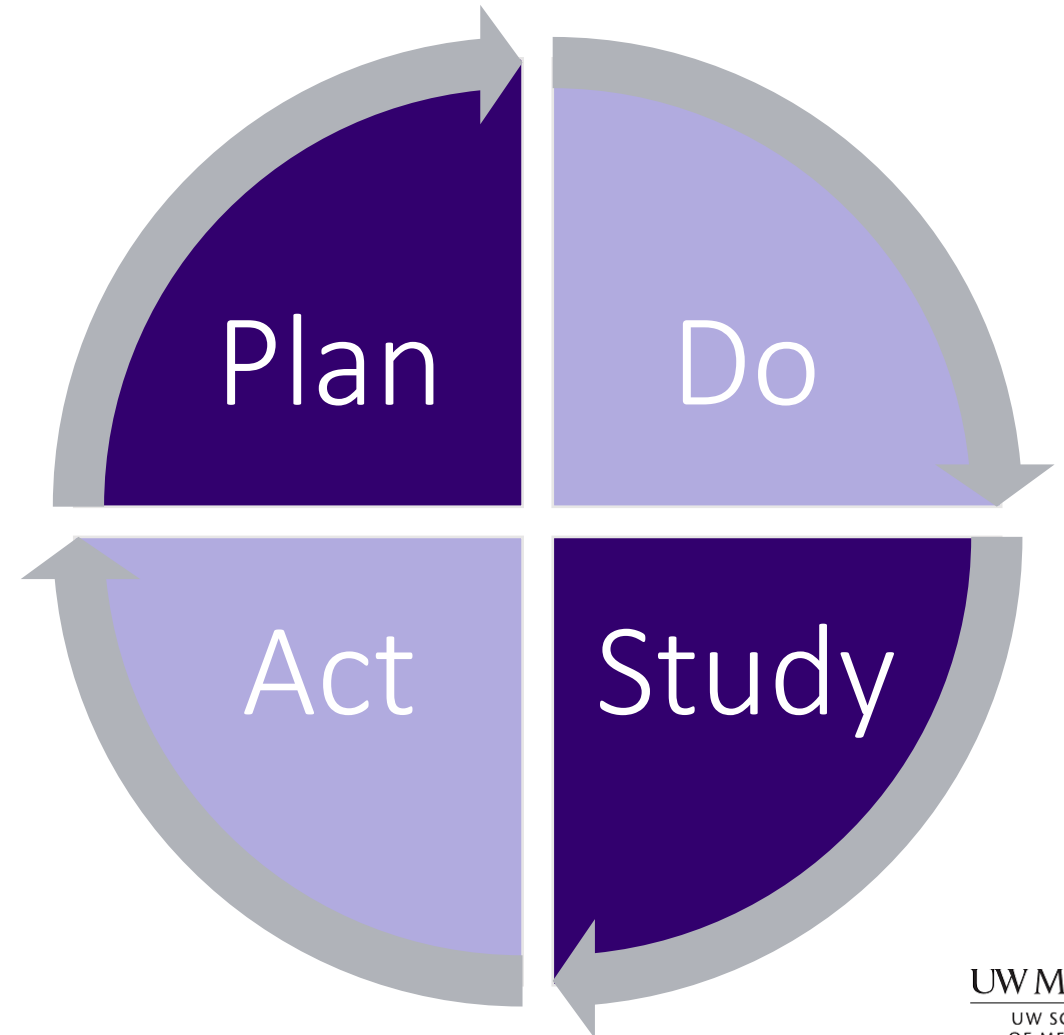
Embrace failure



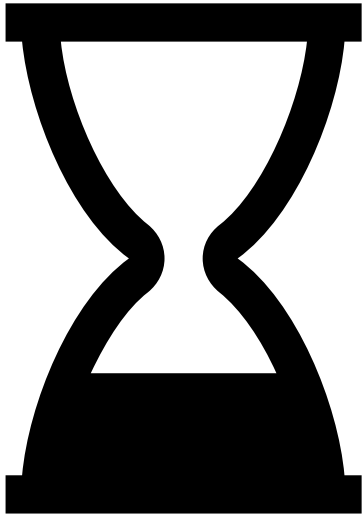
Value data



Celebrate the wins



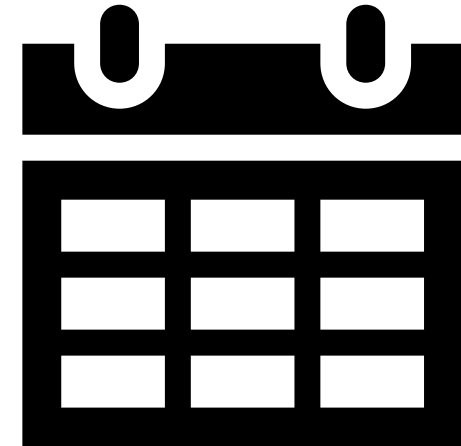
Reflection



Time



Space



Schedule

Questions?

2 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 is one new strategy that you will start to 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

Please provide your feedback!



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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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