



FPA of Indiana

August 13, 2021



Post Pandemic High Performance Teams

Agenda

VUCA Changes to Teams

Traits of High-Performance Teams

Evolutionary and Revolutionary Change

High Performance Teams-Lencioni

Trust

Conflict

Commitment

Accountability

Results

Characteristics of High-Performance Teams

- Strong trust relationships and team culture
- Alignment and consistent execution with strategic objectives
- Constructive conflict
- Mutual commitment
- Open (real) communication
- Clear of purpose
- Resilience
- Environment of psychological safety and open dialogue
- Enhance collective learning and collaboration



“From The Wisdom of Teams” – Jon Katzenback & Douglas K. Smith

HIGH TRUST CONVERSATIONS

EMOTIONAL ATTRACTORS (PEA/NEA)-BOYATZIS

POSITIVE EMOTIONAL ATTRACTORS	NEGATIVE EMOTIONAL ATTRACTORS
Parasympathetic Nervous System Arousal	Sympathetic Nervous System Arousal
Possibilities, dreams, optimism, hope	Problems, expectations, pessimism, fear
Strengths	Weaknesses
Excited about trying	Should do, performance improvement plan
Novelty, experiments	Openness
Unrealistic Expectations	Actions expected, supposed to do
Resonant	Dissonant, annoying

Notes _____

TRUST EQUATION

$$\begin{array}{c}
 \mathbf{T} \\
 \text{Trustworthiness}
 \end{array}
 = \frac{\mathbf{C}_{\text{redibility}} + \mathbf{R}_{\text{eliability}} + \mathbf{I}_{\text{ntimacy}}}{\mathbf{S}_{\text{elf-Orientation}}}$$

Notes _____

From www.trustedadvisor.com

HOW YOUR LISTENING AFFECTS WHAT PEOPLE SAY



Diagram and activity adapted from Deni Lyall



From “*A Field Guide for Managers: Bringing Out the Best in People*” by Lyall

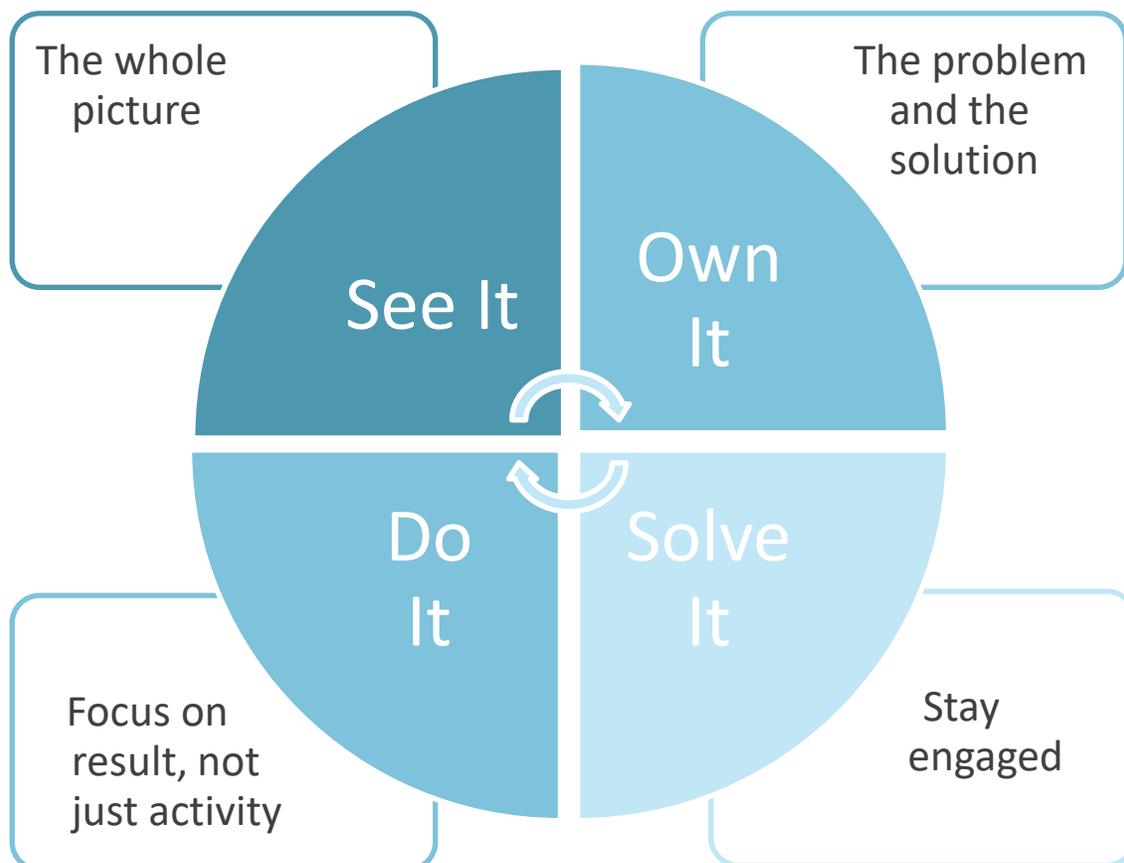
EXPLORATORY QUESTIONS FOR CONFLICT RESOLUTION:

- What do you look for.....?
- What have you done so far?
- What have you found...?.
- What has been your experience...?.
- How do you determine...?.
- What are your deciding factors....?
- What do you assume is stopping you from...?
- What makes you choose....?
- What is the one thing you would improve about...?
- What would you change about...?
- What are you doing to keep...?
- What happens if nothing changes?
- Help me understand your perspective.
- What other thoughts/ideas/do you have about..?
- What other perspectives can you think of?
- What would you like to see happen?
- What are other options?
- What are the advantages of doing...?
- What are the disadvantages of doing...?
- Which decision would be easier to live with?
- What have you tried?
- What has not worked so far?
- If you had a magic wand and could make this situation work for you, how would it turn out?

STYLE WATCHING AND DESCRIPTORS

	High D Style	High I Style	High S Style	High C Style
Pace	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
Priority	Goal	People	Relationship	Task
Seeks	Productivity, Control	Participation, Applause	Acceptance	Accuracy, Precision
Strengths	Administration, Leadership Pioneering	Persuading, Motivating Entertaining	Listening, Teamwork Follow-through	Planning, Systemizing Orchestrating
Opportunities	Impatient Insensitive to others Poor Listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slows to begin action Lacks global perspective	Perfectionist, Critical Unresponsive
Fears	Being taken advantage of	Loss of social recognition	Sudden Changes, Instability	Personal criticism of their work
Irritations	Inefficiency, Indecision	Routines, Complexity	Insensitivity, Impatience	Disorganization, impropriety
Under Stress may become	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Gains Security Through	Control, Leadership	Playfulness, Other's approval	Friendship, Cooperation	Preparation, Thoroughness
Measures Personal Worth by	Impact or results Track records and products	Acknowledgements Applause, Compliments	Compatibility with others Depth of contribution	Precision, Accuracy Quality of results
Workplace	Efficient, Busy, Structured	Interacting, Busy, Personal	Friendly, Functional, Personal	Formal, Functional Structured

Accountability



What does 5% better look like for your team?

From "The Oz Principle" by Connors, Smith, and Hickman