



## Post Pandemic High Performance Teams

# Agenda

VUCA Changes to Teams

Traits of High Performance Teams

Evolutionary and Revolutionary Changes for Teams

High Performance Teams-Lencioni

- Trust

- Conflict

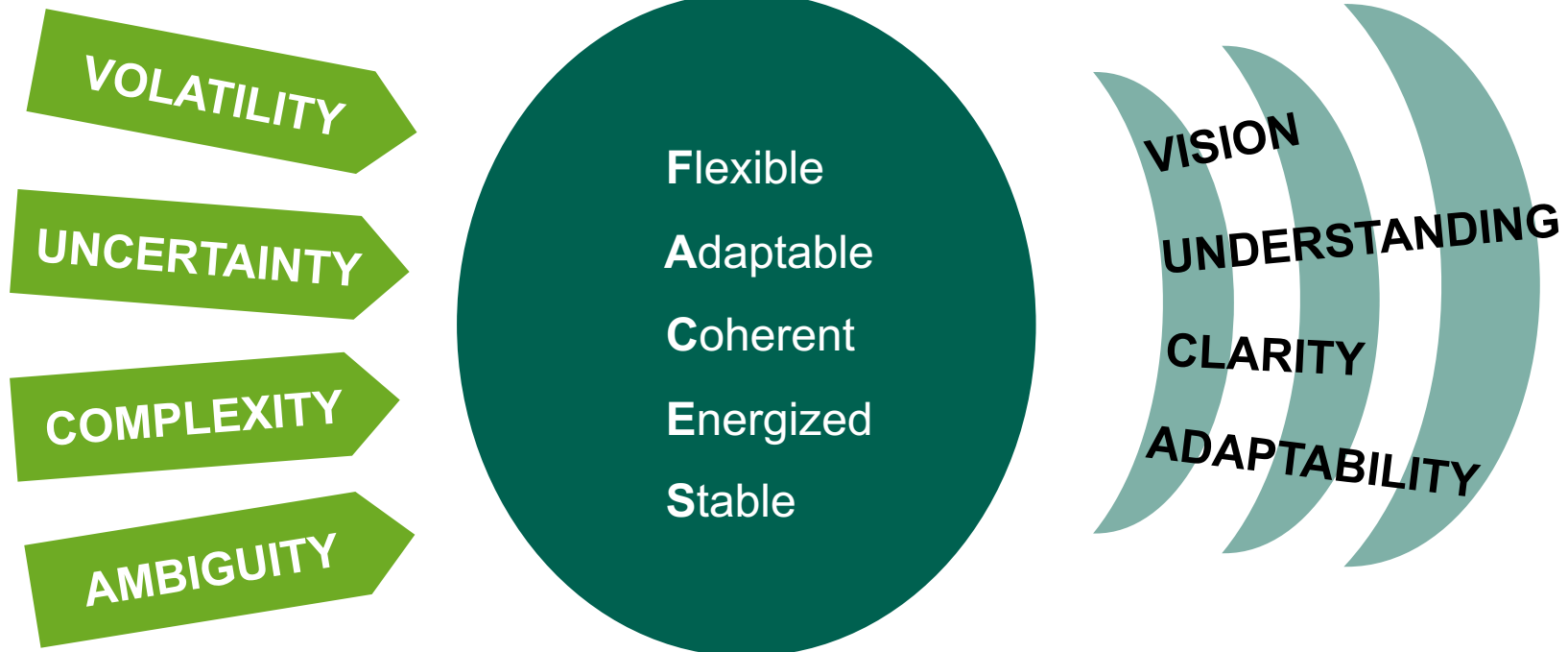
- Commitment

- Accountability

- Results

# What Has Changed in VUCA Times

# VUCA





# Team Traits Needed as We Return to the Workplace

# What Traits Exist in HP 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



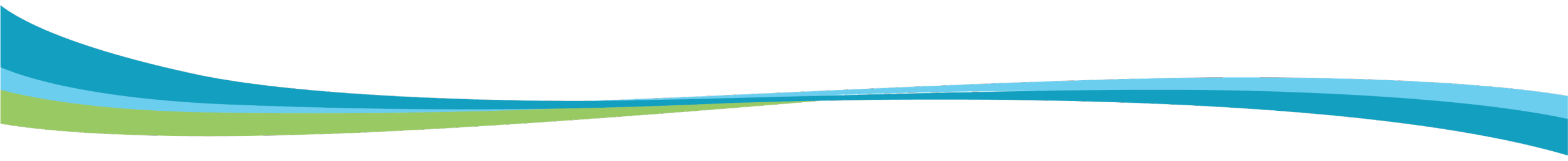
# Evolutionary and Revolutionary Change for Teams

- Stable Membership to Dynamic Membership
- Clear Boundaries to Fuzzy Boundaries
- Internal Focus to Internal and External Focus
- One Team to Multiple Teams
- Organizational Context to Systems Context
- Hybridity
- Decontextualized Socialization and Commitment



# High Performance Teams

## Lencioni



# Lencioni (2005)





## Trusting Teams

- ◆ Ask for help
- ◆ Accept questions and input into areas of responsibility
- ◆ Give one another the benefit of the doubt before arriving at a negative conclusion
- ◆ Appreciate and tap into one another's skills and experiences
- ◆ Focus time and energy on important issues; "not politics"
- ◆ Offer and accept apologies
- ◆ Look forward to meetings and opportunities to work as a group



# Trust Equation

$$\text{T} = \frac{\text{C}_{\text{redibility}} + \text{R}_{\text{eliability}} + \text{I}_{\text{ntimacy}}}{\text{S}_{\text{elf-Orientation}}}$$

Trustworthiness

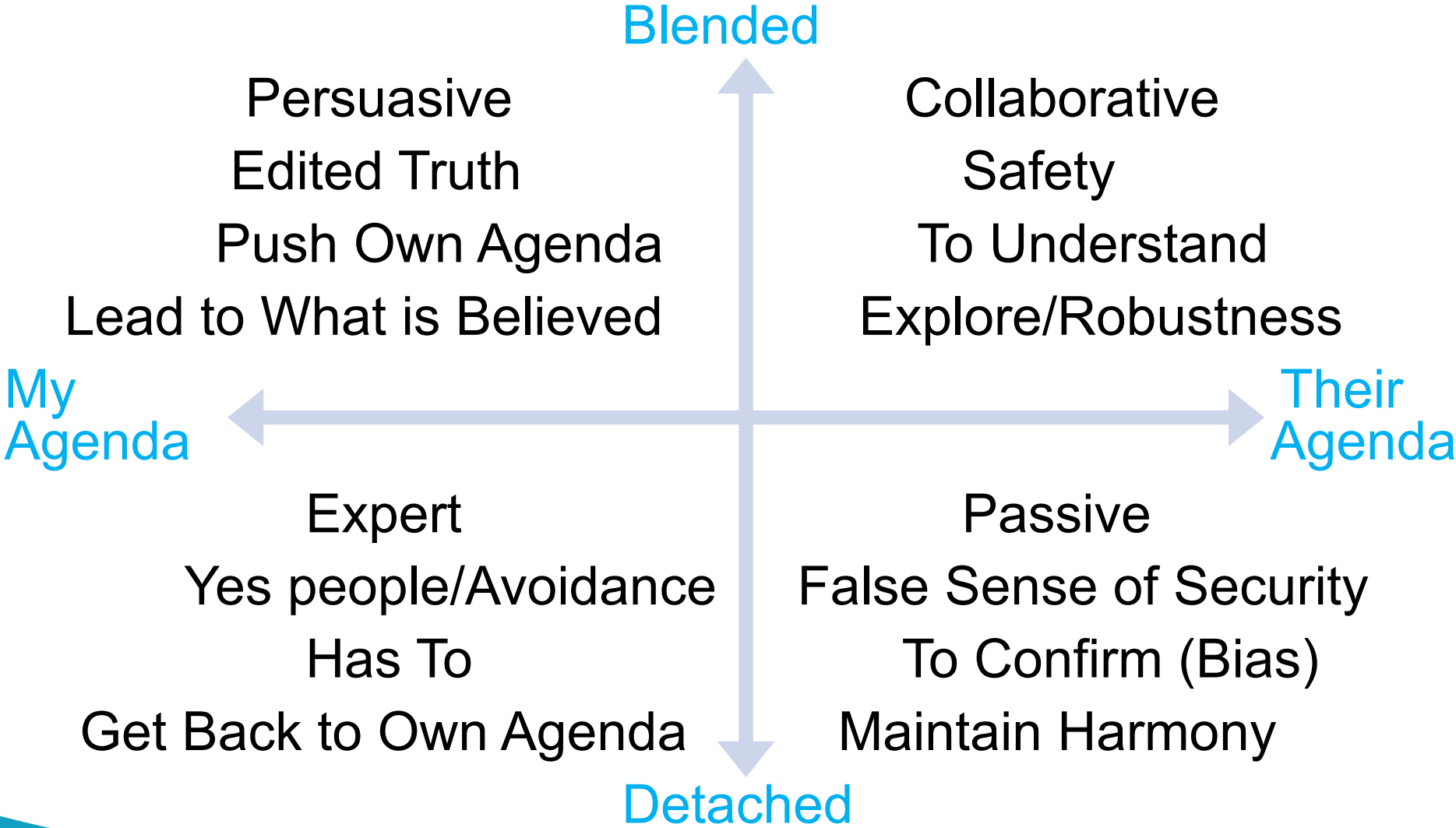
From [www.trustedadvisor.com](http://www.trustedadvisor.com)

# EMOTIONAL ATTRACTORS (PEA/NEA)

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

Boyatzis, R., & Jack, A. I. (2018). *The neuroscience of coaching*. Consulting Psychology Journal: Practice and Research, 70, 11–27.

# How Your Listening Affects What People Say



# Exercise One

## How Are You Listening?



Conflict

## Teams who Manage Conflict

- ◆ Have lively interesting meetings
- ◆ Extract and leverage the ideas of all team members
- ◆ Solve real problems quickly
- ◆ Minimize politics
- ◆ Put critical topics on the table for discussion



From "*The Five Dysfunctions of a Team*" by Lencioni

## Rules

- ◆ Take ownership of your own feelings and actions
- ◆ Be direct and honest about your feelings and what you want
- ◆ Stick to the issue, don't make it personal
- ◆ Paraphrase what you think you heard.
- ◆ Deal with one issue at a time



# Observing Clues to Recognize Styles

	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

Commitment



## Committed Teams

- ◆ Create clarity around direction and priorities
- ◆ Align the entire team around common objectives
- ◆ Develops ability to learn from mistakes
- ◆ Takes advantages of opportunities before competitors do
- ◆ Move forward without hesitation
- ◆ Changes direction without hesitation or guilt



# Do More Together

Surround yourself with people who influence you to be positive

Expand your power by learning to lead regardless of role

Enhance your resources by praising and recognizing others

Defend against negative influences

Sustain the gains by building upon the foundation you've started



From *“Big potential: How transforming the pursuit of success raises our achievement, Happiness, and wellbeing.”* by Shawn Achor

# Accountability

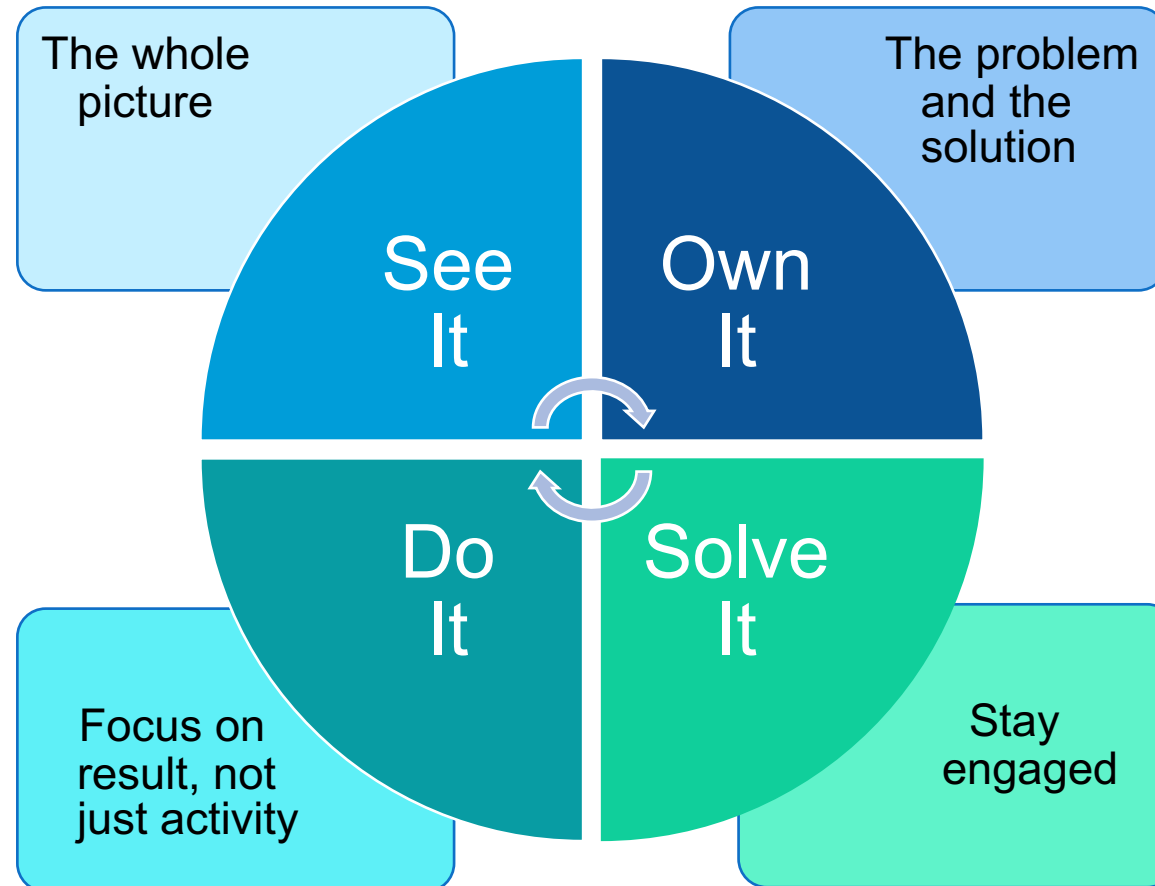
## Accountable Teams

- ◆ Support and mentor the development of poor performers
- ◆ Identifies potential problems quickly by questioning one another's approaches
- ◆ Establishes respect among team members-holding each other to the same high standards
- ◆ Avoids excessive bureaucracy around performance management and corrective action

**HELLO**  
**I AM...**

**ACCOUNTABLE**

# Accountability



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



Results

## Results Focus

Retain high performing members

Minimize individualistic behavior

Enjoy success and suffer failure  
acutely

Benefit from individuals who integrate  
their own goals/interests for the team

Avoid distractions



# Grit

Grit is the combination of **passion** and **perseverance**

There is often too much emphasis placed on talent, **effort** is just as important, if not more.

**Talent** = how rapidly your skills develop when you commit time and effort.

**Achievement** is the result of your developed skills being put to good use.

Don't quit...maximum effort without excuse.

Improve their skill: make use of skill, **practice** it regularly.

Grit characteristics: **interest/passion, the ability to practice, purpose & hope.**

**Top-level goal** leads to all activities in life



# Exercise Two

## What Does 5% Better Look Like for Your Team?