

Discover Effective Teaming

How Conversation, Relationship, Work and Outcomes hold the keys to highly successful teams



LIV OLSON
Executive Coaching for Team Effectiveness

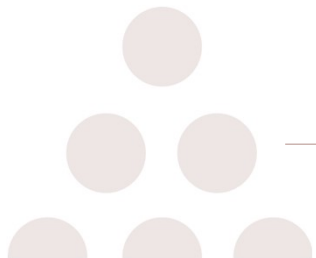
Liv Olson, ACC

For almost 20 years Liv Olson led Human Resources and People Operations for mission-driven financial services organizations. During this period, her organization was named among Washington's best workplaces for nine consecutive years.

Today, she works with financial advisors, leaders and teams to unlock and leverage core elemental skills and insights that, until now, have remained hidden. Using intentional yet flexible structures she draws out the issues that will truly make the most significant difference.

The Result:

Unhelpful old patterns give way to an improved, empowered, fresh & effective new reality.



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The Team Elements Model

Quality of Conversation:
My personal experience of our interactions

Quality of Outcome:
The tangible and intangible results of our efforts



Quality of Relationship:
The big things that connect us and create our team identity

Quality of Work:
How well we take action together

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Credit: Ben Bratt, The Team Effectiveness Project
Learn more at www.teamelements.com

Quality of Conversation – Elements and Definitions

Quality of CONVERSATION

- Safety
- Trust
- Openness
- Knowledge of Team

SAFETY

My feeling that no harm will come from my authentic participation.

OPENNESS

Being transparent about my thoughts and feelings.

TRUST

My belief that we will reliably interact with integrity and respect

KNOWLEDGE OF TEAM

My insights about team members strengths, motivations and preferences of interaction.



Quality of Conversation

Tools to Try

At your next team meeting explore one or more of these prompts together:

- I know someone ‘has my back’ when...
- An atmosphere that brings out the best in me is...
- I feel welcome to share all my thoughts and insights when...
- A strength I notice in _____ team member is...
- Using *feeling words, share how you’re feeling ...

Quality of Relationship – Elements and Definitions

Quality of Relationship

- Norms
- Shared Vision
- Mutual Commitment
- Conflict Resolution

NORMS

Our alignment around expected behaviors.

MUTUAL COMMITMENT

Our understanding that each individual's work while important is also dedicated to our team's larger purpose and needs.

SHARED VISION

Our agreement around this team's preferred future state.

CONFLICT RESOLUTION

Our ability to work with each other to surface and resolve disagreements.

Quality of Relationship – Benefits and Costs



If Quality of Relationship is Strong...

- Expectations are clear
- Minimize politics
- Have skills to solve problems quickly
- Clarity about where, what and how to focus
- Increased positivity and optimism
- Handle conflict constructively

If Quality of Relationship is Weak...

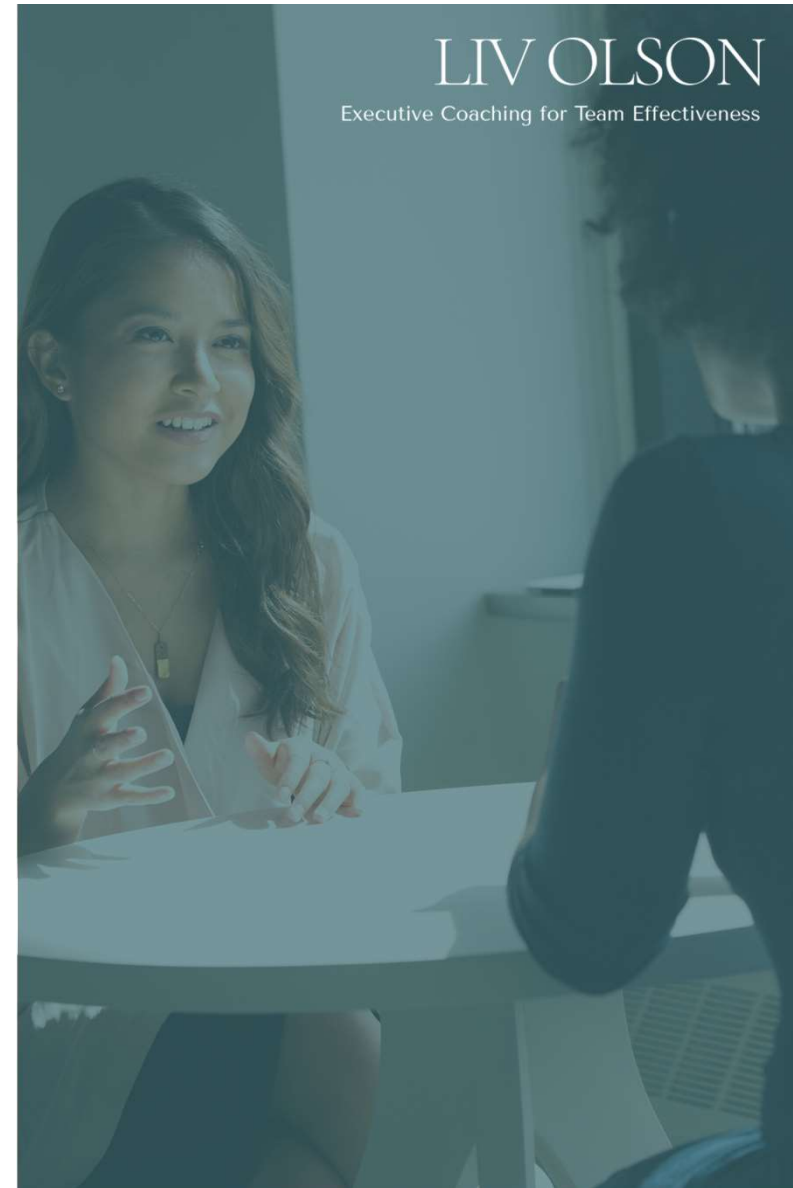
- Have boring meetings
- Create environments where 'back channeling' occurs
- Ignore controversial topics
- Fail to tap into and acknowledge all opinions
- Suffer from artificial harmony

Quality of Relationship Habits, Skills, and Practices

High performing teams:

- 1) Give and receive appreciation much more frequently than other teams
- 2) Adopt and maintain common language for how to handle conflict
- 3) Look for and explore non-work-related common interests
- 4) Regularly spend time revisiting & clarifying the shared vision & norms of the team
- 5) Equal sharing/speaking across team members “equality in distribution of conversational turn taking”

Credit: Ben Bratt, The Team Effectiveness Project
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Quality of Relationship

Tools to Try

- Future Visioning & Purpose Session
- Note together where ‘norms’ differ and name them
- With the team, experiment with constructive conflict– start with something small.
- Bond over non-work topics (sports, music, shared interests)
- Start meetings with each person making a statement of work-related gratitude

Quality of Work – Elements and Definitions

Quality of Work

- Clear Responsibilities
- Problem Solving
- Decision Making
- Accountability

CLEAR RESPONSIBILITIES

Our understanding of roles and duties, both individual and shared.

DECISION MAKING

Our use of available data, intuition and logic to explore options and commit to a course of action.

PROBLEM SOLVING

Our ability to identify barriers to success, find root causes and generate potential solutions.

ACCOUNTABILITY

The way we hold each other responsible for our commitments.

Quality of Work – Benefits and Costs



If Quality of Work is Strong...

- We know what each of us owns and is responsible for
- Decisions are clear and are made in a timely manner and stick
- We follow through with commitments and the teams expect nothing less
- We are able to see obstacles in advance

If Quality of Work is Weak...

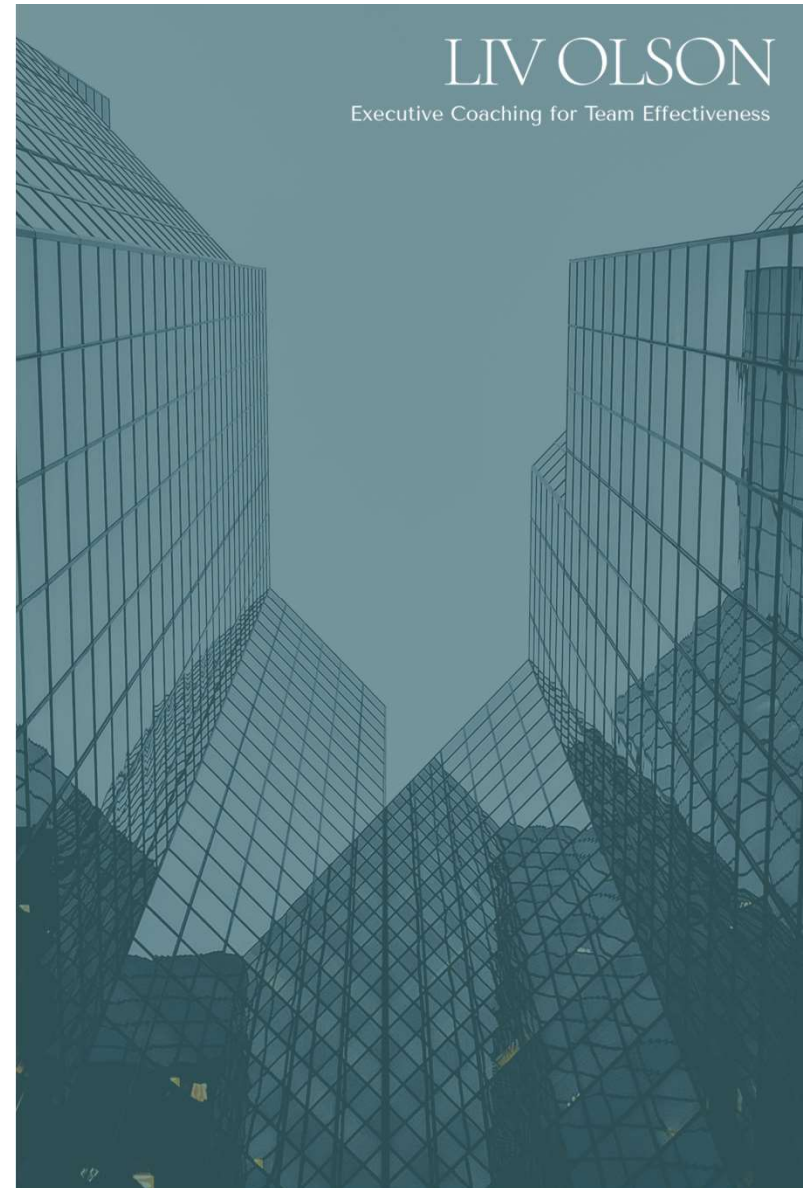
- It's hard to know what's getting done
- The same problems emerge
- Often get caught in analysis paralysis
- Poor performance is justified with excuses
- No consequences for failing to deliver

Quality of Work Habits, Skills, and Practices

High performing teams:

1. Define and agree on roles and responsibilities
2. Set and share-out goals. Set consistent status check ins & share out
3. Help hold each other accountable. Absence of accountability is invitation to team members to shift their attention to areas other than the collective results
4. Hold everyone on the team is held to the same high-level standards
5. Identify and name problems quickly

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Quality of Work

Tools to Try

- Team Charter Exercise*
- Team Decision Mapping (data, conversations, timeline, barriers to overcome)
- End each meeting with everyone naming (and agree to) what commitments they are leaving with

Quality of Outcome – Elements and Definitions

Quality of Outcome

- Goal Achievement
- External Impact
- Desired Climate
- Rewards

GOAL ACHIEVEMENT

Successful accomplishment of our agreed upon outcomes.

EXTERNAL IMPACT

The intended positive consequences outside our team resulting from our efforts.

DESIRED CLIMATE

The positive internal team atmosphere that aligns out behaviors.

REWARDS

The personal and shared benefits that result from our team's performance.

Quality of Outcome – Benefits and Costs



If Quality of Outcome is Strong...

- Goals are met or exceeded
- People feel rewarded and recognized
- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and recovers quickly from failure

If Quality of Outcome is Weak...

- Stagnates and fails to grow
- Rarely defeats competitors
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers
- Is easily distracted

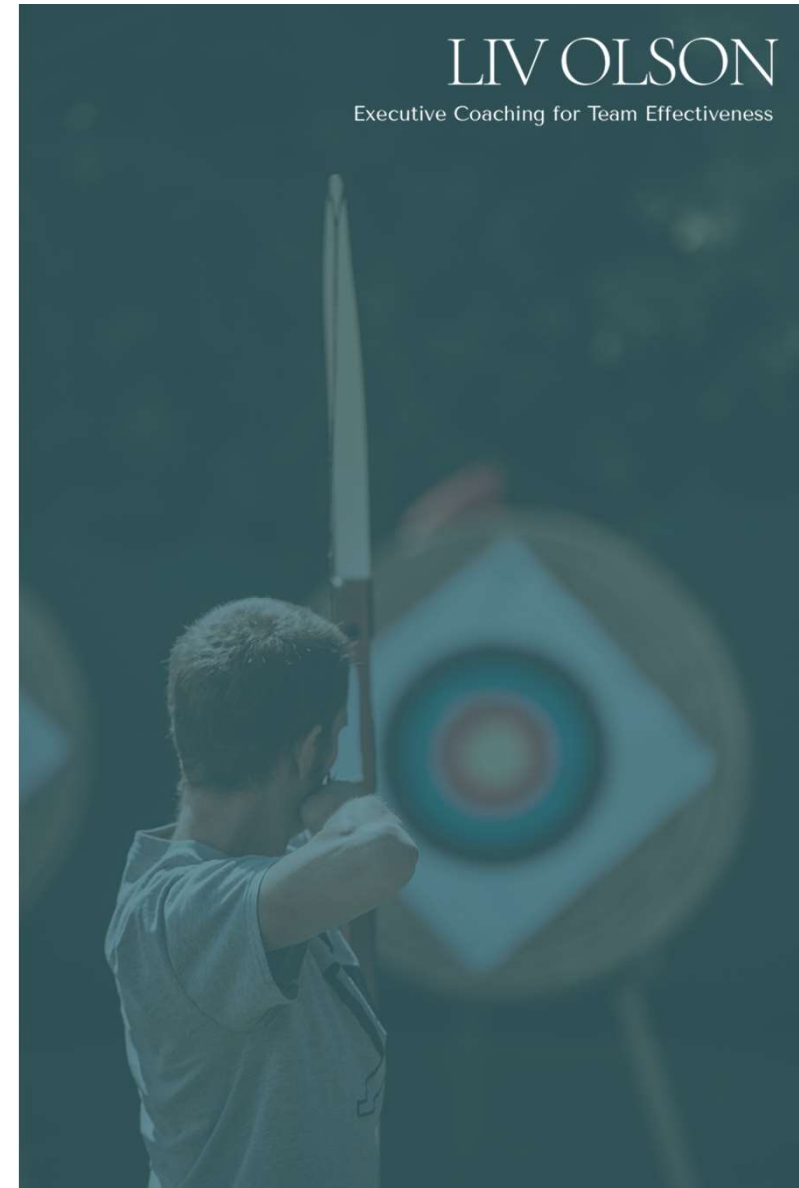
Quality of Outcome

Habits, Skills, and Practices

High performing teams:

1. Conduct meeting and project debriefs (outperform other teams by 20%)
2. Fail better to succeed faster
3. Don't let status or ego get in the way. Minimize ego.
4. Recognize quality work and achievements of teams (increases profits by 29%)
5. Include each other (feelings of employee isolation reduces productivity up to 21%)

Credit: Ben Bratt, The Team Effectiveness Project
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Quality of Outcome

Tools to Try

- Share out results
 - Goals/initiatives
 - Learnings
 - Wins AND misses
 - Culture & engagement
- Incorporate Results-based Recognition
 - Quantitative outcomes
 - Relational and/or values-based behaviors
- *Debrief after projects
- Gather insights from external impact
 - Client satisfaction survey/interviews

Where to find me

- Executive Coaching
- Team Effectiveness Coaching
- Offsite Design & Facilitation
- Workshop Design
- Organizational Culture



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- WEALTH ADVISOR
ACCELERATOR PROGRAM



Debriefing Template

Results and expectations:

- 1) What were the expectations about this project? What was the definition of success?
- 2) To what extent were these expectations met?
- 3) How did results contribute to the bigger picture of our work, mission, commitment and values?

Evaluation and learning:

- 1) What were the biggest factors contributing to the results?
 - a. What went well?
 - b. What didn't go well?
- 2) What else can we learn from this?
- 3) Were there any unintended consequences?

Next Steps and recommendations:

- 1) What will you try next time?
- 2) What questions do we need to explore before next time?
- 3) What type of additional support do we need?

Additional Inquiries:

- 1) What will you try next time?



Team Charter Exercise

Do this together as a team. Use individual reflection and small group breakouts as needed.

- 1) Why does my team exist? What is its unique purpose?
- 2) Who does my team serve? (employees? Stakeholders? Clients?) What do they impact do they experience as a result of our service?
- 3) What are the objectives and desired outcomes my team will be accountable for? What are the key activities?
- 4) What are my team's key quantitative and qualitative measures and key results which show success?

Psychological
Safety:
Examples of
how to say it
(Amy
Edmondson.
Teaming)

This is totally new territory for us, so we need everyone's input.

There are many unknowns and things are changing fast. This is complex and mistakes will happen.

Okay that's one side. Let's hear some other perspectives and have some give and take.

Lucy, you look concerned. Gilles, you haven't said much. Adrain, what are you hearing from the field?

What assumptions are we making? What do we have left to investigate?

What are you up against? What do you need? What's in your way?

Thank you for that clear line of sight on this.

I appreciate you bringing this up. I'm sure it wasn't easy.

Mapping our experience - feelings



Credit: Marc Brackett Permission To Feel (2019)

