

Work Better. Together.

Get Your Team on a Path to Performance



The Current State of Teams

- ⇒ Focusing on the dynamic
- ⇒ Getting stuck in the weeds
- ⇒ Adding value reactively—firefighting
- ⇒ Going into conflict debt
- ⇒ Enduring interpersonal friction
- ⇒ Over-emphasizing team OR individual development
- ⇒ Searching for a silver bullet



Team Building...sigh.

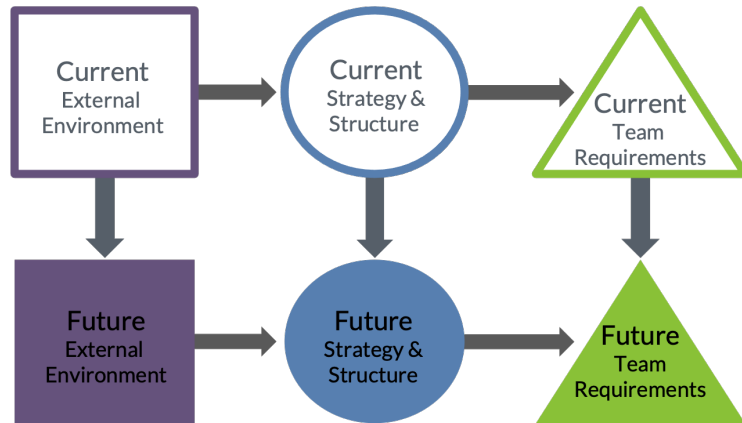
Team Effectiveness: A Path to Performance

- 1 Business purpose first
- 2 Know your value
- 3 Add more proactive value
- 4 Map productive conflict
- 5 Increase tension, decrease friction
- 6 Leverage team and individual growth
- 7 Build processes, skills, and habits slowly



Business Purpose First

- ⇒ Mistake: focusing on the current team dynamic not the emerging business need
- ⇒ Alternative



© Weiss, Molinaro & Davey (2007) - Leadership Solutions (Jossey-Bass)

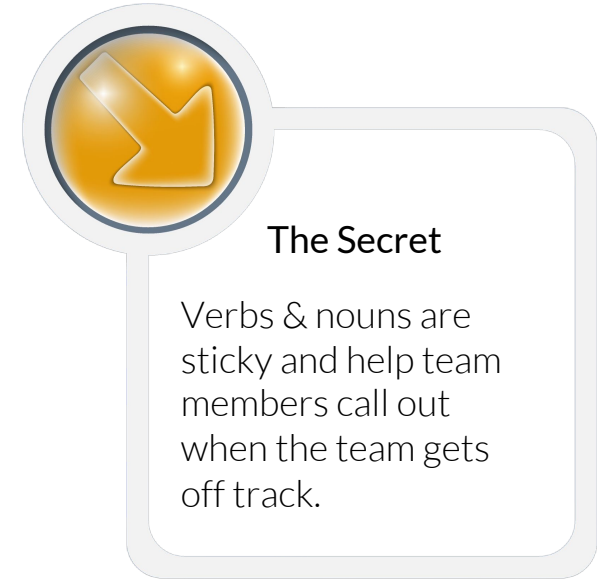
The Secret

Reduce anxiety and defensiveness by starting outside in. Focus on how external trends require internal change.

Know Your Value

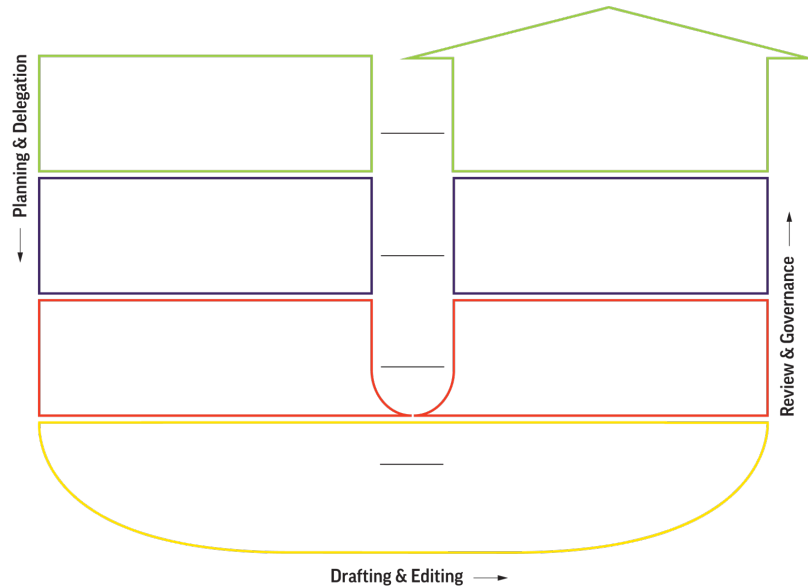
- ⇒ Mistake: spending time on low-value activities
- ⇒ Alternative

We will...(verbs)	Paying attention to...(nouns)
Anticipate	Strategy
Envision	Culture
Prioritize	Performance/Results
Commission	Markets
Translate	Vision
Partner	Risk
Less of... fire fighting, presenting, spectating, duplicating, solving, mansplaining, opining	Less of... customers, individuals, issues



Add More Proactive Value

- ⇒ Mistake: putting more energy on reactive, than proactive value
- ⇒ Alternative


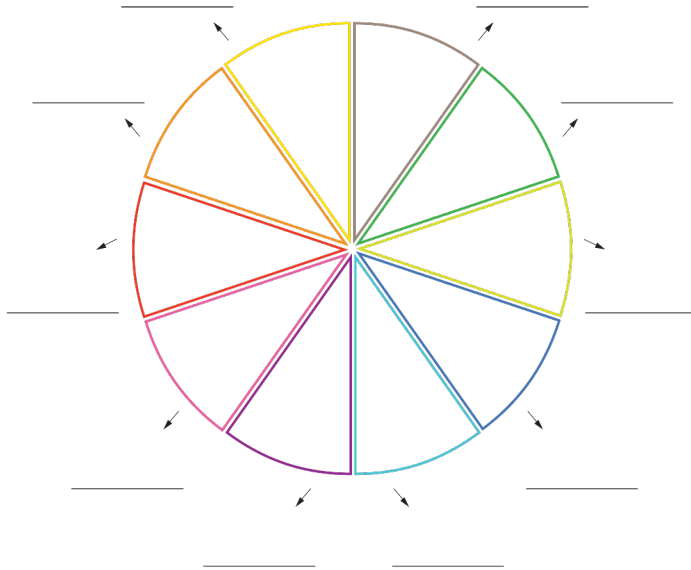


The Secret

Address the team's performance in the context of other teams in the organization.

Map Productive Conflict

- ⇒ Mistake: encouraging people to “pull in the same direction.”
- ⇒ Alternative

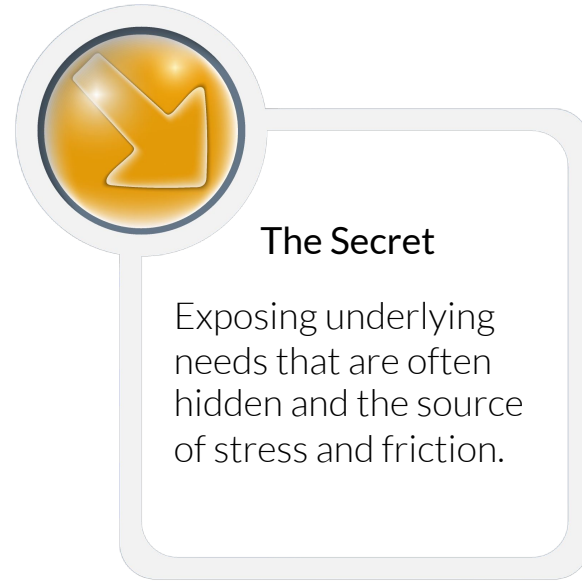
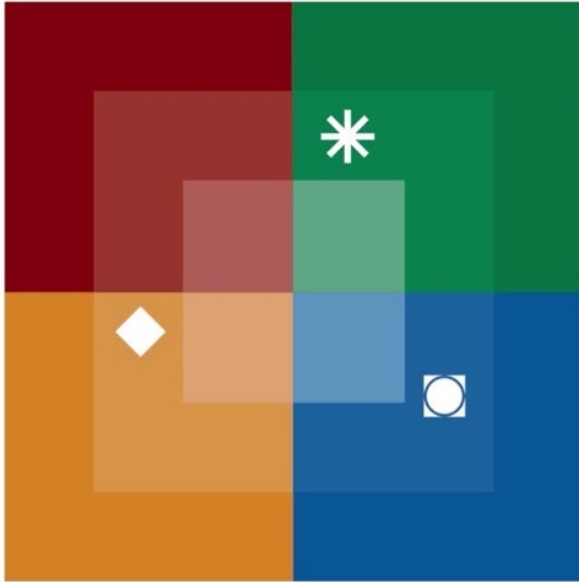


The Secret

Normalize conflict and introduce the concept of fighting for something important.

Increase Tension, Decrease Friction

- ⇒ Mistake: avoiding conflict or treating it as an event
- ⇒ Alternative



Leverage Individual and Team Growth

⇒ Mistake: focusing on team facilitation OR individual coaching

⇒ Alternative


$$2 + 2 + 2 = 6$$

Personal growth

$$3 + 3 + 3 = 9$$

Improved alignment & dynamic

$$3 \times 3 \times 3 = 27$$

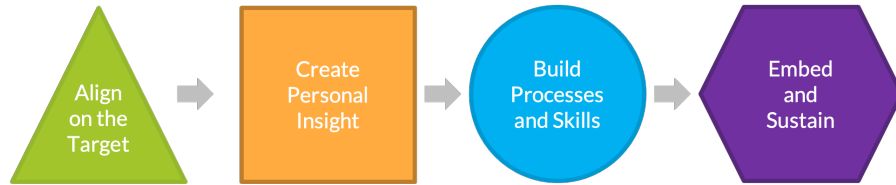


The Secret

You get more traction combining the insight of coaching with the accountability of team sessions.

Build Process, Skills, and Habits Slowly

- ⇒ Mistake: counting on one session to get you there
- ⇒ Alternative



The Secret

Allowing enough time and content for the team to establish new processes and behaviors.



QUESTIONS