

# Teamwork : Job Ownership!

## Teamwork Coaching: Getting Your Team to Play Nice in the Sandbox (Job Ownership!)

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Engagement Specialist



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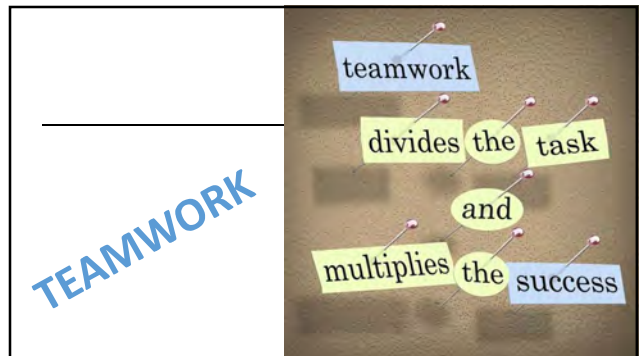
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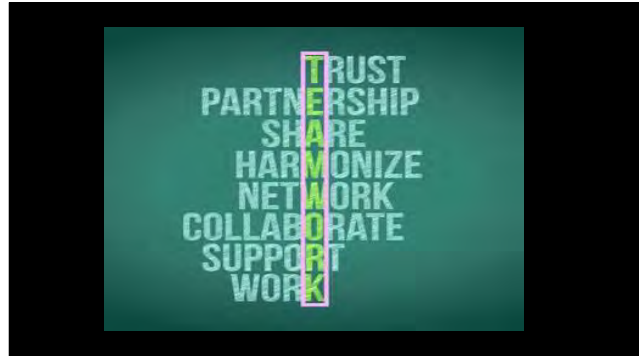
*"Teamwork:  
Simply stated, it is  
less me  
and more we."*

*~ Anonymous*

a group becomes a team when each member is sure enough of himself... to praise the skills of others

— Norman Shidle

# Teamwork : Job Ownership!



### Lencioni's Five Dysfunctions of a Team

	DESCRIPTION
<b>Inattention to Results</b>	• The pursuit of individual goals and personal status erodes the focus on collective success.
<b>Avoidance of Accountability</b>	• The need to avoid interpersonal discomfort prevents team members from holding one another accountable.
<b>Lack of Commitment</b>	• The lack of clarity or buy-in prevents team members from making decisions they will stick to.
<b>Fear of Conflict</b>	• The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.
<b>Absence of Trust</b>	• The fear of being vulnerable with team members prevents the building of trust within the team.

Source: Patrick Lencioni

### 5 Dysfunctions / Functions of a Team

- The willingness to be truly open & vulnerable within the group.
- Actively engaging in unfiltered & passionate debate of ideas.
- The clarity and "buy-in," leading to genuine commitment to decisions.
- The willingness to call your peers on performance & behaviors.
- Putting the collective goals of the team above individual needs.

By Patrick Lencioni

### TEAM ASSESSMENT SPECTRUMS



# Teamwork : Job Ownership!

ABC:  
Always Be  
Checking...



- What's Working Well?
- What Needs Work?
- How can you and the team Close the Gaps?

## 5 Leading Reasons People Get DIS-Engaged & LEAVE

1. Employees no longer fit in at the organization
2. Unclear about what work should be done in order to perform in their role
3. Lack of chances to develop within field of expertise
4. Work is too physically demanding
5. Unable to work efficiently

## Your RX to Fix

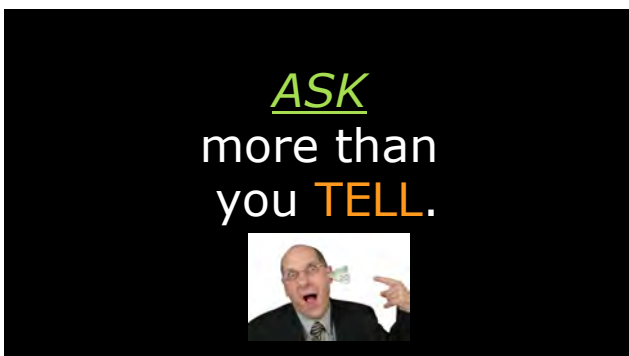
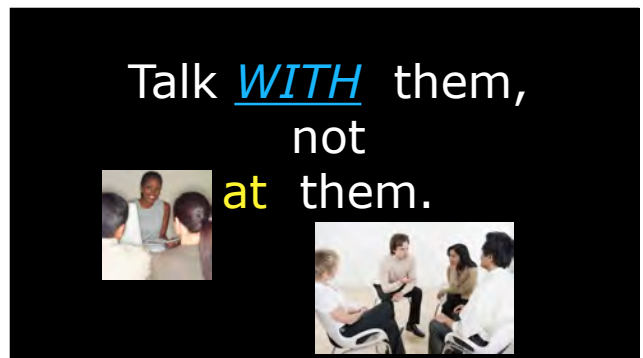
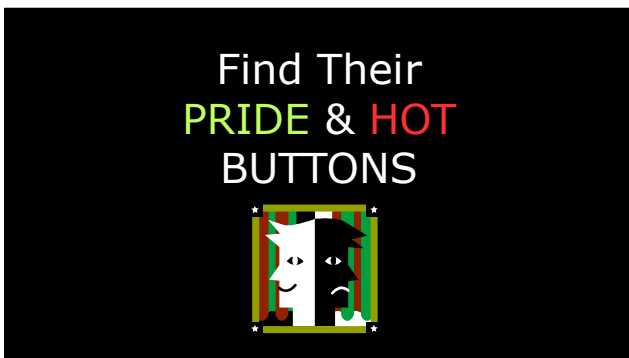
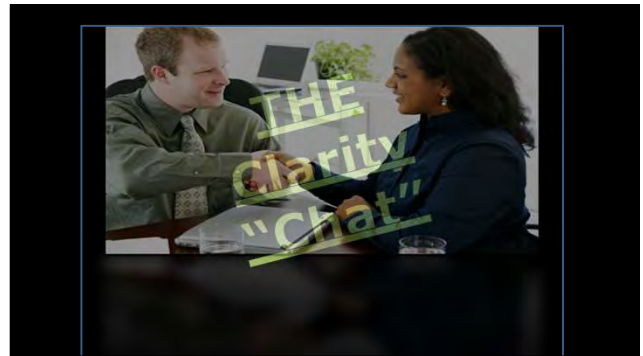
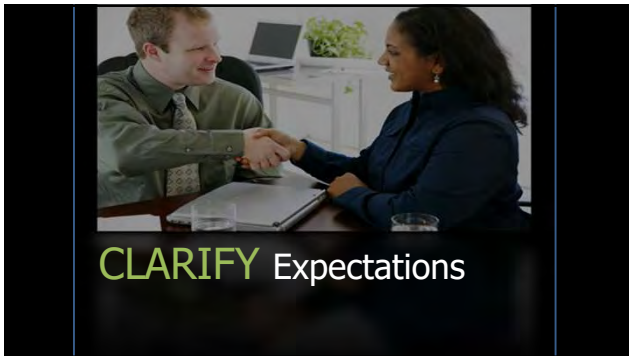
1. Clarify, clarify, clarify (by ASKING)
2. Make sure team members fit in.
3. ASK about their development goals
4. Facilitate their actual work
5. STOP (Stupid) Time Draining Meetings

6  
Things  
We  
Know Help  
**ENGAGE**  
People

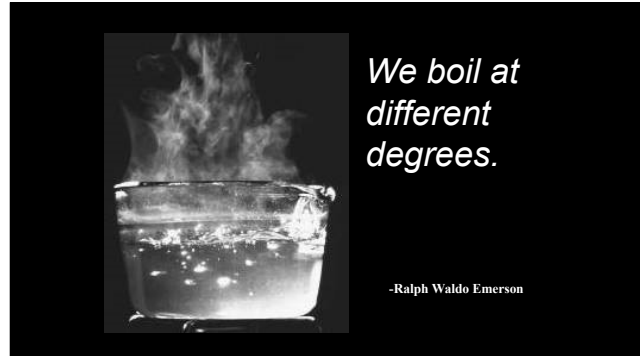
1. Clarify Expectations
2. Find Their "Hot" & "Pride" Buttons
3. Talk With Them, not At Them
4. ASK more than you Tell
5. Practice Random Deposits
6. Individualize Motivation & Appreciation

**CLARIFY**  
Expectations

# Teamwork : Job Ownership!



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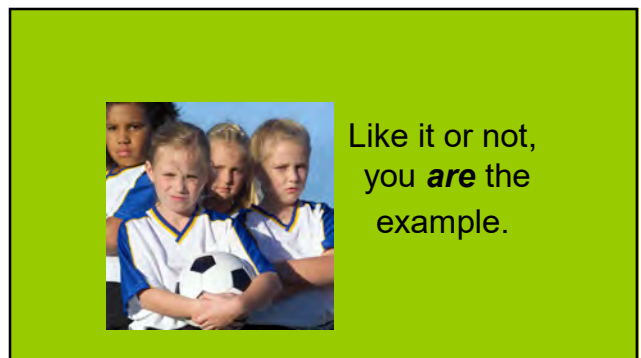
TEAM MOTIVATION CHART						
Name	Style	Likes	Frustrated	Skills		Custom Appreciation
				My View ↓   ←	Team View ↑   →	
SUE	Extrovert	People	Details/Reports	Peo / Detail	(her words)	Hand-written Thank-U
BILL	Processor	Prob Solv	People	#s / Comm	(his words)	Simple Verbal "Thx!"

# Teamwork : Job Ownership!



**Your Leadership Style/Habits**

- How do you motivate your staff?
- How do you keep your crews meaningfully informed?
- How do you maintain your team's focus on specific goals?
- How do you set, clarify, and hold your crew accountable to your expectations?
- How do you recognize successful work?

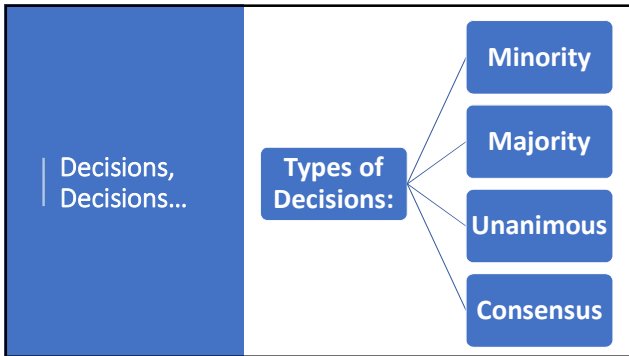


**Constant ENGAGEMENT Thinking asks us to:**

- MIND** the Gaps
- FIND** the Gaps
- FILL** the Gaps **BEFOREHAND** when possible



# Teamwork : Job Ownership!

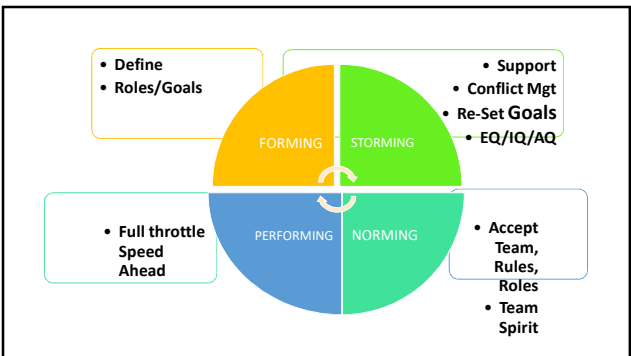
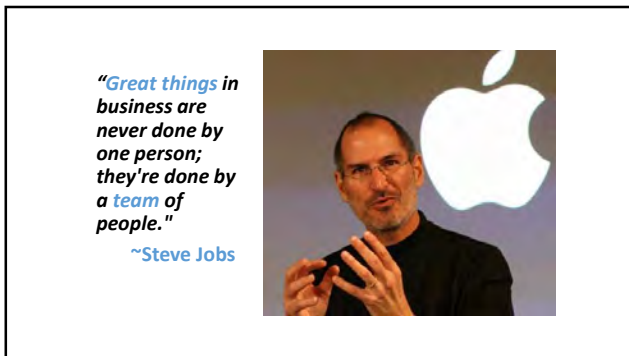


**CONSENSUS** means...

- Finding a proposal that everyone can live with. No one passionately opposes it.

**CONSENSUS is NOT:**

- ~~Unanimous Vote~~
- ~~Majority Vote~~
- ~~Everyone totally satisfied~~



**6**  
Things  
We Know Help  
Teams  
Work Well

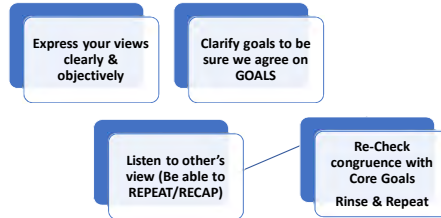
- Teams Succeed When They Have:
- Respectful & Fluid Communication
  - Common Purpose
  - Common Goals
  - Complementary Skills
  - Common Working Approach
  - Mutual Accountability

# Teamwork : Job Ownership!

## 1. Respectful & Fluid Communication



## Learning to Fight "Fairly"



## Recipe for Constructive FEEDBACK

Be specific

Talk about BEHAVIORS, not labels

Just the Facts, M'am, not Your Psychic Powers

Judge not

Speak for Yourself

## 2. Common purpose



What do **you** do???



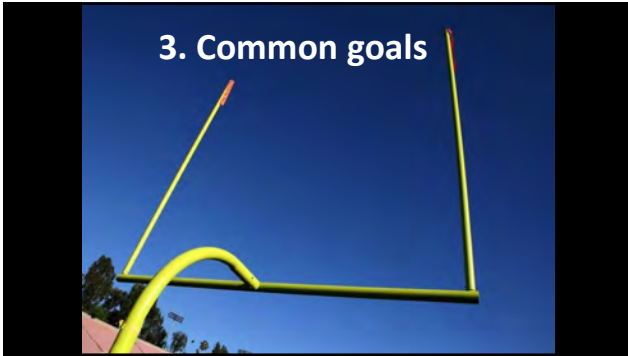
We are all MAD\* here.

\*MAD - Making A Difference



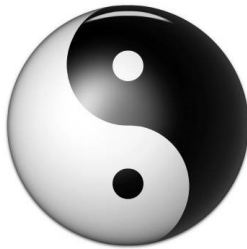
# Teamwork : Job Ownership!

## 3. Common goals



WE ARE NOT  
**A TEAM**  
BECAUSE WE  
WORK TOGETHER.  
**WE ARE**  
*a team because*  
**WE RESPECT,**  
*trust, and care*  
*for each other.*  
...  
*@ValAcAfishar*

## 4. Complementary skills



### TEAM MOTIVATION CHART

Name	Style	Likes	Frustrated	Skills		Custom Appreciation
				My View +   -	Team View +   -	
SUE	Extrovert	People	Details/Reports	Peo /Detail	(her words)	Hand-written Thank-U
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## 5. Common working approach



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How's *That* Workin' For Ya?



Work Smartly Hard!



A bad system  
will beat a  
good person  
every time.

- W.E. Deming

Be OPEN to New Approaches

Technology is...

...*reinventing teams* and gives us power to communicate, collaborate and learn across great divides.

*Very few of us do this well.*

To prosper in today's markets takes *nimble, connected teamwork* and we are just beginning to harness technology to this end.  
~ Graham Winter (ThinkOneTeam Int'l)



"Beware seeing technology as an end itself.

Technology is the vehicle. It is *who* you take along for the ride and *how you use the technology* to share the challenges and opportunities."

~Graham Winter

6. Mutual Accountability



# Teamwork : Job Ownership!



## GOSSIP is...

- Talking about a person or person's personal life **when they are not present**
- **Negative and unwelcome** gossip **criticizing** another person or persons
- **Repeating information** that can injure a person's credibility or reputation
- **Repeating a rumor** about another person
- **Repeating a rumor** that is overheard or hearsay
- **Repeating information given to you in confidence** without the person's permission or knowledge

## HOW DO YOU KNOW IT'S "GOSSIP"?

- Is what I'm about to say **true**?
- Is it **harmless**?
- Is it **necessary**?
- How would I feel if someone said something **similar about me**?
- How would I feel if I saw my words quoted in the **daily paper tomorrow**?
- How am I going to **feel later** if I say this? (or listen to this?)
- Does gossiping honor **my own personal values**?

## ANTI-GOSSIPING POLICY

Do not speak or insinuate	Do not speak or insinuate another person's name unless that person is present UNLESS it's to compliment, praise or to ask about matters related directly to their work.
REFUSE	REFUSE to participate when someone goes there.
Do not respond	Do not respond to an email or pass it on to any other person if it is derogatory.

## ANTI-GOSSIPING POLICY (Continued)

Halt	Actively call a <b>HALT</b> to the discussion if the person or persons initiate gossip about people not present.
Use	Use proper channels to bring anything unethical, incorrect or disruptive to our policy to the attention of Core Management, so it can resolve the conflict.
Mind	Mind your own business, be a dedicated staffer and expect the same courtesies from your colleagues.

## POSSIBLE CONSEQUENCES

- **1<sup>st</sup> Offense:** Informal "CHAT" Notes in file
- **2<sup>nd</sup> Offense:** Formal "CHAT" Notes in file
- **3<sup>rd</sup> Offense:** (really?) Probation
- **4<sup>th</sup> Offense:** (Seriously???)  
"Liberation Ceremony" highly possible

# Teamwork : Job Ownership!

**Take away the mystery!**  
 Spoil the *enjoyment* of gossip  
 by giving them information!  
**Meet & Communicate  
 Regularly!**

"If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears."

Simon Sinek

### Note to Self:

Be the type of coworker who delivers more positive contribution than negative chaos - each day - to our team.

- Ty Howard

**ashp** MIDYEAR 2017  
 Clinical Meeting & Exhibition

### Be Familiar with New TRENDS

- DISRUPTION
- 2017 will be a record year for *onboarding solution buys*.
- More *Cloud/SaaS HR Solutions* to deliver SCALABLE, REPEATABLE, BEST PRACTICE HIRING PROCESSES TO
  - Foster organizational growth
  - Streamline day-to-day
  - Use resources more strategically
- *Growing "Gig Economy"* -- Hiring more freelancers

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Trend area	
	From Hierarchy to network
	The invasion of smart tech
	Globalisation/ localisation
	From X to Y to Z: more generations in the workforce
	Making fun is serious business
	Purpose before pecunia
	Increasing speed: fast eats slow
	From big bang change programs to small experiments
	From intuitive HR to evidence/ fact based HR

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### Teams Succeed When They Have:

Respectful & Fluid Communication

Common Purpose

Common Goals

Complementary Skills

Common Working Approach

Mutual Accountability

# Teamwork : Job Ownership!



## Top 10 Challenges of Teams and Rx to Fix:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

*Management is doing things right; leadership is doing the right things.*

**Peter Drucker**

## 6 Things We Know Can Engage People:

- 1
- 2
- 3
- 4.
- 5
- 6.

## Watch for Signs of Conflict or Unhappiness

Employee Feedback and Concerns

Give Opportunities for Additional Education

Impart Opportunities for Career Growth



## ABSOLUTE Best Practices for Laser Focus

1. Communicate well & often
2. Cultivate Trust
3. Always Follow Through
4. Think, Then Act
5. Use Technology
6. Document Everything
7. Make Expectations Clear: accessibility, collaboration channels, conflict
8. Be Accountable
9. Compromise
10. Encourage all to keep finetuning approaches
11. Shorter Assignments
12. Sensitivity to Cultural Differences



20

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**Peter Drucker**



## Keep Happy and Motivated High Performance Teams

### 15 Best Signs You're Doing Employee Engagement Right!

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

### **REWARD: Provide Recognition**

*"You really made a difference by..."*

*"It's really impressive how you..."*

*"You're doing top quality work on..."*

*"You're right on the mark with..."*

*"One of the things you're really shine at is..."*

*"You can be proud of yourself for..."*

*"We couldn't have done it without your..."*

*"What an effective way to..."*

*"Thanks for keeping the lights on here!"*



# Innovate to Accelerate!

One of the most common objectives of a team is to solve a certain problem. It is usually why a team is created. One method is the **Six Thinking Hats** Dr. Edward de Bono published a book entitled Six Thinking Hats.

**The Six Thinking Hats** is a method that allows a team to break down complex situations for analysis. It offers structure, while permitting flexibility. There are a few "ground rules" about the method:

Dr Edward de Bono's  
**Six Thinking Hats®**

 <b>Red Hat</b> intuition, hunches, & feelings	 <b>White Hat</b> information available & needed, facts and data
 <b>Yellow Hat</b> benefits, value & positive aspects	 <b>Black Hat</b> caution, difficulties, risks & weaknesses
 <b>Green Hat</b> alternatives & creative ideas	 <b>Blue Hat</b> managing the thinking, focus, summary

1. The hats are typically used one after another in sequence, although all hats do not have to be used.
2. Hat names cannot be used for what you want to say; rather, they indicate the direction in which to think.
3. Members must stay with the hat indicated at the moment.
4. Team members should expect about one minute per hat when making contributions. (The exception is the Red Hat).

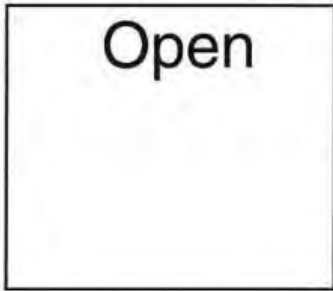
With a session, with the role of the facilitator opened

The hats function as directions, not as descriptions of what has happened. Dr. De Bono used colored hats to make the imagining easier. For example, "Let's have some white hat thinking here" means a deliberate focus on information.

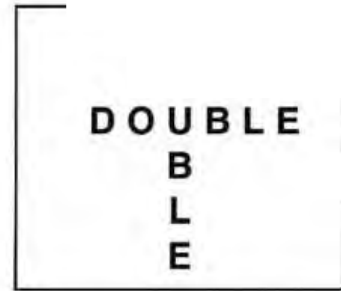
The hats can be used singly to request the type of thinking, or they can be used in a sequence to explore a subject--or solve a problem.



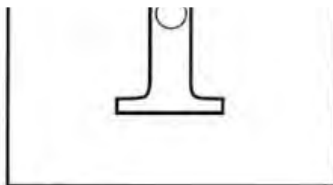
# Team Building Activity



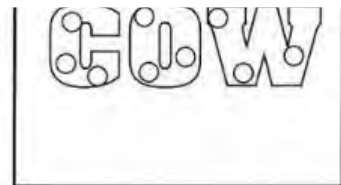
1. \_\_\_\_\_



4. \_\_\_\_\_



5. \_\_\_\_\_



6. \_\_\_\_\_

\*\*\*\*\*

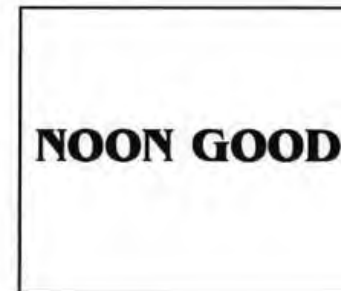
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7. \_\_\_\_\_



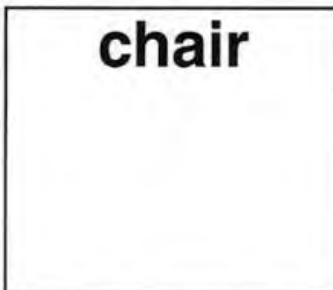
8. \_\_\_\_\_



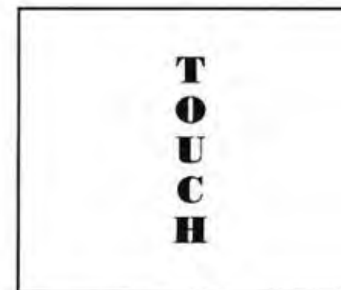
9. \_\_\_\_\_



10. \_\_\_\_\_

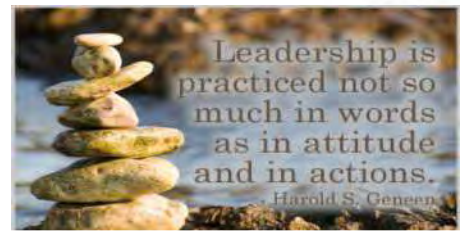


11. \_\_\_\_\_



12. \_\_\_\_\_

List your team members & take the challenge to fill in as many key answers as you can. Keep filling in your chart as you strive to discover more about each team member.



# Team Motivation Chart

**MORE CONNECTION = MORE CORRECTION!**

Name	Style	Likes	Frustrated	Skills		Custom Appreciation	
				My View	Team View		
				+	--	+	--