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Building High Performing Teams

Contra Costa County
Leadership Academy

Session #2
November 9, 2023

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Overview

Group vs. Team	How teams develop	Self-eval of your own work team

Steps, tools & insights for building an effective team	Interactive exercise in team dynamics

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Overview

Why good leaders make you feel safe	Overview of psychological safety	Guest presenter
Coaching component	Team presentations on project scope	Team labs

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Why Teams?

What is the **compelling business case** for department or cross-cutting teams?

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The Compelling Rationale

Big issues can't be solved by anyone alone & often require cross-cutting approach involving different stakeholders

Teams bring together different ideas, perspectives, expertise, approaches & resources

Teams can create commitment & accountability

People support each other in doing difficult work
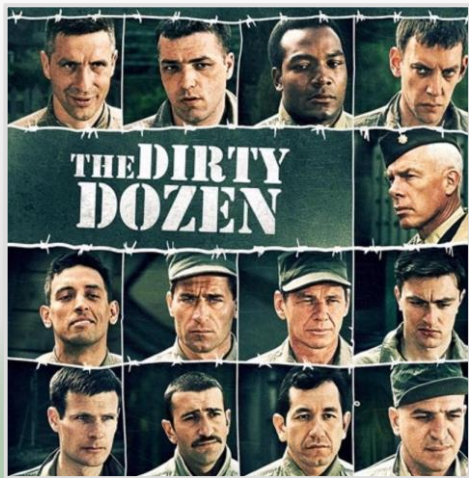
Teams are engaging

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Work Group vs. Team

How Do Teams Develop?

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Tuckman's Model of Five Stages

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Moving Teams Through Stages of Development

FORMING: The team gets to know one another and starts to establish working patterns.

- Help the team get to know each other
- Clarify team purpose, values, norms, and guiding principles
  - Team norms are critical – agree on acceptable and non-acceptable behaviors
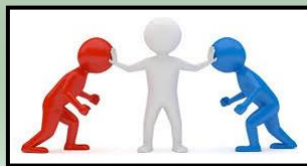- Set individual roles and expectations

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Moving Teams Through Stages of Development

STORMING: Interpersonal conflicts can arise as the team grows accustomed to how everyone works.

- Improve team communication
- Articulate team and individual needs
- Agree on how to handle conflict productively

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Moving Teams Through Stages
of Development

NORMING: The team begins to settle into a productive workflow and normality is established.

- ➡ Build team spirit
- ➡ Give the group room to grow
- ➡ Surface and analyze problems effectively

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Moving Teams Through Stages
of Development

PERFORMING: Conflicts have been resolved, processes are in place and the team is working as a unified group with high trust. Team is "leader-full".

- ➡ Capture and document learning points
- ➡ Continue to build team spirit (yes, again)
- ➡ Encourage proactivity and autonomy
- ➡ Celebrate successes along the way
- ➡ Continue focusing on norms, goals
- ➡ Continue allowing everyone to contribute with their talents and strengths
- ➡ Continuous learning and growth – individually and as team

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Moving Teams Through Stages of Development

ADJOURNING: The project or team comes to a close and the group is disbanded or repurposed.

- Reflect and collect learning points
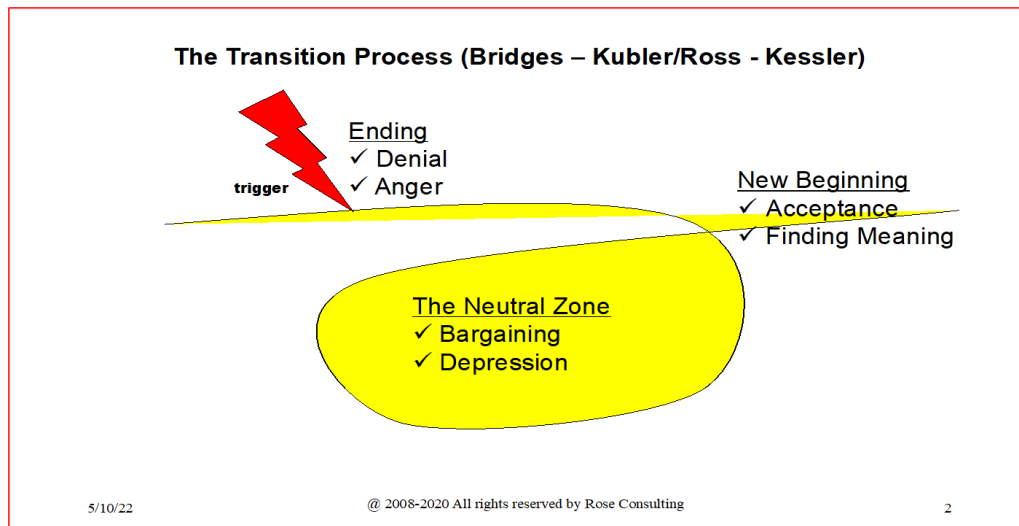- Celebrate one another, accomplishments and learnings!

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Managing Transitions

The Transition Process (Bridges – Kubler/Ross - Kessler)

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Ending
✓ Denial
✓ Anger

New Beginning
✓ Acceptance
✓ Finding Meaning

The Neutral Zone
✓ Bargaining
✓ Depression

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Psychological Safety

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Google

Project Aristotle

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What matters

- **Psychological safety** - it is safe to take risks, make mistakes, challenge status quo
- **Dependability** – quality work is reliably completed on time
- **Structure & clarity** – job expectations and process for fulfilling them are clear
- **Meaning** – sense of purpose in the work
- **Impact** – the work is making a difference and is important for the team

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4 Stages of Psychological Safety

Stage		Members feel safe to
Inclusion Safety	➡	Belong
Learner Safety	➡	Learn
Contributor Safety	➡	Contribute ideas
Challenger Safety	➡	Question status quo

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Why Good Leaders Make You Feel Safe

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Danielle Navarro's Career Journey

➥ Listen & take a few notes

➥ Try to discern some key elements, characteristics, pivotal points and decisions
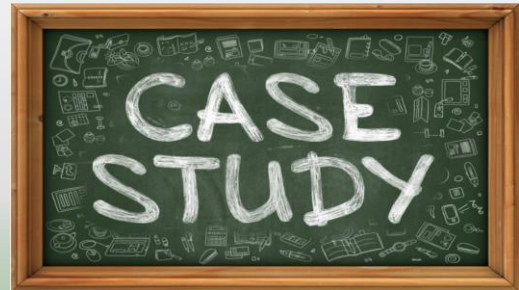
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Danielle's Case Study

➡ Listen
➡ Take notes
  ➡ What went well?
  ➡ What did not go so well?
  ➡ What can we learn for our future practice?

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Lunchtime…let's eat!

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Lencioni's 5 Behaviors of a Team

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

The Five Behaviors of a Cohesive Team™ Model

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Trust

Genuine transparency & honesty with each other builds vulnerability-based trust.

TRUST

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Conflict

When there is trust, conflict becomes a search for truth – an attempt to find the best possible answer through unfiltered, constructive debate of ideas.

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Commitment

Everyone on the team has the opportunity to voice opinions, ask questions, understand the rationale behind the decision –
to understand the WHY.

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Accountability

Commitment gives team members the courage to hold themselves and each other accountable, knowing that everyone is living up to something already agreed to.

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Results

Achieving the collective goals of the team.

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Let's Have Some Fun!

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Debrief

- ➡ What happened during the process?

- ➡ What was the most difficult "road block" you faced in building and what made it so?

- ➡ What was most challenging about working in your group?

- ➡ What did you notice about the roles that were formed within your group? Did people's positions change throughout the process (leader, follower, silent observer, etc.)?

- ➡ What did you notice about the group dynamics?

  - ➡ Did the group move through any of the stages, and if so, how?

  - ➡ Was everyone engaged at the same level? If not, what happened?

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Academy Coaching Element

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What Makes it Successful?

- Your Agency
- Your Coach
- You
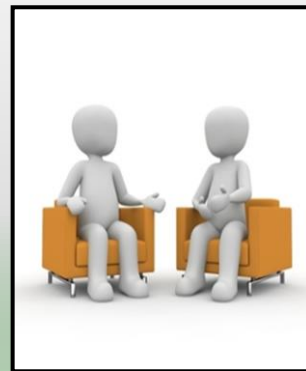
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4 Four Coaching Conversations

1. **By December 13 - Info Interview**
2. **By Feb 7** – Initial Development Conversation
3. **By Apr 10** – Follow-up Development Conversation
4. **By Apr 24** – Post-graduation
➥ Optional
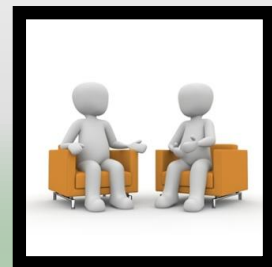   ➥ Professional meetings
   ➥ Additional sessions

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Informational Interview

➥ Exchange resumes in advance
➥ Develop questions
   ➥ Refer to *Four Coaching Conversations* document
➥ **By Dec 13**: Meet with coach
   ➥ You lead this conversation

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Tips on Being a Good Coachee

- Schedule all conversations ASAP
- Be prepared
- Give your undivided attention
- Probe for lessons
- Be open to feedback
- Reflect
- Take smart risks
- Seek out stretch opportunities

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Project Outline Presentations

- The Challenge
- WHY topic is important
- Key players/SME's
- Key documents
- Methodology - how we plan to proceed
- Deliverable(s)
- Call to action

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Contra Costa Leadership Academy
**Session #2 – Building High Performing Teams**

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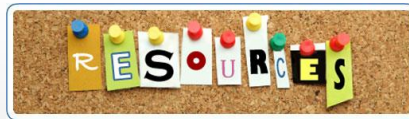
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One thing I learned or one insight I had from today is...

How I will use that insight going forward is...

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Preparing for December 14

- ➡ Conduct 1st coaching conversation – we will debrief
- ➡ Topic is cultural competency
- ➡ Guest present – Tiffany Hoang of CircleUp Education
- ➡ VERY short, 1 question survey
- ➡ Team labs all afternoon

Pre-Work

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Thank you for today

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Team Project Lab

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