Teamwork & Collaboration

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Objectives

- Have an understanding of "The 5 Dysfunctions" model for developing a high performing team

- Evaluate the core capabilities of strong teams

- Identify traps that create dysfunction

- Consider *Collaboration* as a build starting with *Curiosity* and *Cultivation*

- Know the red flags that keep us from effective collaboration

What is a High Performing team?

- Have you ever been on a team that you considered to be high-performing?

- What made it high-performing?

  - What was happening?

  - What were you contributing?

What keeps teams from high performance?

The 5 Dysfunctions of a Team

Inattention to **Results**

Avoidance of **Accountability**

Lack of **Commitment**

Fear of **Conflict**

Absence of **Trust**

The 5 Dysfunctions of a Team

Status & Ego

Low standards

Ambiguity

Artificial Harmony

Invulnerability

Inattention to **Results**

Avoidance of **Accountability**

Lack of **Commitment**

Fear of **Conflict**

Absence of **Trust**

Trust

- Who do you trust?

- Who don't you trust?

- What does trust look like?

- How does it get broken?

- Why is it so important?

- How do you build trust?

Conflict

- "Difference of opinion"

- "Creative Abrasion"

- Are you ok with being pushed out of your comfort zones?

- Can you have unfiltered debate about the issues that are important to your team?

- How was your feeling about conflict shaped in childhood?

- How does your current team go about having a good challenging discussion?

Commitment

- How does your team come to commitment rather than consensus on decisions?

- How do you get "buy-in"?

- Do team members leave the team clear about next steps?

- GROW model

Accountability

- Does your team have clear norms? Standards of performance? Rules of engagement?

- Do you live up to the performance standards of the group?

- What happens when you don't?

- Do you call one another on behavioral issues?

- Is there a clear, visible team scoreboard on the teams results?

Results

- Self-interest and self-preservation can hold us back

- Do you have clear measures for success?

- Do you commit openly, clearly and early on what you will achieve?

- How do you manage disruptions, interruptions, distractions?

"On strong teams, no one is happy until everyone is succeeding, because that's the only way to achieve the collective results of the group. Of course, this implies that individual egos are less important than team achievements."

Relationship Management

"Player" / "Learner"	"Victim" / "Knower"
Curiosity	o Disinterest o Irrelevance o Superiority
Cultivation	o Minimization o Trivialization o Denigration
Collaboration	o Distancing o Separation o Isolation

Curiosity

Requires:

- Inquiry skills
- Listening skills
- Self and other awareness
- Self-development
- Discernment

Important Values:

- Learning
- Knowledge

Qualities:

- Humility
- Courage

Cultivation

Requires:

- Understanding others (needs, customs, values)
- Empathy
- Patience
- Optimism

Important Values:

- Love
- Pleasure
- Self-worth

Qualities:

- Appreciation
- Generosity

Collaboration

Requires:

- Relationship building
- Agility (flexibility, adaptability, facilitation)
- Motivating others
- Personal disclosure

Important Values:

- Achievement
- Developing relationships
- Other's ideas and perspectives

Qualities:

- Respect
- Generosity

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