MARK S KENNY

Building Effective Teams

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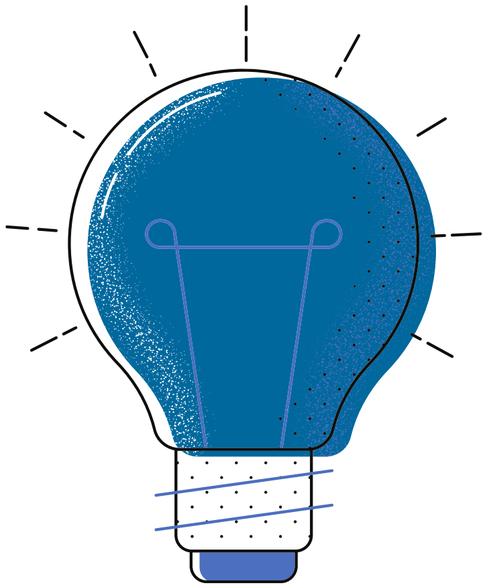
Interviews



Interview each other with the questions in your handout:

1. What is your greatest strength when relating to people?
2. If you could change one thing about your ability to relate to other people on your team, what would it be?
3. What is something about you that people on your team might not know but would help them understand you better?
4. Describe a time when you worked on a great team. What made it great?

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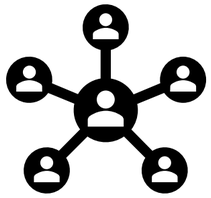
Our Agenda



Build
Connection

Build
the Team

Build
Team
Clarity

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Building Effective Teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

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Skilled Behaviors: Building Effective Teams

- ✓ Forming teams with an appropriate and diverse mix of styles, perspectives, and experience.
- ✓ Establishing common objectives and a shared mindset.
- ✓ Creating a feeling of belonging and strong team morale.
- ✓ Sharing wins and rewarding team efforts.
- ✓ Fostering open dialogue and collaboration among the team.

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Less Skilled Behaviors: Building Effective Teams

- Fail to create a common mindset or challenge, leading to misalignment.
- Overlook morale, recognition, and belonging as key ingredients for effective teams.
- Prioritize and reward individual efforts over team achievements.
- Structure assignments in ways that discourage teamwork rather than fostering collaboration.

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Possible Causes of Lower Skill

- ✓ Prefers working alone.
- ✓ Not clear about team purpose and goals.
- ✓ Doesn’t engage others.
- ✓ Needs to be in control.
- ✓ Avoids sharing information.
- ✓ Excessively action-oriented.
- ✓ Conflict-averse.
- ✓ Poor process management skills.
- ✓ Avoids holding people accountable.
- ✓ Has difficulty motivating others.

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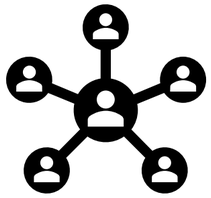
Our Agenda



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Pillar 1: Virtues

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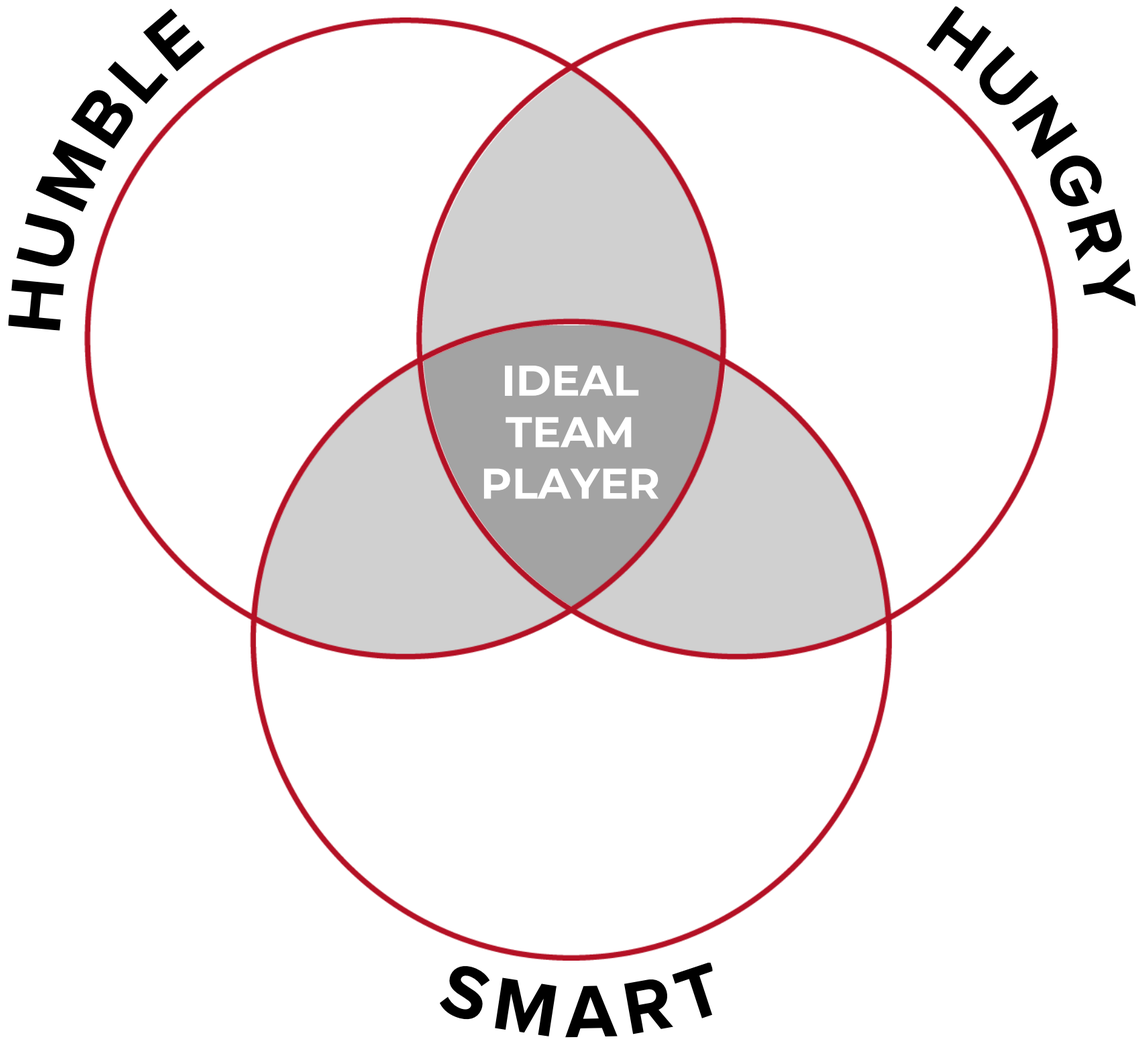
Three Virtues of an Ideal Team Player



© The Table Group, Patrick Lencioni

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Pillar 2: Geniuses

On Your Own

- Think about a time in the past few weeks when you were doing work that drained you. There was frustration instead of joy and fulfillment.
- Now think about a time in the past few weeks that gave you joy and fulfillment. You were energized while you were doing the work.

Share With a Partner

- A time in the past few weeks when you were doing work that drained you. There was frustration instead of joy and fulfillment.
- A time in the past few weeks that gave you joy and fulfillment. You were energized while you were doing the work.

The Working Genius Model

THE 6 TYPES OF

Working Genius

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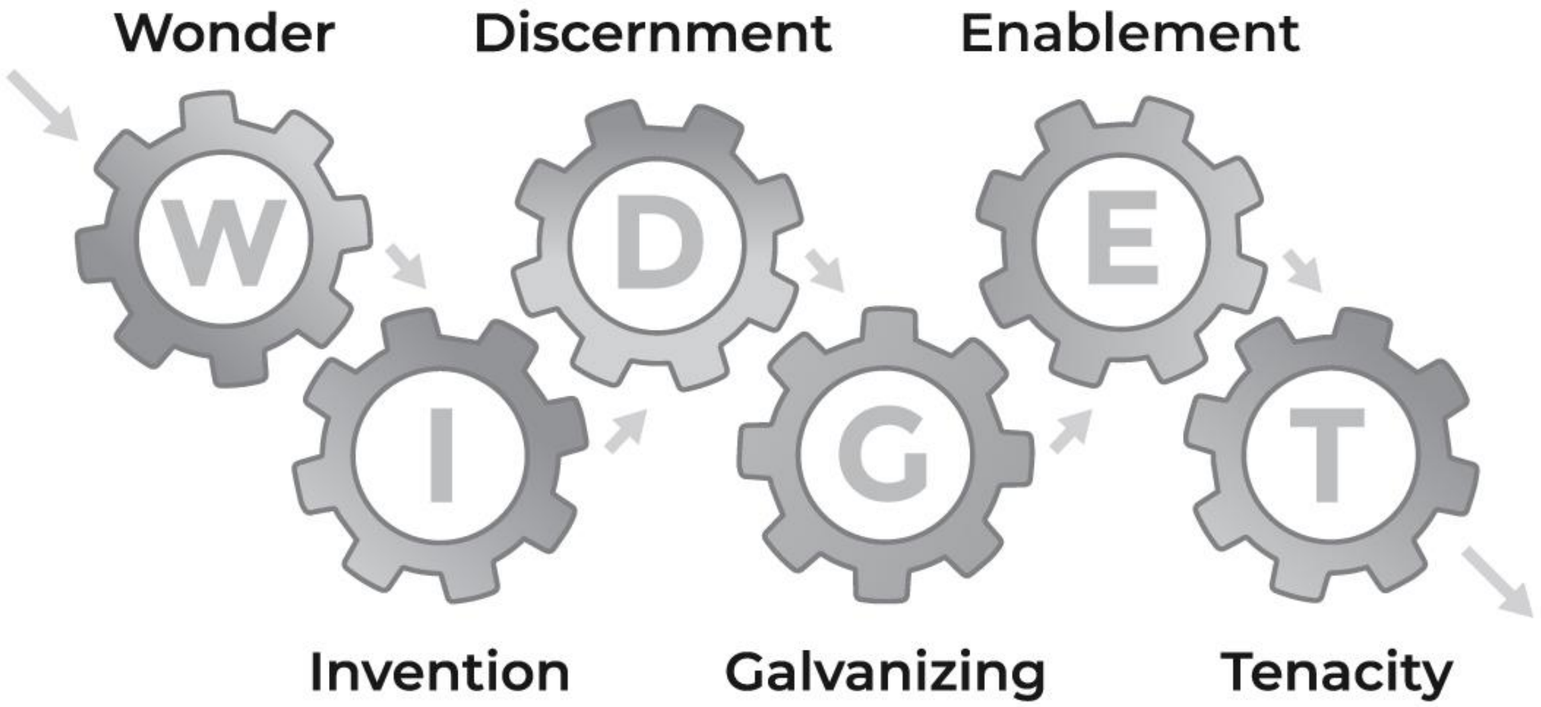
Working Genius



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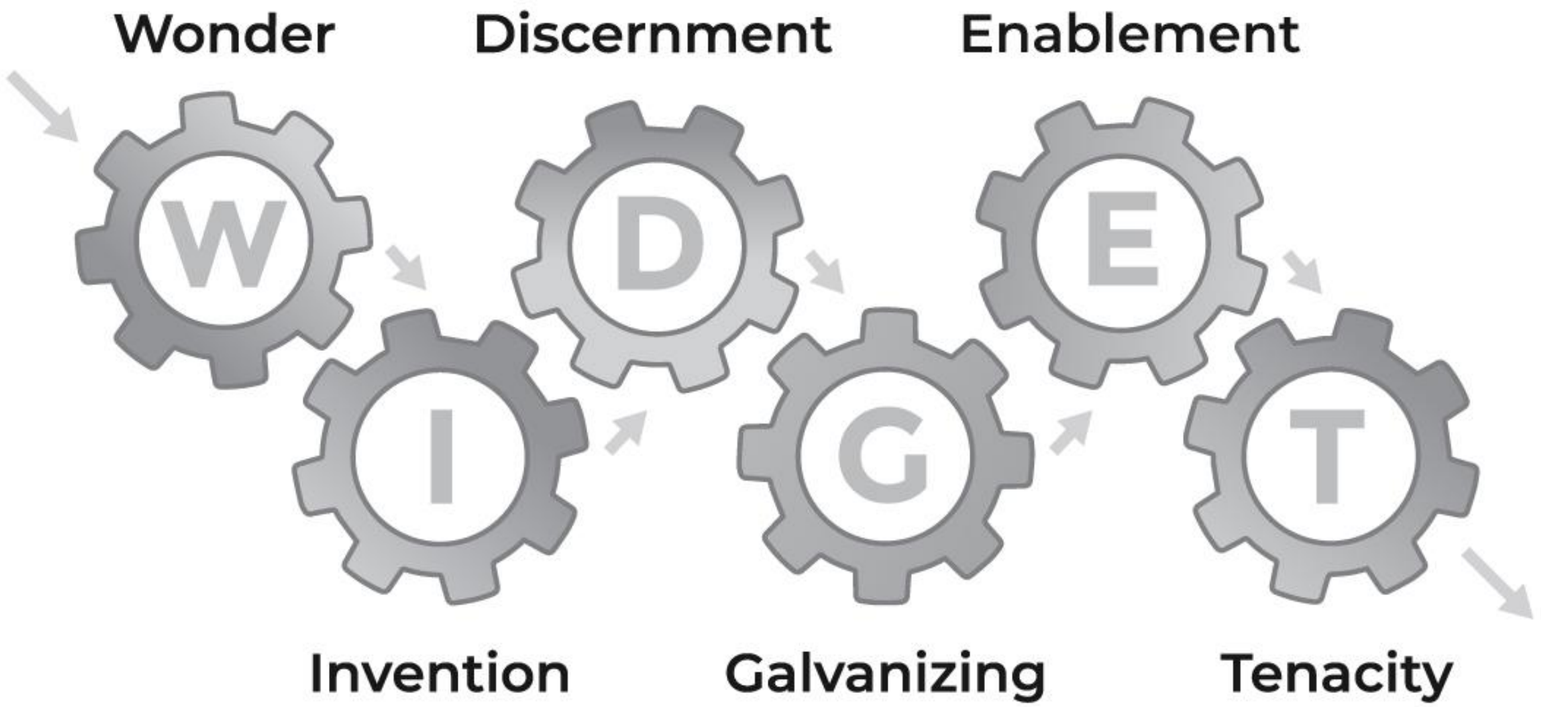
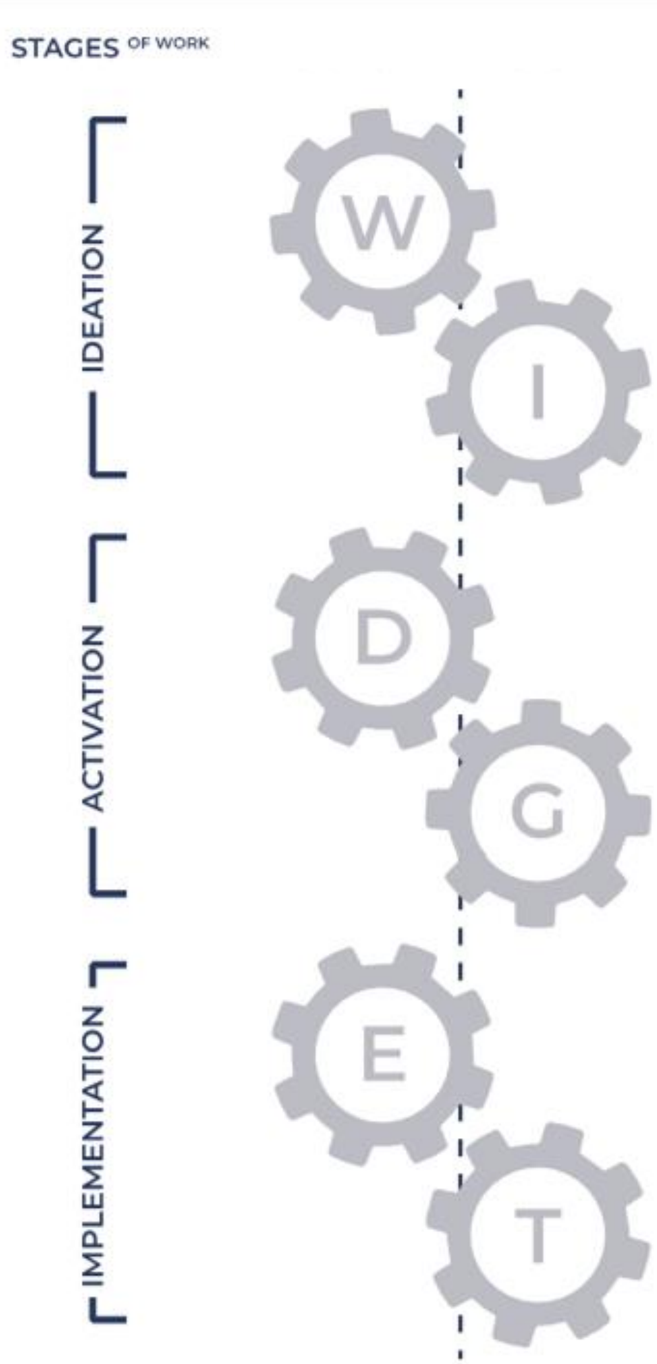
The Three Stages of Work



IDEATION ACTIVATION IMPLEMENTATION

All-In-One Model



THE SIX TYPES

WONDER
- Identifies the need for change
- Responds to the environment
- Steady Energy

INVENTION
- Generates ideas & solutions
- Disrupts the status quo
- Bursts of energy

DISCERNMENT
- Assesses workability of ideas
- Responds to and refines ideas
- Steady Energy

GALVANIZING
- Inspires & pushes to action
- Disrupts comfort zones
- Bursts of energy

ENABLEMENT
- Helps move things forward
- Responds to need
- Steady Energy

TENACITY
- Ensures successful results
- Disrupts by imposing standards & plans
- Bursts of Energy

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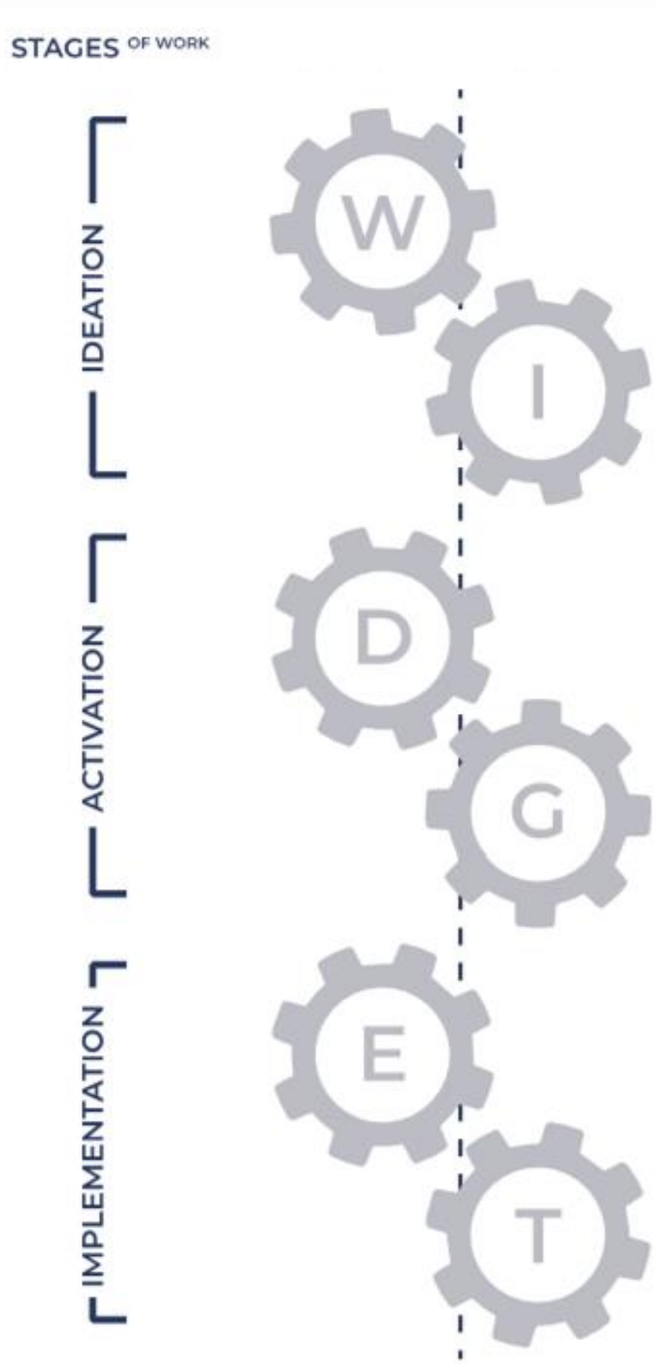
THE 6 TYPES OF Working Genius

On Your Own

- What do you think are your two areas of frustration?
- What do you think are your two areas of genius?

All-In-One Model



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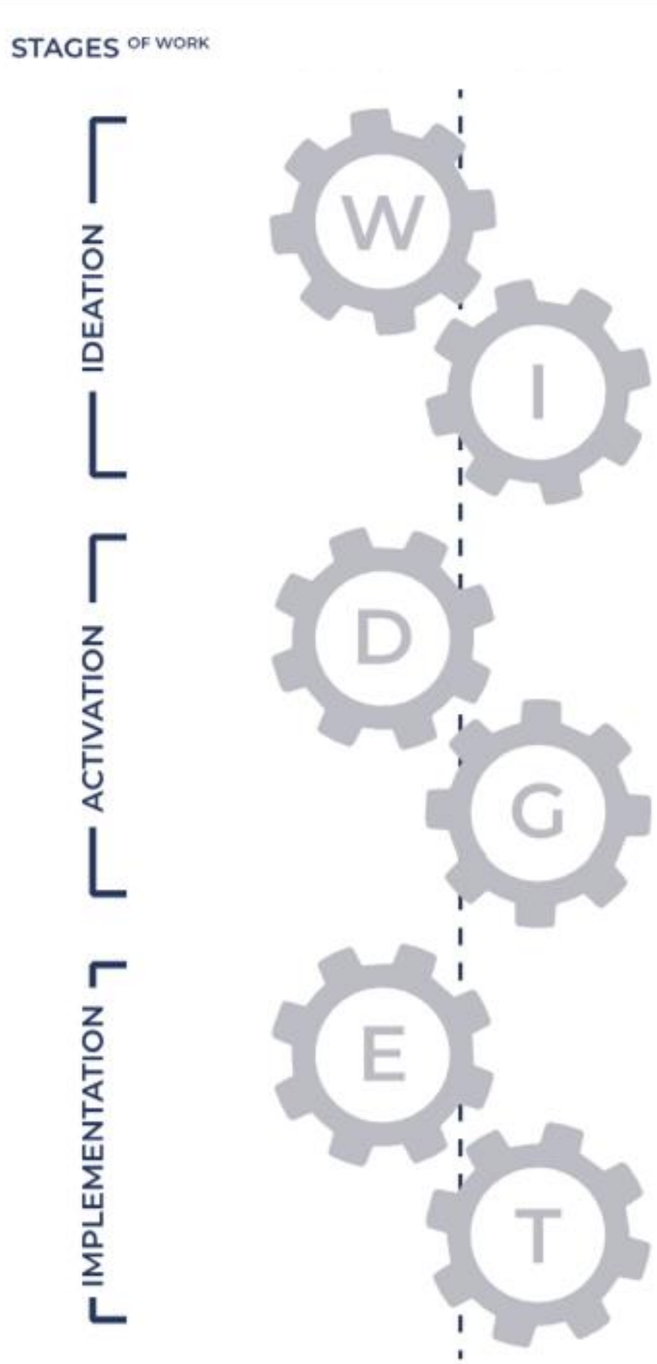
THE 6 TYPES OF Working Genius

With a Partner

- Share your two geniuses and two frustrations.
- How have your frustrations shown up at work?
- How have your geniuses shown up at work?

All-In-One Model



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THE 6 TYPES OF Working Genius

At Your Table

- Discuss one recent example of work that was done by someone at the table that either 1) would have benefited if it had gone through all 6 Types of WG or 2) skipped over one of the 6 Types of WG? What happened?

Team Gap Analysis

The problems that teams encounter when they lack...

WONDER

- Too busy to notice
- Slow to identify big opportunities and problems

INVENTION

- Unable to innovate
- Keep recycling old ideas and products

DISCERNMENT

- Surprised by failures
- Fail to adequately evaluate and refine ideas and initiatives

GALVANIZING

- Fail to inspire
- Can't generate excitement and momentum around new initiatives

ENABLEMENT

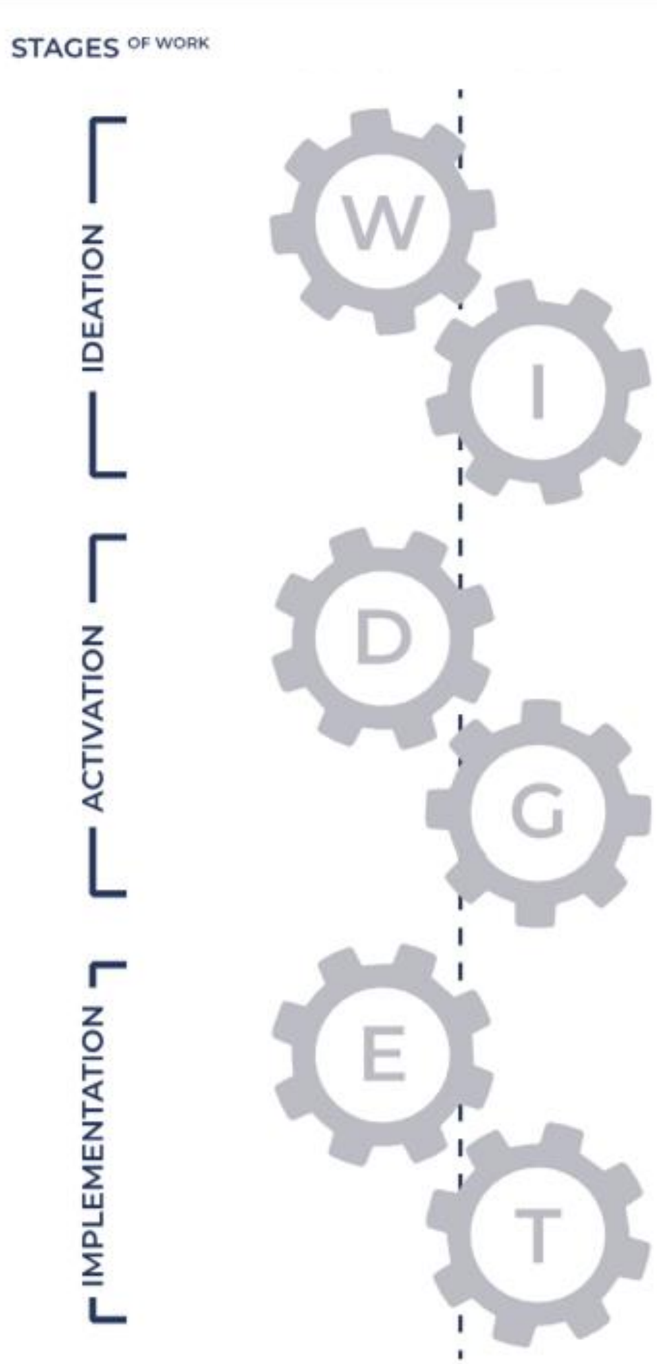
- Lacks help and support
- Don't get new initiatives off the ground

TENACITY

- Doesn't finish
- Fails to complete projects or initiatives

THE 6 TYPES OF Working Genius

All-In-One Model



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THE 6 TYPES OF Working Genius

Applying Working Genius

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With Your Team

- Stop judgement
- Regulate your genius
- Help them work in their genius after working in their frustration
- Tap into each other's genius (delegate, etc.)
- Identify the type of meeting
- Use the geniuses in your language
- Give them what they crave

THE 6 TYPES OF Working Genius

Craves vs. Crushed by

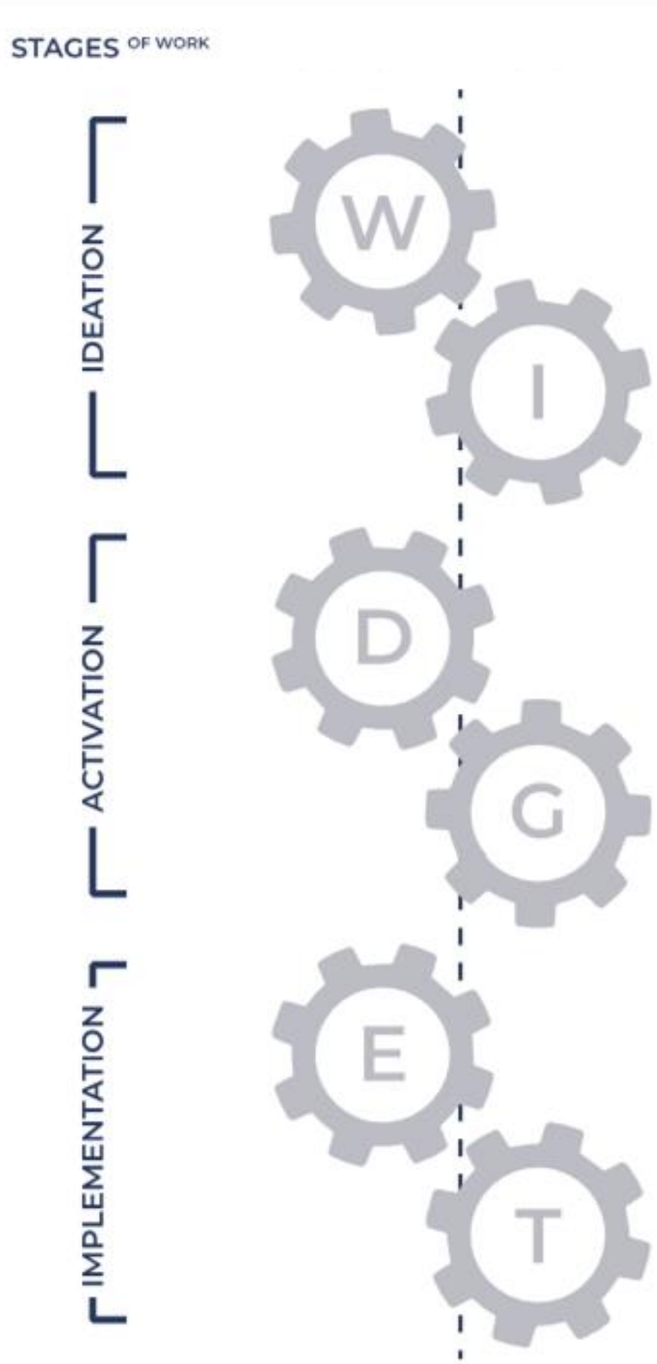
Craves	Crushed by
Consideration	“Who Cares?”
Freedom	Constraint
Trust	“Prove it.”
Reaction	Apathy
Appreciation	Being Overlooked
Clarity	Ambiguity

THE 6 TYPES OF Working Genius

Application

Based on what you learned, how could you leverage the geniuses of the people on your team to reduce unnecessary turbulence and build a more effective team?

All-In-One Model



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THE 6 TYPES OF Working Genius

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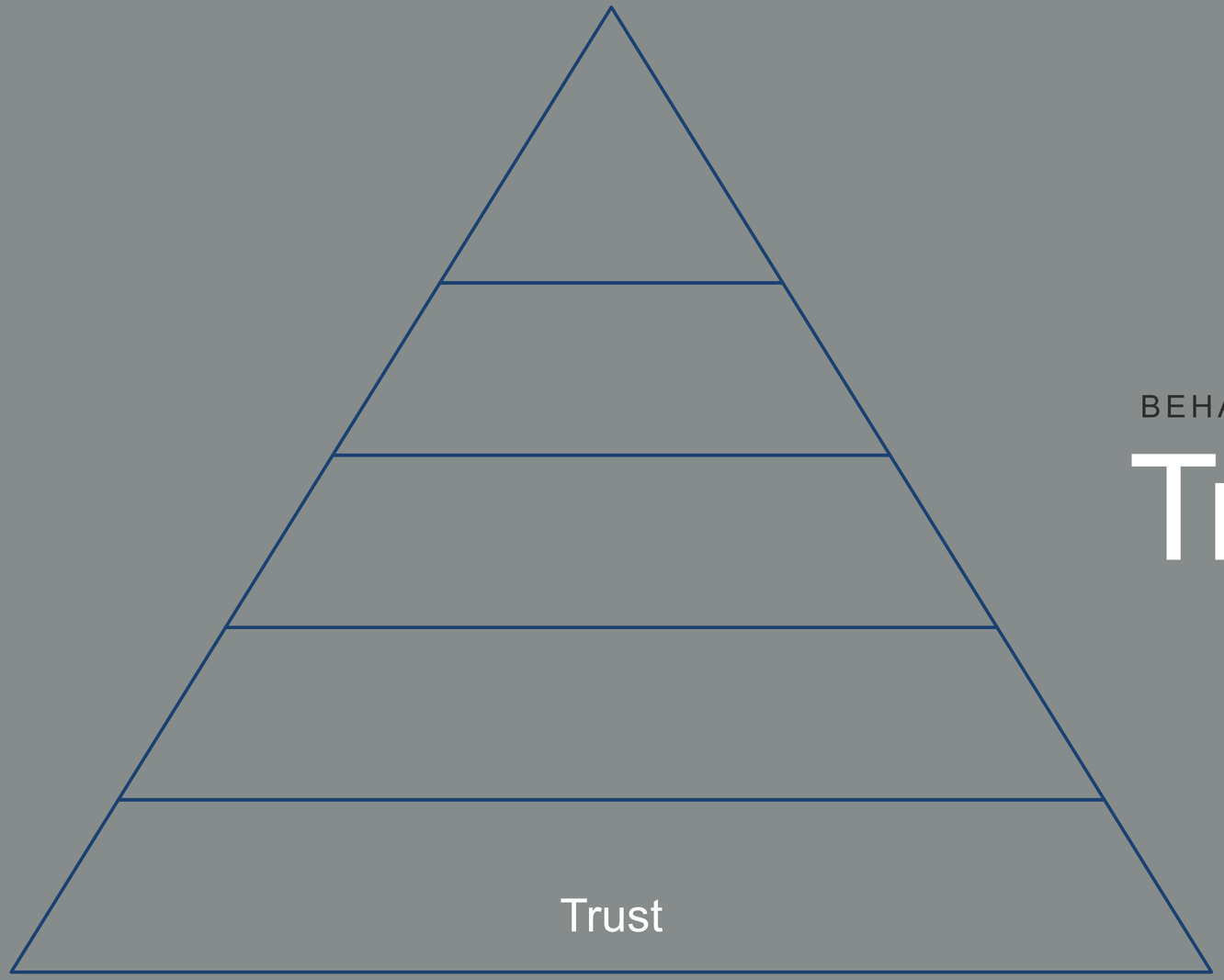
Pillar 3: Behaviors

The Five Behaviors

Patrick Lencioni, *The Five Dysfunctions of a Team*

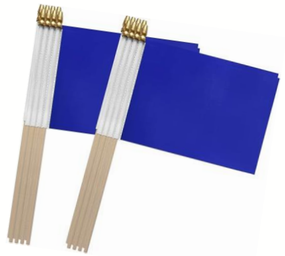


BEHAVIOR #1

Trust

FLAG POLL

PRACTICE: DHS' roots go back to…



Blue

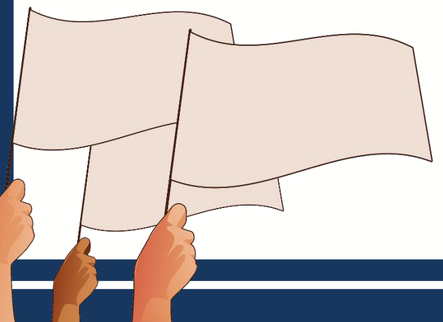
1892 when a state-wide chili cook-off went horribly wrong, resulting in a state-wide illness.

White

The 1930's, when grandparents staged a protest demanding relief from unexpected babysitting duties.

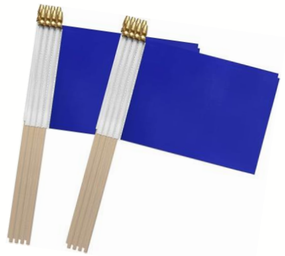
Green

1925 when the Welfare Division was created to relieve the burden on counties.



FLAG POLL

#1: Which type of trust is needed for a team to work together cohesively?



Blue

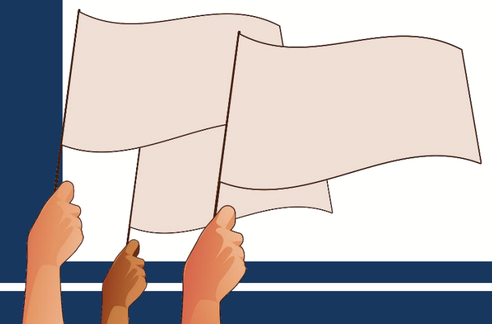
An irrevocable trust

White

Vulnerability-based trust

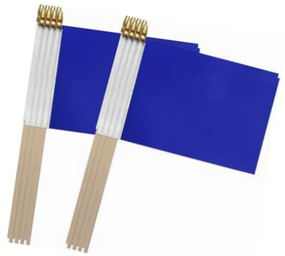
Green

Predictive trust



FLAG POLL

#2: Which of the following best describes vulnerability-based trust?



Blue

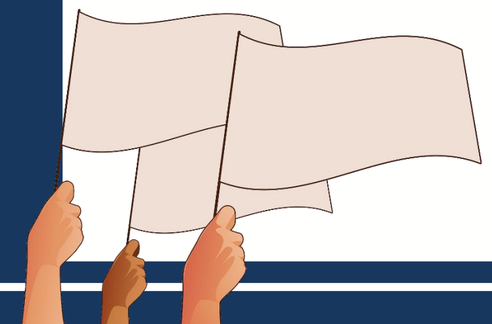
The ability to predict a person's behavior.

White

Trusting that my team members will use my vulnerabilities against me.

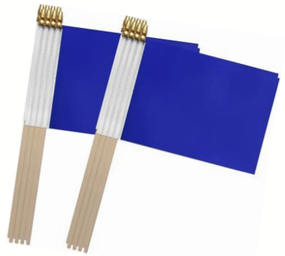
Green

Team members are genuinely open with one another about mistakes and weaknesses.



FLAG POLL

#3: When we are exhibiting vulnerability-based trust, our energy is focused on:



Blue

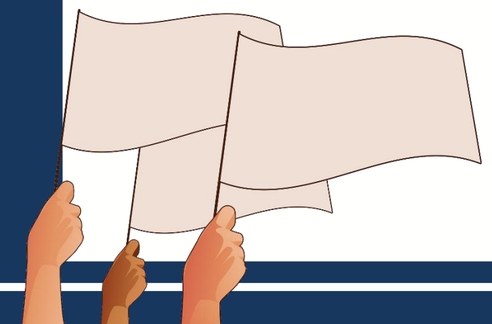
Finding the best solutions and making the best decisions for the team.

White

Managing my behaviors and interactions with the group so they will have the right effect.

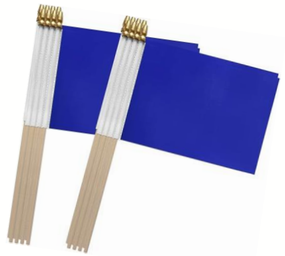
Green

Concealing my vulnerabilities and weaknesses.



FLAG POLL

#4: Which of the following statements DO NOT demonstrate vulnerability-based trust?



Blue

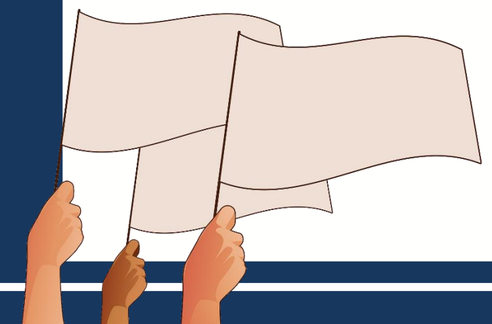
John always gets his work done.

White

I’m sorry. I was wrong.

Green

I have a crazy idea.



What Vulnerability-Based Trust Sounds Like

I was wrong

I made a mistake

I need help

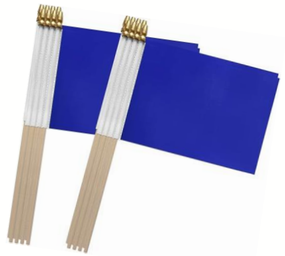
I’m not sure

You are better than I am at that.

I am sorry

FLAG POLL

#5: What is a likely outcome when a team regularly practices vulnerability-based trust?



Blue

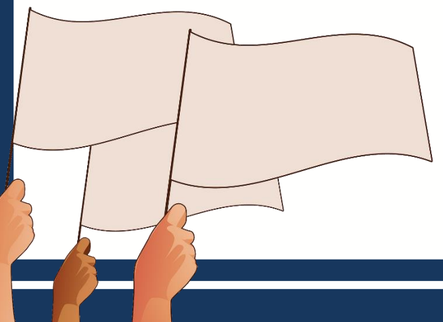
Fail to take advantage of the best ideas and opportunities.

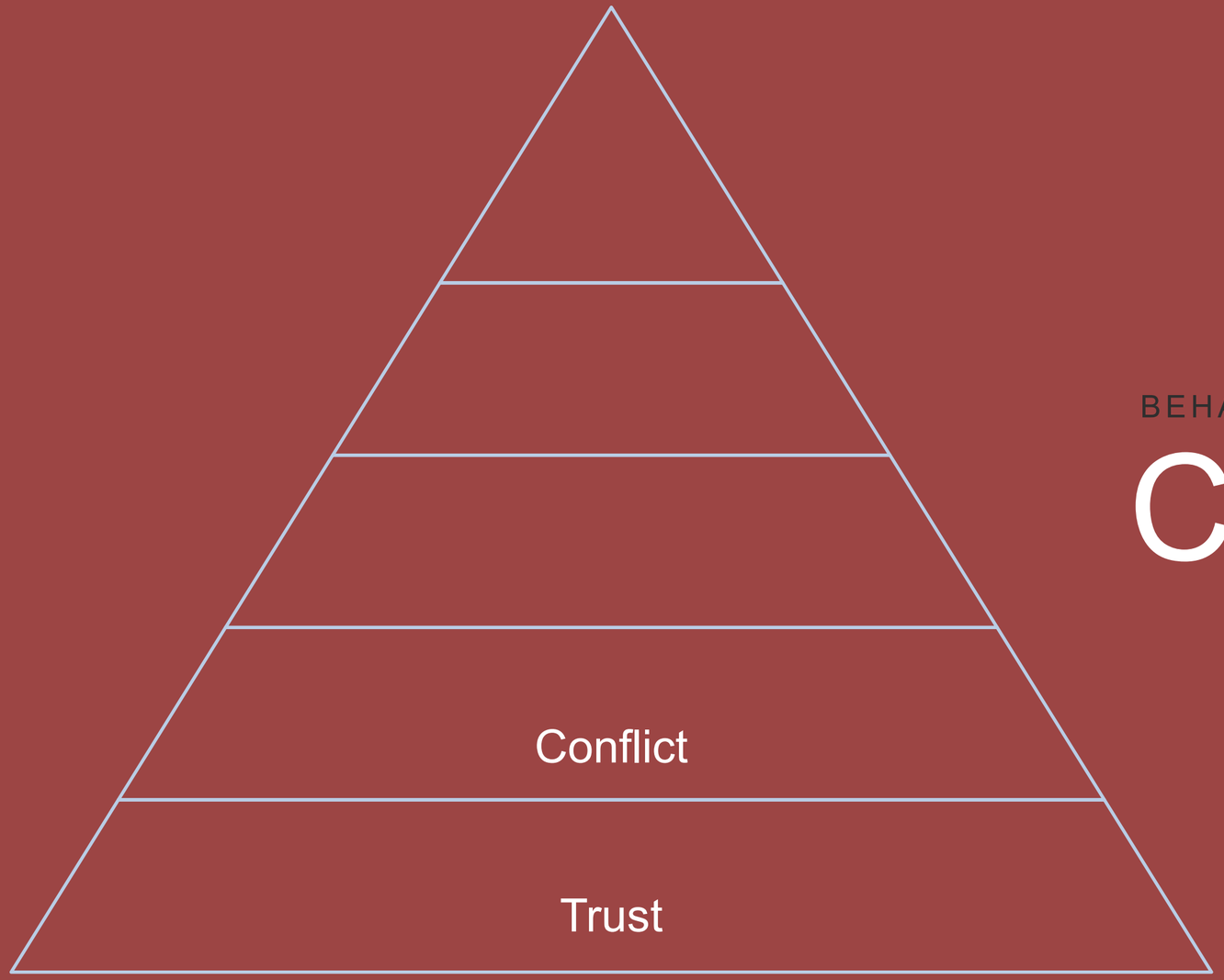
White

Spends more time on important issues and less time on politics or unnecessary turbulence.

Green

Waste more time in meetings.



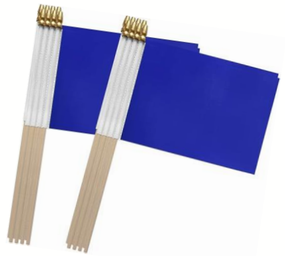


BEHAVIOR #2

Conflict

FLAG POLL

#6: What is healthy conflict?



Blue

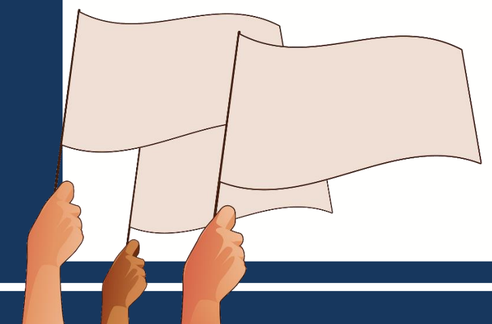
Disagreements about interpersonal issues.

White

Differences of opinion and ideas that don’t disrupt meetings.

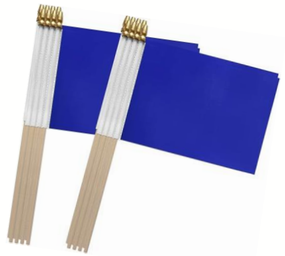
Green

Passionate debate around ideas.



FLAG POLL

#7: Meetings should be like:



Blue

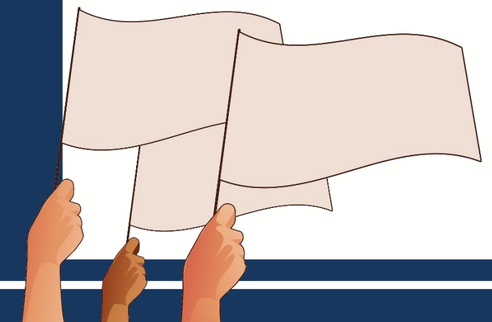
Car chases

White

House foundations

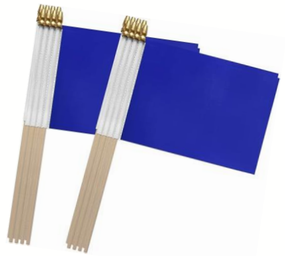
Green

Movies



FLAG POLL

#8: One of the primary reasons that teams do NOT have healthy conflict is:



Blue

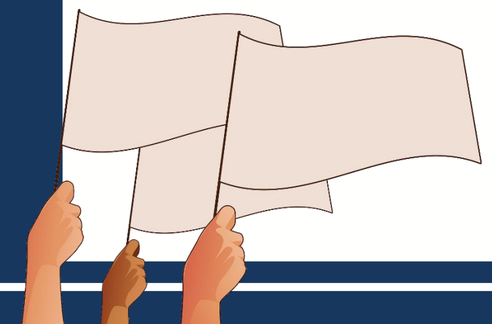
No vulnerability-based trust.

White

They are too tired.

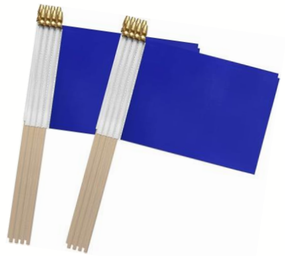
Green

There are no monetary rewards for winning a debate.



FLAG POLL

#9: Where is the Ideal Conflict Point for a team on the conflict continuum?



Blue

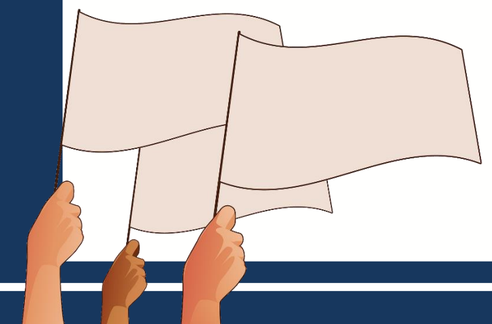
In the middle.

White

Just to the left of middle.

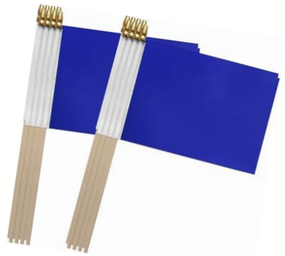
Green

Halfway between Artificial harmony and the middle.



FLAG POLL

#10: When we have vibrant debate around ideas which of these happens?



Blue

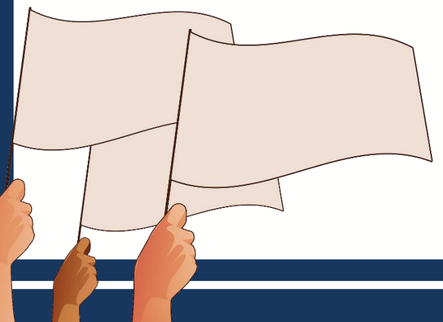
Everyone feels heard.

White

We waste time.

Green

The best ideas are presented.



Conflict Norms

How do you want to operate when a conflict or disagreement occurs on your team?

- At your table, make a list of how team members should handle a conflict situation or disagreement.

DISCUSSION

Examples: Conflict Norms

No personal attacks. We debate ideas.

No side conversations. We raise issues with the appropriate people.

We focus on finding solutions instead of focusing on problems and casting blame.

It's o.k. for us to have different opinions. We don't need to always totally agree.

We treat each other respectfully, valuing each other's perspectives and experiences.

We seek to understand the other person's position before responding.

One conversation at a time – no interrupting.

We think the best in each other.

We take time to resolve conflict instead of sweeping it "under the rug."

BEHAVIOR #3

Commitment

APPLICATION

Table Discussion

Choose a vacation spot that your table will visit together.

- Go around the table and share each person’s favorite vacation spot.
- Decide as a team where your team will go on vacation together.

COMMITMENT

Go Get It or Get Over It

GO GET IT or GET OVER IT

I am not sure who is responsible for moving an initiative forward.

GO GET IT!

OR

GET OVER IT!

GO GET IT or GET OVER IT

I still think the idea I proposed is better than the one the team chose.

GO GET IT!

OR

GET OVER IT!

GO GET IT or GET OVER IT

The decision was made before most of my teammates had the chance to weigh in.

GO GET IT!

OR

GET OVER IT!

GO GET IT or GET OVER IT

We can’t be certain how this decision will turn out.

GO GET IT!

OR

GET OVER IT!

GO GET IT or GET OVER IT

I'm uncomfortable that not everyone was in agreement about the decision.

GO GET IT!

OR

GET OVER IT!

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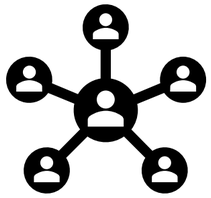
Our Agenda



Build
Connection

Build
the Team

Build
Team
Clarity

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6 Clarity Questions

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Six Strategic Clarity Questions

1. WHY DO WE EXIST?
2. HOW DO WE BEHAVE?
3. WHAT DO WE DO?
4. HOW WILL WE SUCCEED?
5. WHAT IS MOST IMPORTANT, RIGHT NOW?
6. WHO MUST DO WHAT?

Credit: *The Advantage*, Patrick Lencioni

DISCUSSION

Six Clarity Questions

Discussion Questions

Where have you seen a lack of clarity slowing down progress either in a team on which you worked or in another team?

DISCUSSION

#1: Why Do We Exist?

Discussion Questions

1. Why does your team exist? (How does your team contribute to the department / governor’s mission?)

Why do we do what we do?

Idealistic and high level

Should resonate with everyone

DISCUSSION

#2: How Do We Behave?

Discussion Questions

1. What are your team's core values?
2. Where do you see these values in action – or lacking?

Our core values

Not pay to play or aspirational values

Live them out

DISCUSSION

#3: What Do We Do?

Discussion Questions

1. Write down a one sentence description of what you do as a team. No adverbs like “world class.” Don’t care about good grammar or punctuation. Just “we provide this to these people…”

Simple, clear statement of what we do

We provide this to these people…

Usually quick but worth doing.

DISCUSSION

#4: How Will We Succeed?

Discussion Questions

1. What would your customers say about you?
2. What would your partners say about you?
3. What might be your three strategic anchors?

Three strategic anchors

Not strategic objectives or initiatives

Three core competencies

The foundation of future decisions.

DISCUSSION

#5: What is most important right now?

1. What is most important right now? OR
2. What is the single thing you need to focus on in the next 6 months? OR
3. If every area of our operation remained at its current level of performance, what is one area where change would have the greatest impact?

Single most critical organizational priority

Rallying cry around which staff and board aligns.

Short-term: 3-9 months

DISCUSSION

#6: Who Will Do What?

Discussion Questions

How have you clarified roles and responsibilities on your team?

Clear roles and responsibilities

Clear action steps to carry out the strategy

On Your Own Activity

Part 1: Governor’s Priorities

In your handout, list the governor’s priorities that are applicable to your team.

Why Our Team Does What It Does

Governor's Priorities

What are the governor’s priorities that are applicable to our team?

Priority	Notes

Department Priorities

What are the department / agency priorities that our team impacts or supports?

Priority	Notes

On Your Own Activity

Part 2: Department Priorities

In your handout, list the department's priorities that are applicable to your team.

Why Our Team Does What It Does

Governor's Priorities

What are the governor's priorities that are applicable to our team?

Priority	Notes

Department Priorities

What are the department / agency priorities that our team impacts or supports?

Priority	Notes

On Your Own Activity

Part 3: My Team's Clarity

In your handout, list the answers to your team's clarity questions.

Our Team's Clarity Answers

1. **WHY DO WE EXIST?** (our purpose)
2. **HOW WILL WE BEHAVE?** (our core values)
   - •
   - •
   - •
   - •
   - •
3. **WHAT DO WE DO?** (what business are we in)
4. **HOW WILL WE SUCCEED?** (our three strategic anchors)
   - •
   - •
   - •

On Your Own Activity

Part 4: My Team's Day-to-Day Work

In your handout, list the categories and work focus areas for which our team is responsible.

Everyday Objectives

What are the areas of work for which our team is always responsible for completing?

Green / Yellow / Red Status	Everyday Objective

On Your Own Activity

Part 5: Our “Getting Better” Work

If every other area of our team’s operation remained the same, what is the one area where change would have the biggest impact?

Thematic Goal (One area of primary focus)

If every other area of our operation remained the same, what is the one area where change would have the biggest impact on our team’s success?

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Recognition / Rewards

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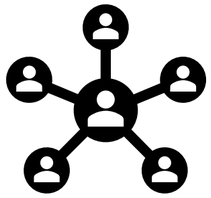
Our Agenda



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Getting Feedback from Your Team

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1:1 Questions

1. “What can I start, stop, or continue doing for you and / or the team?” (Ashley Kemp)
2. “Is there anything I'm doing that's gets in your way of being great?” (Lou Heckler)
3. “How can I do better?” (Marshall Goldsmith)
4. “What would you like me to do about that?” (Phil Van Hooser)

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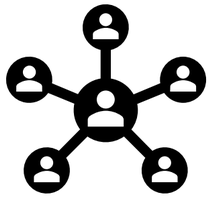
Our Agenda



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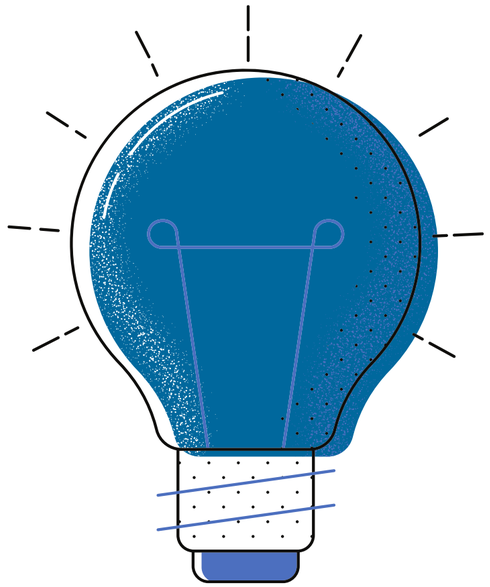
“Speed Takeaways”



On your own, write down the following:

1. What surprised you the most today.
2. One action you will take immediately.
3. One tip you will share with your team.

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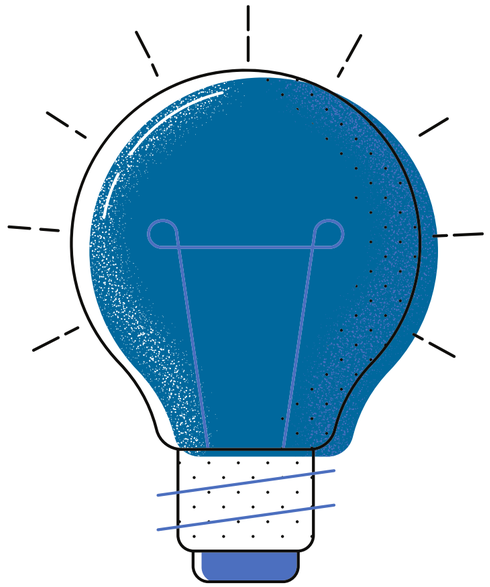
“Speed Takeaways”



Share what you wrote down with 3 other people:

1. What surprised you the most today.
2. One action you will take immediately.
3. One tip you will share with your team.

Sign up for
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Team Tips

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