Creating a Healthy Organization: It Means Everything to Your success

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Agenda

- Making the Case for Organizational Health
- Five Behavioral Principles for Teams
  - Building Team Trust
  - Mastering Conflict
  - Achieving Commitment
  - Embracing Accountability
  - Focusing on Results

Why organizational health trumps everything else

- *The Advantage* by Patrick Lencioni
- Focuses on organizational health – when management, operations & strategy fit together and make sense
- Recognizes the difference between being smart vs. healthy
- Signs of a healthy organization or unit:
  - minimal politics and confusion
  - High degrees of morale and productivity
  - Low turnover among good employees

What is a team?

- Working groups vs real teams
- Collective responsibility
- Common objectives
- Five behavioral principles every team must embrace:
  - Building Trust
  - Mastering Conflict
  - Achieving Commitment
  - Embracing Accountability
  - Focusing on Results

Introductions in Your Groups

- Name, City, Title/Job
- Where were you born
- How many siblings and where you fall in the order of children
- Your most interesting or difficult challenge when you were a kid
- No more than two-minute presentations each

Why was that important?

- Knowing your team means knowing more than just their work performance
- Understanding hardships and remarkable accomplishments helps us relate
- Teams become comfortable with vulnerability – being able to tell your peers something you don't typically share
- Our stories leveled the playing field
- The fundamental attribution error keeps us from building trust
- It starts at the leadership level – becoming a cohesive team

Building team trust

- Listening instead of preparing to speak is key
- Stepping up for your team
- Making the time to say thanks
- Recognizing effort
- Celebrating success
- Recognizing trust as the foundation
- Leaders and teammates should demonstrate vulnerability

What Google research teaches us about teamwork

Project Aristotle

- Goal: Build the perfect team
- Started in 2012
- Existing concepts: best teams meant combining the best people
- Reviewed 50 years of academic studies

Google

What does it takes to form a perfect team?

- People who eat together?
- People with similar interests?
- People who are the smartest in their field?
- People who socialize outside the office?
- People with similar educational backgrounds?
- People with the same hobbies?
- Strong managers
- Less hierarchical
- People of the same gender?
- People with similar work experiences?
- People who have served on teams before?
- People with the same years of experience?

What Google discovered

- There were no patterns in terms of team makeup
- Studied 100 groups looking at Group Norms which seem to make a difference
- Norms – traditions, standard for behavior, unwritten rules of a group, i.e., the team culture
- Carnegie Mellon, MIT and Union College research found that *how teammates treated each other* was key

Two Behaviors Good Teams Share

Equality in turn taking

- Team members spoke in roughly the same proportion
- When everyone got a chance to talk, the team did well.
- If only one or a few spoke, the collective intelligence declined

Strong Social Sensitivity

- Skilled at sensing how others feel based on tone of voice, expressions and nonverbal cues.
- Able to tell when someone was upset or left out.

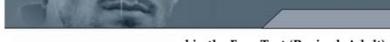# Do you have social sensitivity – intuitively knowing how others feel?

Reading the Mind in the Eyes Test (Revised, Adult)

Practice Question

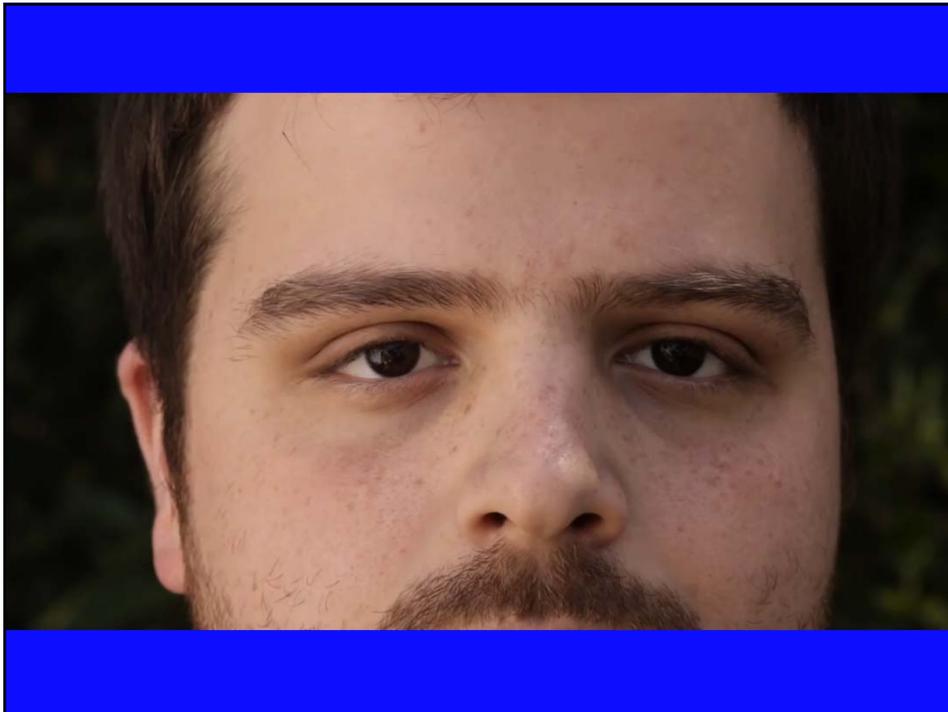Which word best describes what the person in the picture is thinking or feeling?

O hateful
O jealous
O arrogant
O panicked

nd in the Eyes Test (Revised, Adult)

ribes what the person in the picture is thinking or

O hateful
O jealous
O arrogant
O panicked

One way to test your social sensitivity:

- Reading the Mind in the Eyes Test: http://socialintelligence.labinthewild.org/mite/
- What to do if your social sensitivity is low:
  - Recognize the need to pay more attention to your teammates
  - Ask others for feedback
  - Be willing to share more of yourself

The Outcome is Psychological Safety

- Conversational turn taking and social sensitivity are aspects of psychological safety
- Psychological safety:
  - A shared belief held by members of the team that it is safe to take risks with this group.
  - The sense of confidence that the team will not embarrass, reject or punish someone for speaking up.
  - A team with interpersonal trust, mutual respect and people who can be themselves.

Take Aways from Project Aristotle

- No one wants to put on a "work face" at the office
- We must be able to talk about what is messy, sad, or be able to have a conversation with the person driving you crazy
- Work is more than just labor
- Successful teams develop respect and support for each other
- It is not just a feel-good theory. It is supported by data

Mastering Conflict

- Conflict is not a bad thing for a team
- It does not focus on people or personalities
- It is a willingness to disagree, even passionately when necessary, around important issues and decisions that must be made
- When there is trust, conflict is simply the pursuit of the best possible answer
- HOW you do it is key
- Avoiding conflict doesn't make the issue go away

Mastering Conflict

- Options: explain disagreement and work through it; withhold your opinion; let the opinions of others guide the meeting; discuss your real thoughts at the after-meeting, meeting!
- And vs but
- Listen to thoughts completely instead of creating your rebuttal
- Facial expressions, sighs, eye-rolling
- We know this team – should bad behavior be tolerated?

Mastering Conflict

- Overcome the tendency to run from discomfort
- Find the line of constructive conflict without stepping into destructive territory
- People who trust and are engaged in important work should feel compelled to disagree, sometimes passionately, when they see things differently
- This avoids destructive hallway conversations from people reluctant to have productive debate
- Interrupt and remind people debate is good
- Provide a "moment of grace" if it turns personal

In Your Groups:

- Discuss and list five recommended "rules of engagement" for team meetings
- Be specific – don't say "show respect," instead list how respect will be shown
- Be prepared to report out
- Consider how you could implement this in groups that you take part in

Achieving Commitment

- Trust, plus conflict leads to commitment – people don't commit to a decision if they don't have the opportunity to understand rationale and provide input
- Intel's concept: Disagree and commit
- Leaders break ties
- Avoid passive agreement
- End meetings with specific agreements
- Go back to teams after meeting and share what was agreed upon

Embracing Accountability

- Accountability is often the job of the team, not the leader in healthy organizations
- Peer-to-peer accountability is the primary and most effective source of accountability on your team
- Accountability is having the courage to confront someone about their deficiencies and deal with their reaction

Embracing Accountability

- But I'm just too kind – there is nothing noble about withholding information that can help an employee improve
- To hold someone accountable is to care about them enough to risk having them blame you for pointing out their deficiencies

Focusing on Results

- The point of building greater trust, conflict commitment and accountability is to achieve results
- The real measure of a great team is whether it accomplishes its collective team goals
- The needs of the higher team must be put ahead of the needs of your division
- Your department benefits when it is aligned with the goals and strategic plan
- Your department benefits when aligned with FRPA's four strategic pillars

FRPA's Mission & Vision

- Mission: To establish parks and recreation as a cornerstone of health, economic development, environmental sustainability, and community throughout Florida.
- Vision: An empowered and engaged network of members, advocates and partners, equipped to advance parks and recreation

The Tarp Challenge

Your Assignment

- Commit to being vulnerable and maintaining trust
- Encourage conflict to find creative solutions
- Teamwork is a choice, is strategic and is intentional!

Thank you!

Please come back for Part 2: Becoming, Hiring & Developing the Ideal Team Player 2:45 p.m. today

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