



Welcome to the 2017 FRPA Conference!

What the Amazing Race Teaches Us About Teamwork



M. Michelle Bono
michelle@bonocommunications.com
(850) 264-4233

Learning Objectives

- Understand how “group norms” impact team performance and how to develop positive group interactions.
- Identify ways to create psychological safety in teams in order to encourage productivity and positive risk taking.
- Understand how to “encourage the heart” and its impact on team dynamics and effectiveness.





What Works / Doesn't Work?

- What attributes do you see that encourage teamwork?
- What attributes do you see that discourage teamwork?
- What words inspire?
- What words deflate?

What We'll Focus on Today

- Understanding the business you are in
- Why teamwork matters
- The elements – from proven research – that build strong and effective teams
- How to address negativity
- Celebrating success
- Encouraging the heart
- Tons of healthy competition / fun



Your First Challenge

1. Think of your favorite fruit or vegetable
2. When directed, you'll have six minutes to line up in alphabetical order based upon the veggie or fruit you chose
3. Before we start we need four volunteers to be observers
4. Teamwork is encouraged



Why are we here? Why do we matter?

- **Your Mission**
- **Your Vision**
- **Your Values**

How do we add value to our community?

- **The Four Pillars:**
 - Health
 - Environment
 - Community Building
 - Economic Impact

Why Does Teamwork Matter

- Harvard Business Review Study: Time spent by managers and employees in collaborative activities is up by 50 percent or more over the last two decades.
- At many companies, more than ¼ of an employee's day is spent communicating with colleagues.
- 2015 Study: Profitability increases when workers collaborate more.
- Successful companies influence not just how people work, but how they work together.

Let's Mix it Up!

- Time to form our Amazing Race Teams
- Red, blue, green, purple and orange
- Gather around one table and come up with your team name.
- Write the Team name and color on easel paper and post on the wall.
- You have five minutes to get with your group and come up with a team name.

Let's Take the Tarp Challenge!

Report out from observers

- Team dynamics – how did they approach the challenge?
- Communication styles observed?
- Quotes worth sharing
- Which team won – what was the secret to their success?

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



What Do We Think 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?

The image shows two side-by-side screenshots of a 'Reading the Mind in the Eyes Test' interface. Each screenshot displays a close-up of a person's eyes and a corresponding question: 'Which word best describes what the person in the picture is thinking or feeling?'. The left screenshot lists four options: thoughtful, sad, angry, and panicked. The right screenshot lists four options: fearful, jealous, arrogant, and panicked.

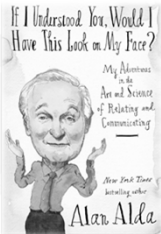


One Way to Test your Social Sensitivity:

- 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

Effective Communication from Alan Alda

- Observe or imagine what a person is thinking or feeling
- Talk about the people doing the work, not the things
- Focus on the other person and *really* listen
 - What color are his/her eyes?
 - What color shirt or top is he/she wearing
 - Does he/she wear glasses?



**The Goal is to Create
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

**Putting Your Knowledge
to Work:
The Rope Challenge**

Report out from observers

- Team dynamics – how did they approach the challenge?
- Did you see turn taking and social sensitivity – give specific examples
- Communication styles observed?
- Quotes worth sharing
- Which team won – what was the secret to their success?

Overcoming Negativity in the Team

From the book Winning Well by Karen Hurt and David Dye

10 Tips

1. Make a list of what you like about your job
2. Understand why others work?
3. Call out negativity
4. Rise above the drama
5. Find kindred spirits



Overcoming Negativity in the Team

From the book Winning Well by Karen Hurt and David Dye

10 Tips Continued

6. Create an “envelope of excellence”
7. Find reasons to celebrate
8. See barriers as a challenge
9. Laugh more
10. Hold deeper conversations



Words Matter

- Focus on speaking about how a situation makes you feel, not what the other person has done
- What you see depends upon where you stand
- QTIP
- Avoid “but” in favor of “and”
- Implement positive reinforcement
- Become a better listener
- The story of the Buddha

That’s Right Bob



Making the Time to Celebrate Success

Brenda Bence: Building Successful Leadership Brands

- Celebrations remind you of the goal you set and why you set it in the first place
- Celebrations remind our team to continue delivering good work
- Celebrations remind the team that they do great work – they unify us around a positive outcome
- Celebrations let our city managers, elected leaders and citizens share in our success

Making the Time to Celebrate Success

- Celebrations get you away from your day-to-day work
- Celebrations allow you to connect with coworkers in a way that is not just work-related
- Celebrations force you and your team to focus on the positive instead of the negative
- They can just be good fun



Make Celebrations Work for You

- Let's brainstorm – if your team set a new record for participants, revitalized a park, attracted a major event, won an award for quality maintenance of parks, etc., how would you want to celebrate?
- P.S. This is your chance to be creative and share that wacky idea – knowing there is psychological safety!

Our Final Team Competition: The Word Challenge



Report out from observers

- Team dynamics – how did they approach the challenge?
- Communication styles observed?
- Quotes worth sharing
- Which team won – what was the secret to their success?

Encouraging the Heart

Kouzes & Posner

- Set clear standards
- Recognize individuals for their contribution to the team
- Let individuals know they are important
- Set the example



Examples of Encouraging the Heart

- Handwritten notes to teammates / customers
- Surprise events (graffiti the floor)
- Support for tough times
- Pay attention to their priorities
- Recognition for job well done or extreme effort



Never Forget the Power
of a Thank You



Wrap Up: What 3 Things Will
You Remember from Today?

THANK YOU!

M. Michelle Bono
Bono Communications & Marketing, LLC
(850) 264-4233
michelle@bonocommunications.com





For more information about the Florida Recreation and Park Association visit www.frpa.org.
