



Fostering Cohesive Teams



Get Enthusied! Make it happen.



Gallup's Organizational Findings

The #1 reason people leave their job is that they don't like, get along with, or feel acknowledged by their managers

People Quit Their Managers, Not the Organization.



ANONYMITY

The feeling employees get when they feel unknown or invisible at work

IRRELEVANCE

The sense that the work you are doing has no real impact on the lives of others

IMMEASUREMENT

The inability of an employee to assess his or her own level of contribution and success



**BEST.
BOSS.
EVER.**



The Worst Team



The Best Team

The Five Behaviors of a Cohesive Team



Trust

Cohesive teams...

- Trust one another on a fundamental, emotional level
- Are vulnerable with each other about their weaknesses, mistakes, and fears
- People have an opportunity to be more vulnerable in these times



Conflict

Cohesive teams...

- Are not afraid to engage in passionate dialogue around issues
- Do not hesitate to disagree with, challenge, and question one another to find the best answers
- Conflict can arise easier virtually



Commitment

Cohesive teams...

- Achieve clarity and buy-in around important decisions
- Ability to work away from our old strategies and direction
- Question what we want to accomplish



Accountability

Cohesive teams...

- Hold one another accountable for adhering to the team's commitments
- Don't rely on the team leader for accountability; go directly to their peers
- What expectations have been set in your virtual environment?



Results

Cohesive teams...

- Set aside their individual needs and focus on what is best for the team
- Emphasize collective results that define team success
- Create a “Rally Cry” for the team



Your Turn

Which behavior do you think is the most challenging for your team?

Behavior 1: Trust

Trust

Looks like...

- Confidence your peers' intentions are good, and there is no reason to be protective or careful around the group
- Teammates must get comfortable being vulnerable with one another
- Look to use tools for informal contact as often as needed



TRUST

What Holds People Back?



What Holds People Back?

Being disliked

Criticism

Disharmony

Being taken
advantage of

Being a burden

Feeling exposed

Disapproval

Appearing weak

Losing influence



Negative
reactions

Appearing
incompetent

Seeming naïve

Loss of control

Looking foolish

Behavior 2: Conflict

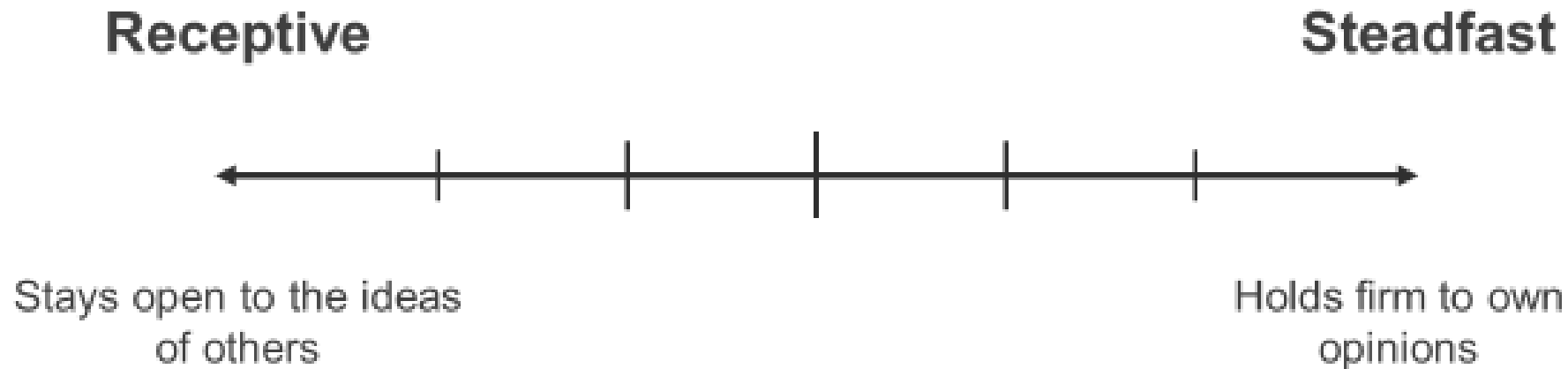
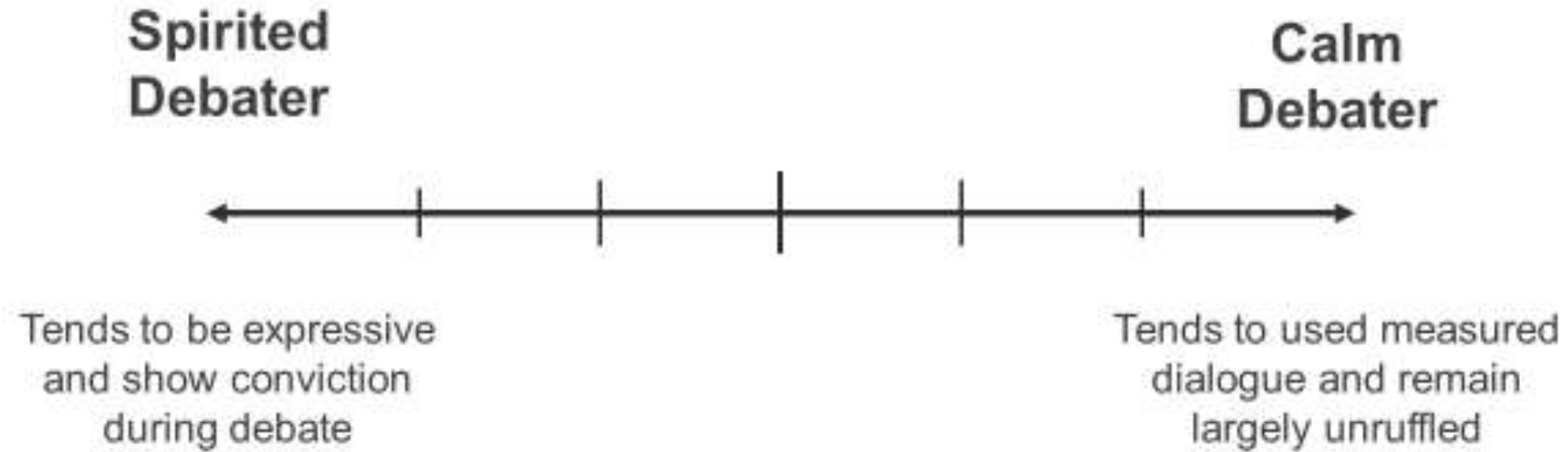
Conflict

Looks like...

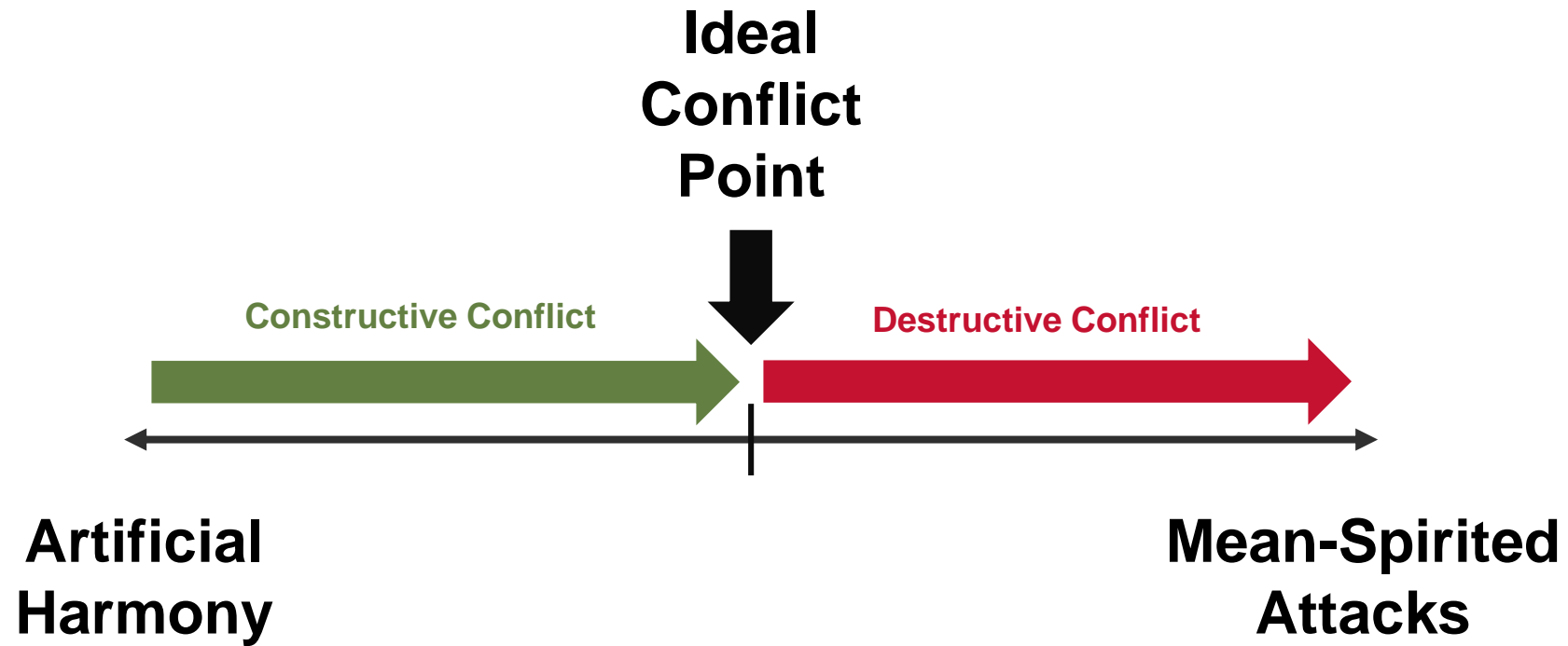
- When there is trust, team members can engage in unfiltered, constructive debate
- Healthy conflict focuses on concepts and ideas to produce the best possible solution
- Keep in mind the spirit of “Thank You” and “Tell me More”



Your Approach to Conflict



Conflict Continuum



Behavior 3: Commitment

Commitment

Looks like...

- When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions
- It's not necessary to reach consensus, but **clarity** and **buy-in** are key to commitment



Achieving Clarity



Clarity means knowing exactly what it is you're committing to and making sure everyone on your team is on the same page.



Gaining Buy-In

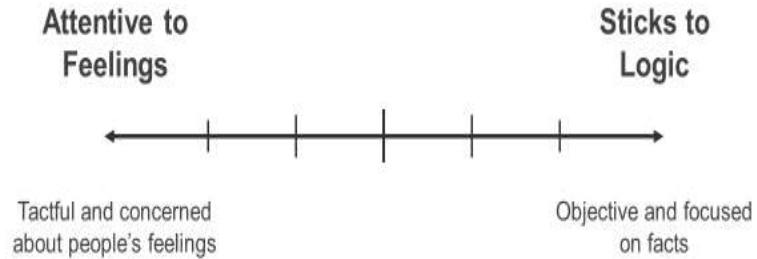
Buy-in is about making sure your ideas and concerns are heard, and then getting behind the team's ultimate decision, whether or not you agree with it.

How do you know people are bought in?



Gain Buy-in w/ Fist → 5

Your Approach to Feedback



KTD Consulting

5	Champion of the idea
4	Agree with the idea
3	Agree with the core, could tweak
2	Disagree but willing to proceed
1	Serious Questions/Reservations
Fist (0)	Can Not Proceed

What You Can Do

- Slow down to ensure clarity
- Be as accurate and thorough as possible
- Make sure everyone has a chance to air their doubts and concerns
- Help draw out more reserved teammates
- Support group decisions even when you don't agree with them



Behavior 4: Accountability

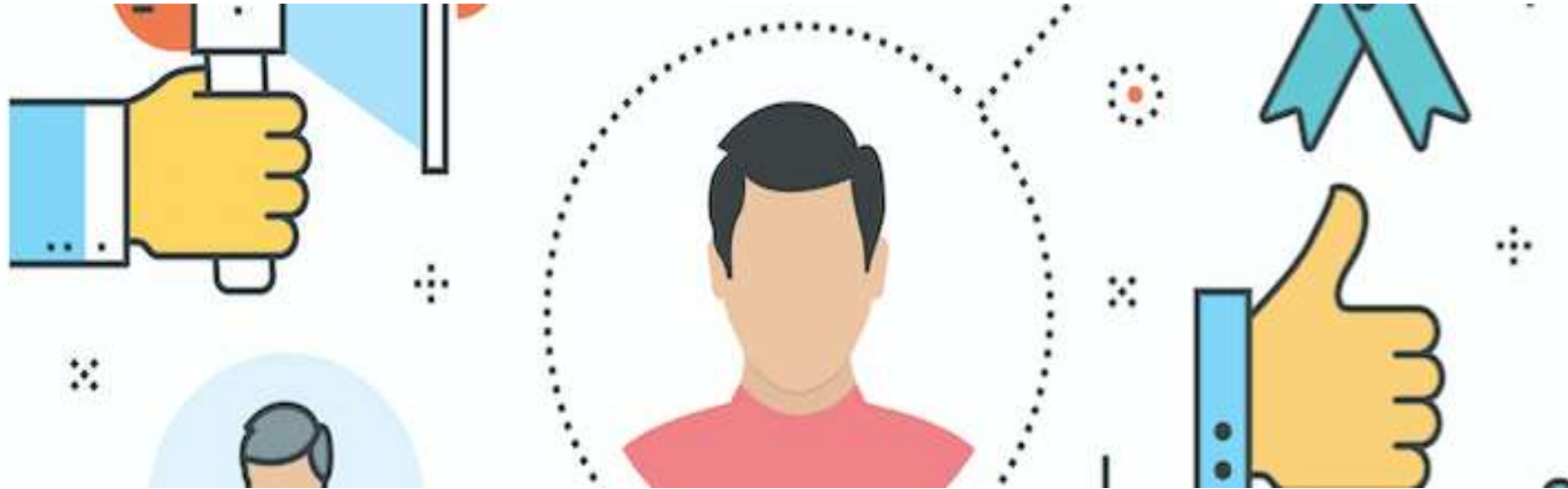
Accountability

Looks like...

- When everyone is committed to a clear plan of action, they are better able to hold one another accountable
- Be willing to **call one another** on behavior or performance that isn't up to standards or hurts the team
- Technology isn't the entire answer



Your Approach to Feedback



**Attentive to
Feelings**

**Sticks to
Logic**



Tactful and concerned
about people's feelings

Objective and focused
on facts

W.W.W.

Who is doing the **What** by **When**?

*Are we spending enough time on this or is this something that's
being thrown together at the last minute?*

Behavior 5: Results

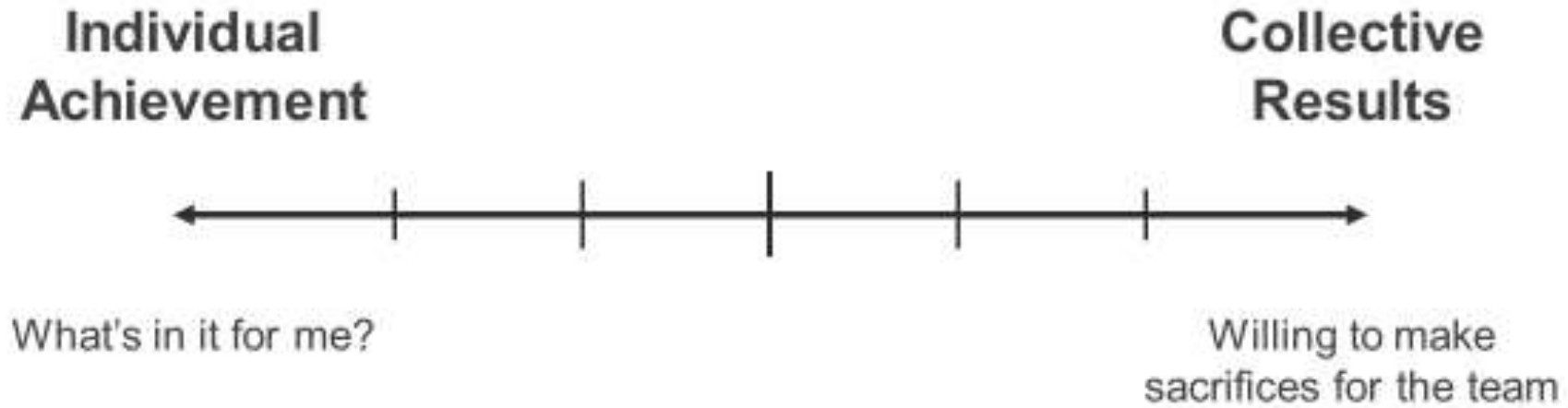
Results

Looks like...

- Valuing collective success more than individual achievement
- When the team fails to achieve collective goals, taking personal responsibility to improve the team's performance
- Don't look just to survive – go on offense



How About You?



Action Planning



