Building a High Performing Team

Cornell Tech

September 5, 2014

Afternoon Agenda

- Program Objectives & Outcomes

- Group Task

- Course Review (Syllabus)
  - Timeline, Textbook, course materials, preparation

- The 5 Steps for a High Performing Team

- Assignment Review

- Logistics/Next Steps

Team Coaching Objectives

To provide:

- context for high performance in a team setting (why does it matter?)

- tools and the resources to create a high performing team experience over the course of the year

- support, guidance and feedback along the way

Team Coaching Outcomes

Students will complete this program with:

- Increased awareness around individual 'leadership strengths' as a member of a high performing team

- Tools and skills for creating high performance in a workplace team setting upon graduation

Teams versus Groups

Teams

- *Shared leadership roles*

- *Shared team goals resulting in individual & mutual accountability*

- *Collective work product; decision making & work performed as a team*

- *Performance measured at team level*

Working Groups

- *Clearly defined leader*

- *Group purpose driven by the organization resulting in individual accountability*

- *Individual work products*

- *Delegation of key tasks*

- *Performance measured individually*

Critical Success Factors for
Self-Managing Teams

▶ A Mutual Sense of Purpose
  ▶ What pulls you together? Why do you exist as a team?

▶ Shared Goals based on that Purpose
  ▶ Make your purpose concrete with goals - - specific, real achievements that fulfill the purpose

▶ Team-Based Reward System
  ▶ Teams work interdependently and must be rewarded that way - whether in $$ or grades.

▶ Clarity on Roles and Responsibilities
  ▶ Not everyone can, or should, do everything. That is why you have a team. Divide the labor and be clear on who does what, and why.

▶ Values, Norms, and Processes that define what teams members expect
  ▶ *How* will you do your work? How will you make decisions? How will you communicate? How often will you meet? How will you express conflict?

Best Practices for
High Performance Teams

HIGH PERFORMING TEAMS

Develop Respect & Trust

↓

Create a Team Agreement (Contract)

↓

Maintain Individual and Team Accountability

↓

Offer & Receive Constructive Feedback

↓

Reward & Celebrate Success

Respect & Trust

- Most important attribute of a high performing team is the ability of team mates to trust each other..
  - How do you think about trust?
  - What's important about creating 'trust' in your team for this program/project?
  - What can you do to build trust together quickly?

High Performing Teams understand the value of designing a ***common set of performance objectives and expectations*** as one of the most important keys to their ultimate success

The Team Contract

Components of a Team Contract

Part A) Team Mission/Goals

Part B) Team Norms:

    I.   Roles/Responsibilities

    II.   Agreed to process

    III. Expectations/Accountability

        » Behaviors

        » Consequences

        » Success

Part A – Mission/Goals

Team Mission & Goals

- What is your team purpose?

- What do you want to achieve/accomplish together?

- What will you be most proud of in terms of the final outcome?

Hint: Ensure that your team goals are measurable and specific; keep in mind these are 'team' goals; not 'project' goals

Part B – Team Norms

Creating Team Norms

- Agreed to set of operating principles on how the team will function

- Outlines both performance and behavior expectations
  - "Who will do what"
  - "How work will get done"
  - "What are acceptable and unacceptable behaviors on this team"

Team Norms:
(i) Roles and Responsibilities

i. Roles/Responsibilities

- How will you divide up the work?

- Who is responsible for what?

- How will you leverage the strengths/expertise of each member of the team?

- How will you ensure all opinions and ideas are tabled?

Who does what…Team Roles

- Monthly Team Chair

- Project Lead & Second

Team Chair

- Responsibilities:
  - **Preparing agendas** for all team meetings with input from the team (logistics, communication, etc.)

  - **Timekeeper** for all team meetings

  - **Facilitates** debriefs

  - Ensures all members are **participating**

  - **Gains consensus** from team for decisions

  - **Meeting minute**s; captures all team decisions, actions/next steps and lessons learned from debriefs; circulates to the team within 24-48 hours

  - **Raises concerns** about any Norm violations

Team Chair

- Best Practices:

  - Team Chair circulates meeting agenda minimum 24 hours in advance of meeting

  - Engage most experienced Chair first (September)

  - Rotate Chair role at the end of every month (create a schedule for entire term)

Project Lead & Project Second

Responsibilities:

- Overall Project Management of the Project development; should have both an MBA and an MEng student in these roles

- Work together to develop the **Project Scope;** providing a recommendation for team discussion and approval on how the project can be best executed (leverage areas of individual expertise & strengths)

- Facilitates a team discussion to create a **timeline** for milestones against the overall deliverable of the project

- With input/components from entire team, work together to compile a **project draft** over the course of the term that is 80% complete;

- Solicit and incorporate **team feedback** to create a finalized 100% project document

- On behalf of the team, ensure the complete team product is submitted on time

Project Lead & Project Second

- Best Practices:

  - Gathers input and diversity of ideas from team

  - The Project Lead & Second are <u>NOT</u> the sole developers and producers of the end product; everyone contributes

  - Project Lead & Second facilitate and leverage the individual strengths of the team to contribute to a final product

  - Project Lead & Second must gain consensus from the rest of the Team for all project decisions

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All Team Members

- Add your full value to the project development and final execution

- Be prepared to actively participate in discussions & brainstorms

- Contribute any assigned portion you have to the project with an eye to quality and timeliness

- Review all drafts and provide relevant and strategic feedback in support of the overall project goal

- Respect the project roles; trust your team mates to deliver excellent work on time and within scope

- Be constructive and productive in your feedback around team norms and behaviors
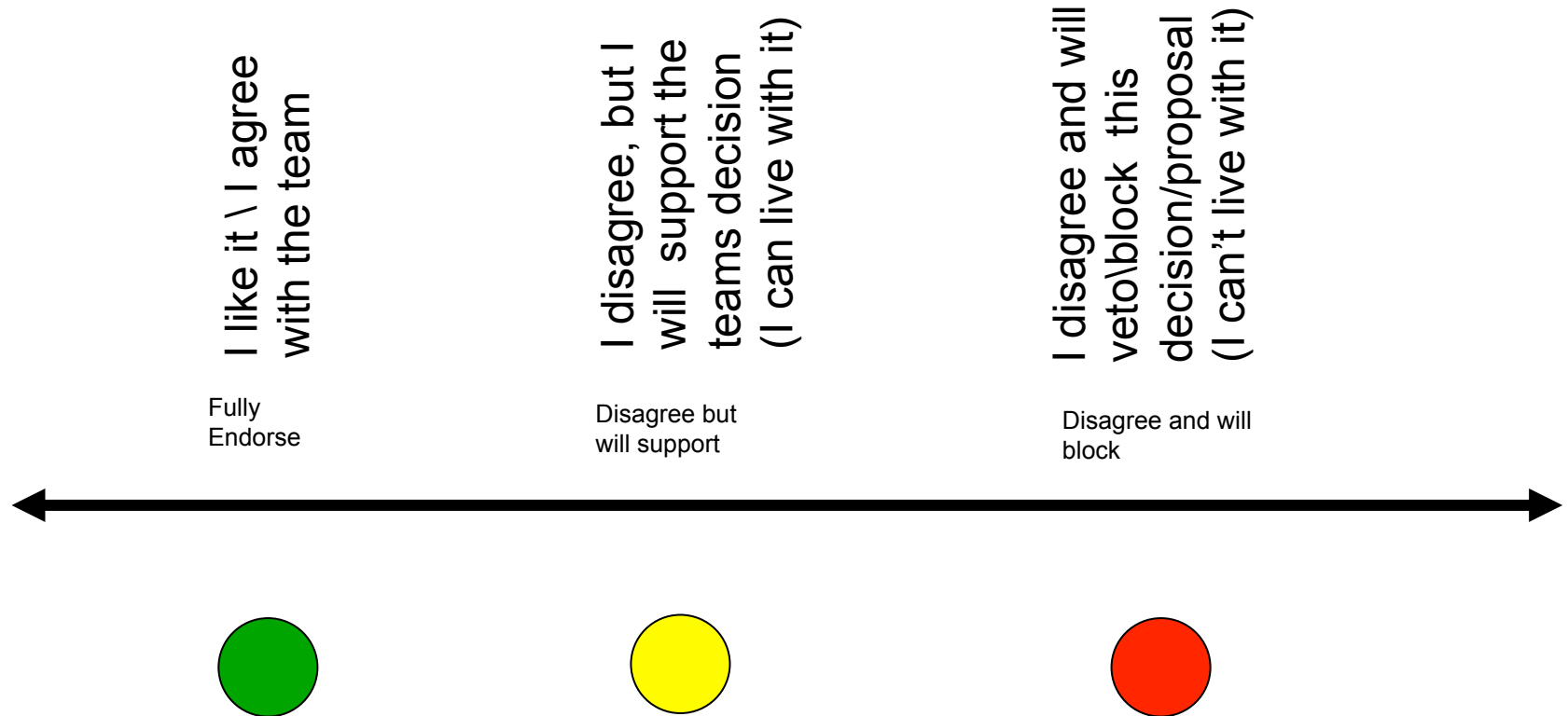
(ii) Agreed to Process

ii. Agreed to Process

- How often will you meet?
- What communication tools will you use (ie: email, IM, texting, etc.)
- What are the expectations in terms of preparation for all meetings?
- What is your agreed to commitment to deadlines and timelines?
- How will you reach consensus/make decisions?

Tips for Running Effective Meetings

- Always have an agenda (topic/time allotment)

- Start meetings with a 2 min check in

- One conversation at a time

- Respect the role of the Chair in facilitating the meeting to stay on topic/on time

- Create a 'parking lot' for additional topics that might need to be discussed at a later time – stay on point

- Ensure action items are captured at the end of the meeting – who is responsible for what, by when?

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Levels of Alignment for Reaching Consensus

I like it \ I agree with the team

I disagree, but I will support the teams decision (I can live with it)

I disagree and will veto\block this decision/proposal (I can't live with it)

Fully Endorse

Disagree but will support

Disagree and will block

(iii) Expectations & Accountability

iii. Expectations and Accountability

- What are your expectations around quality?

- How will you measure and maintain consistent effort?

- How will you resolve conflict or differences?

- What will success look like?

Tips for Resolving Conflict

- Assume positive intent
- Ask open-ended questions to seek clarification
  - Avoid questions that begin with 'why'
- Listen
- Don't make assumptions/judgment
- Seek common ground
- Don't confuse the 'what' with the 'how'….avoid 'violent agreement'

Measuring Success: The Project Debrief

- Regularly scheduled as you accomplish specific project milestones; at least every 2-3 weeks if possible

- Key to improving team practices towards higher performance

- Debrief the process and/or a role; remember: it's not personal

- Debrief meeting is facilitated by Monthly Chair

- Create a file of "lessons learned" from debriefs and action for norm updates

- Best Practice - "10 Minute Debrief"
  - What worked/is working well ☺
  - What did not work/is not working so well ☹
  - What lessons did we learn?
  - What do we need to do differently moving forward (2-3 Action Items)

Summary

- High performing teams are critical in today's competitive marketplace

- High Performing Teams:
  - ✓ Have trust and respect
  - ✓ Share a common agreement/contract
  - ✓ Hold self and others accountable
  - ✓ Give and receive feedback
  - ✓ Calibrate and celebrate

Assignment #1

Building Your Team Contract

Team Contract – Approach

1. Spend 30-60 minutes **<u>individually</u>** and **<u>independently</u>** capturing **<u>your ideas</u>** for your teams' mission/goals and norms; what are the critical expectations you have for yourself and your team?

2. Schedule a meeting/several meetings to get together as a team to develop your Team Contract

    I. Begin by sharing individual expectations around Mission/Goals – discuss to find alignment as a team

    II. Then share expectations around Team Norms

    III. Pay specific attention around the conversation related to quality & effort, timelines, roles, leveraging strengths, etc.

3. Take notes and begin to shape the output

Team Contract – Final Thoughts

- A Team Contract template is provided online with suggestions on areas to discuss and consider

- Do not just cut/paste suggestions; ensure there is alignment

- Final Team contract is due 11:59pm September 19th, 2014

- Email final Team Contract to your Team Coach

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Assignment #2

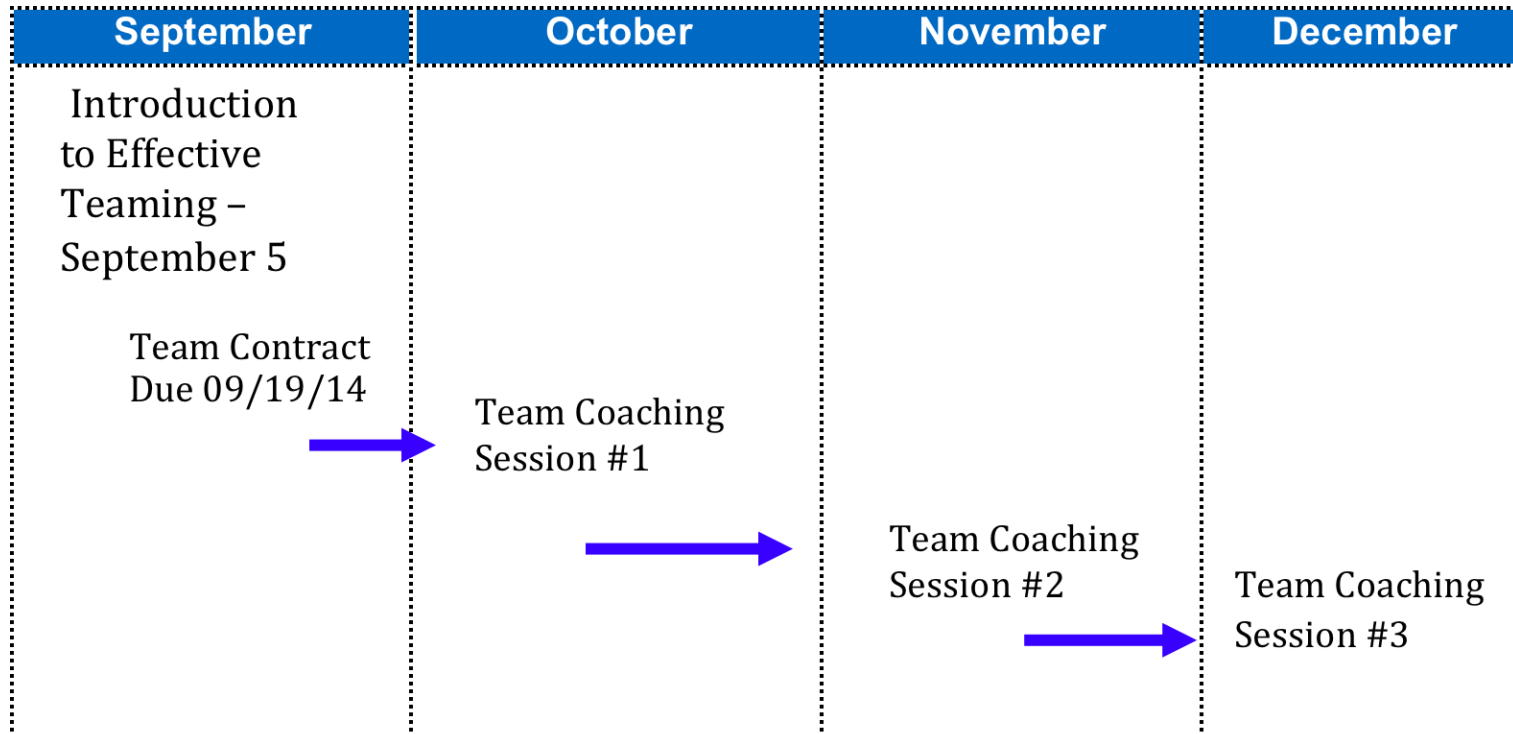# Individual "StandOut Strengths" Assessment

StandOut: Find your Edge. Win at Work.
(Marcus Buckingham - 2011)

- Read Chapter 1: "Whistles for Everyone – How to accelerate innovation"
- Complete the assessment and read your "Edge" report
- Share your results with your team mates <u>prior</u> to your first Team Coaching call
  - Discuss:
    - How might your Edge strengths compliment your work together on this project?
    - What might you need to watch out for?

Next Steps/Logistics

Team Coaching Schedule – Company Project Team

September	October	November	December
Introduction to Effective Teaming – September 5 Team Contract Due 09/19/14	Team Coaching Session #1	Team Coaching Session #2	Team Coaching Session #3

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Team Coaching Schedule – Start-Up Project Team

January	February	March	April
Team Contract Due 01/16/15			
Team Coaching Session #4			
	Team Coaching Session #5		
		Team Coaching Session #6	
		Reflection Journal	

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Team Coaching Meetings

- Refer to Syllabus for coaching topic, general schedule, preparation or deliverables required

- Team Coaching meetings will be 1 hour via teleconference

- All teams will be assigned a Team Coach for the Company Project and for the Start-Up Project (January)

- Your team coach is available during the program for any additional <u>team coaching support</u> required outside the provided schedule

Team Coaching Meetings

- Team's Responsibility:
  - Schedule your team call with your Coach
  - Come to the call prepared
  - Be on time and ready to speak
  - Be actively engaged

- Coach's Responsibility
  - Provide:
    - a toll-free conference line
    - an available schedule
    - any pre-work communication in advance of the call
  - Probe, explore and appropriately challenge the team
  - Offer guidance, support & feedback

Next steps

- Go online to download course documents
  - Today's presentation
  - Draft Team Contract; supporting materials
  - Program Syllabus
  - Team Coach Assignments
- Team Contract due to your Team Coach 11:59pm September 19th, 2014
- Complete your "StandOut" assessment and share results with your team mates PRIOR to your first team coaching call
- Schedule your team coaching meetings for this term with your team coach as soon as they provide you their schedule

Introducing the Team Coaches

Janet Gilfillan, MBA, ATC

- Lead Team Coach for Cornell Executive Education
- 18+ years professional work experience in Marketing Services
- Developed initial Team Coaching program for MEng 2013

Mary Tomaselli

- Team Coach for Cornell Executive Education
- 25 years professional work experience in a variety of leadership positions
- Past Director of Employee and Organizational Development at Ithaca College

Lauren Moore

- Team Coach for Cornell Executive Education
- Certified Education Coach
- Works for Alberta Health Services (AHS) as a mental health coach

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Team Coaches – Company Project

Janet Gilfillan

- AOL
- LinkedIn
- WebMD
- Microsoft
- iCrossing

Mary Tomaselli

- Bloomberg LP
- eBay
- Google
- IMAX:Mixter
- MasterCard
- TradeBlock

Lauren Moore

- Segovia
- Qualcomm
- JPMorgan Chase
- IMAX:Logogram
- Canary
- ffVenture Capital

Wrap

- Any questions?
- Contact Info:

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