

Building a High Performing Team

Masters of Engineering

Cornell Tech

February 2014

CORNELL
NYCTECH

Home of the
JOAN & IRWIN JACOBS
TECHNION-CORNELL
INNOVATION INSTITUTE

Agenda

- Program Objectives & Outcomes
- Team activity
- Course Review (Syllabus)
 - Timeline, Textbook, course materials, preparation
- The 3 Elements of a High Performing Team:
 - Team Agreement
 - Accountability
 - Constructive Feedback
- Wrap/Next Steps

Team Coaching Objective

- To provide the context for high performance in a team setting
- To provide you with the tools and the resources to create a high performing team experience over the next several months
- To provide support, guidance and feedback along the way

Team Coaching Outcome

Participants 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

Introducing the Masters of Engineering Team Coaching Program

CORNELL
NYC**TECH**

Home of the
JOAN & IRWIN JACOBS
TECHNION-CORNELL
INNOVATION INSTITUTE

‘Teams and teaming are as much a fixture in good management practice as planning, budget, personnel performance review, strategy, IT and other elements of organizational design’

Katzenbach & Smith – Discipline of Teams (2001)

- In today's fast-paced, geographically distributed and culturally diverse marketplace, individual contributors are ***expected to have the skills to work effectively on a team***
- Yet while most organizations focus on putting the team structure in place, they more often than not fail to ***give individuals the tools to equip them to be effective and productive as a contributing member of the team***

- Often the focus is on ‘getting along’ to deliver an outcome; however in the ***absence of clarity around roles, appreciation of individual strengths, expectations and accountability***, team output can be hard to predict and in some cases less than optimal
- 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

HIGH PERFORMING TEAMS

Develop Respect & Trust



Create a Team Agreement (Contract)



Maintain Individual and Team Accountability



Offer 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?

The Team Agreement

The Team Agreement (Contract)

- Components of a Team Agreement:
 - Mission/goals
 - Roles/responsibilities
 - Agreed to process
 - Expectations/accountability
 - Behaviors
 - Consequences
 - Success

Team Mission & Goals

- What is your purpose?
- What do you want to achieve/accomplish together?
- What will you be most proud of in terms of the final outcome?

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?

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?

Expectations/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?

Team Agreement Assignment

- In your team you will prepare a team agreement for your work together in the coming months
- Refer to handout for some suggestions on areas to discuss and consider
- Ensure there is alignment
- Final Team Agreement due February 21st, 2014

Team Agreement Exercise

- Begin by spending 5-10 minutes discussing and agreeing to the Mission/Goals for your team
- Once you have alignment on that, begin to discuss the next sections of the Agreement
- Pay specific attention around the conversation related to quality & effort, timelines, strengths, etc.
- Take notes and begin to shape the output

BREAK & WORKING SESSION – TEAM AGREEMENT

Accountability

Professional Accountability

- What does 'accountability' mean to you?
- Why is it important?
- How important is the concept of 'power' in thinking about being accountable or holding someone accountable?

Guttman & High Performing Teams

Guttman defines a high performance team as a work-group that has reached agreement in 5 key areas:

- Strategy
- Operational goals
- Roles & responsibilities
- Protocols/ground rules
- Business relationships/interdependencies

“Every member of the team is a leader;
each member holds the other accountable”



Professional Accountability in your High Performing Team

- Are we both aligned on what we are accountable for?
- How will we hold each other accountable?
 - What are the conversations you might need to have?
 - How might assumptions and beliefs impact this?

Making Requests and Establishing Accountability

Probability of completing a goal:

- 10% If you hear about it
- 40% If you decide when you are going to do it
- 50% If you plan how you are going to do it
- 65% If you commit to doing it to someone else
- 95% If you commit to reporting back to someone else and have an appointment or meeting to do so

(American Association of Training and Development)

CORNELL
NYCTECH

Home of the
JOAN & IRWIN JACOBS
TECHNION-CORNELL
INNOVATION INSTITUTE

Making Requests and Establishing Accountability

5 Steps to make a request, establish accountability and close the loop

1. Are you willing to complete this task?
2. What specifically will you do?
3. When will you do it?
4. How will I know you have done this?
5. What kind of updating status process can we develop together so we meet our deadlines and honor our commitments to each other?

The 4th and 5th questions are critical and often the ones that are missed. Closing the loop completes the process and establishes expectations.

Setting the groundwork

- Holding yourself and someone accountable means you need to be clear on what's really happening...
- Often that means deepening your understanding of the situation in order to collaborate effectively
- To do this you need to:
 - ✓ Ask good questions
 - ✓ Listen effectively
 - ✓ Move from a place of 'judging' to 'learning'

Probe to Discover

Why did you do that?

What are your specific objectives?

What kind of support do you need to ensure success?

What's the problem on this project?

What are good probing questions to gain additional perspective?

What key things need to happen to achieve the objective?

What's your problem?

Why are you behind schedule?

How would you describe the way you want this project to turn out?

“Collaborative” Probing Questions

- Are open-ended: asking for information, insight, feelings
- Create movement towards possibilities
- Ask “what” or “how” instead of “why”
- Ask genuine questions, not statements in disguise

*“Most people think
listening is waiting for
their turn to speak”*

3 Levels of Listening

Data/Fact Level (Level 1)

Emotional Level (Level 2)

Values Level (Level 3)

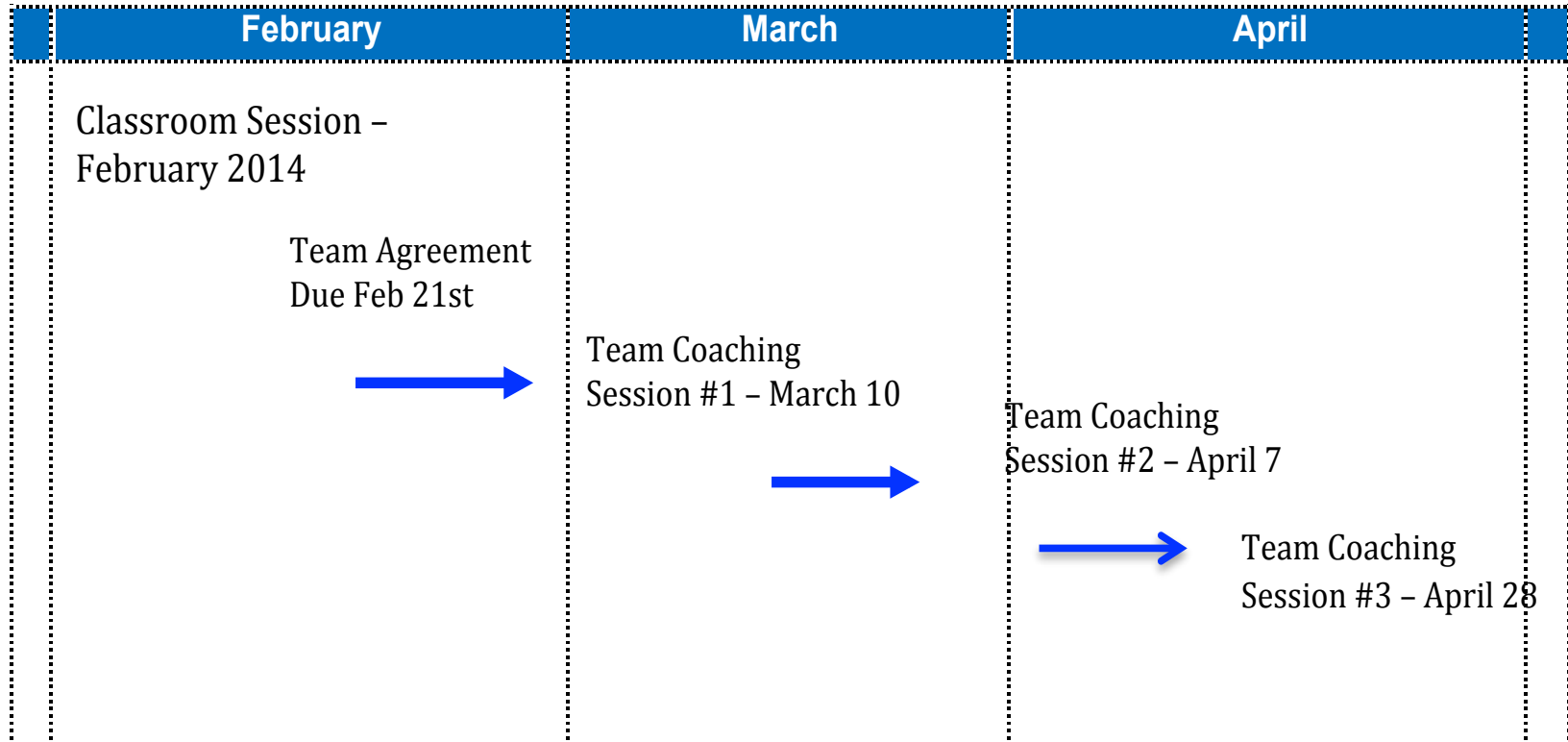
Judger vs Learner

- Be conscious of the story that is going on in your head
- Are you really trying to understand?
- Are you interested in another perspective or are you just looking to blame?
- How can you change the conversation?

Summary

- High performing teams are critical in today's competitive marketplace
- High Performing Teams:
 - ✓ Have trust and respect
 - ✓ Share an agreement
 - ✓ Hold self and others accountable
 - ✓ Give and receive feedback
 - ✓ Calibrate and celebrate

Team Coaching Program - Timeline



Next steps

- Go online to download course documents
- Team Agreements due Feb 21st (email jeg327@cornell.edu)
- Complete your “StandOut” assessment and share results with your team mate

Course Textbook

- StandOut: Find your Edge. Win at Work.
(Marcus Buckingham)
- Read Chapter 1: “Whistles for Everyone – How to accelerate innovation”
- Complete the assessment and read your “Edge” report
- Share your results with your team mate
- Discuss:
 - How might your Edge strengths compliment your work together?
 - What might you need to watch out for?

Team Coaching Calls

- Coaching call #1 – Review of Team Contract
 - Bring contract to call
- Coaching call #2 – Review/discuss StandOut strengths
 - Bring assessment results to call
- Coaching call #3 – Giving and receiving Constructive feedback
 - Pre-read information will be posted in advance

Team Coaching Calls

- Calls will be 1 hour in length
- I will provide a toll-free conference line for us to use
- I will circulate a schedule of available times to book your team call; first come first served 😊

Wrap

- Any questions?
- Contact Info:

Janet Gilfillan

Office: 905 597 7903

iPhone/Text: 647 285 9946

Email: jeg327@cornell.edu