




0



Building High Performing Teams

Driving Business Results AND Human Values

Leo Santarelli

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GRADES


50 %
45 mins written exam.

50 %
Participation in class (questions, comments, participation in activities)

Yes, you can use internet, your notes and hand-outs from these 2 days !!

COPY/ PASTE NOT ALLOWED !! Use your own words

8



Building High Performing Teams

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The awareness of the freedom, the responsibility and the inherent potential of human nature is the most important attribute of a business leader, not only for the well-being of the individuals in an organization, but also for the success of the business itself.

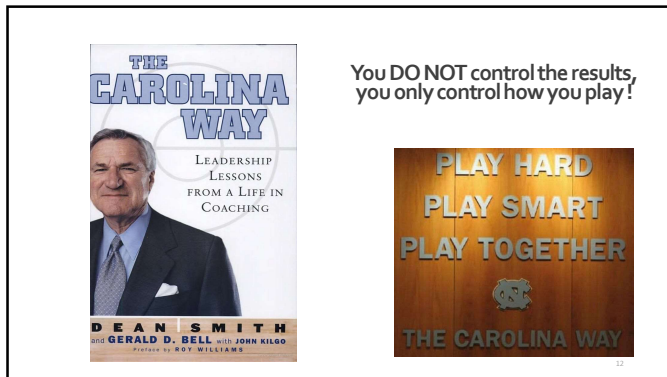
Fred Kofman, Conscious Business Center

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Maximizing share-holder value has never been our priority. Of course, profitability is the corner-stone of our activity, a measure of our effectiveness and a way to finance the growth of our company. But it has never been an objective in itself. In fact, the objective is to win in the eyes of the consumer, doing something that can make us proud.

John Young CEO de Hewlett Packard (1976-1992)

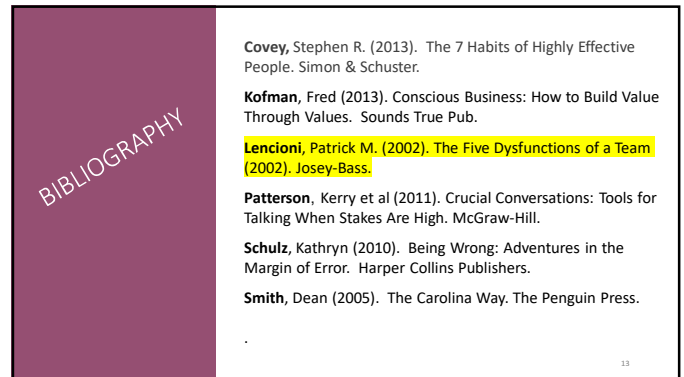
11



You DO NOT control the results,
you only control how you play!



12



Covey, Stephen R. (2013). The 7 Habits of Highly Effective People. Simon & Schuster.

Kofman, Fred (2013). Conscious Business: How to Build Value Through Values. Sounds True Pub.

Lencioni, Patrick M. (2002). The Five Dysfunctions of a Team (2002). Jossey-Bass.

Patterson, Kerry et al (2011). Crucial Conversations: Tools for Talking When Stakes Are High. McGraw-Hill.

Schulz, Kathryn (2010). Being Wrong: Adventures in the Margin of Error. Harper Collins Publishers.

Smith, Dean (2005). The Carolina Way. The Penguin Press.

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Lencioni's Five Dysfunctions of a Team

	DESCRIPTION
Inattention to Results	• The pursuit of individual goals and personal status erodes the focus on collective success.
Avoidance of Accountability	• The need to avoid interpersonal discomfort prevents team members from holding one another accountable.
Lack of Commitment	• The lack of clarity or buy-in prevents team members from making decisions they will stick to.
Fear of Conflict	• The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.
Absence of Trust	• The fear of being vulnerable with team members prevents the building of trust within the team.

Sources: Patrick Lencioni

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Agenda: Building HPT

Day	Content
1	HPT: What, Why, How <u>Trust</u> : <u>Conflict</u> : productive dialogue, Learner Mental Model <u>Conflict</u> : techniques for conversation, LIE, conflict resolution, negotiation <u>Conflict</u> : negotiation
2	<u>Commitment</u> <u>Accountability</u> : Player Mental Model <u>Accountability</u> : self and others. <u>Results</u> <u>Overall Summary and Exam</u>

Videos, Role-plays, Stories and Cases

Sources: Patrick Lencioni

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WHAT
is a HPT ?

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WHAT IS A HIGH Performing TEAM ?

- A group of people working in various roles
- Working synergistically with a common goal
- Delivering consistent and superior results

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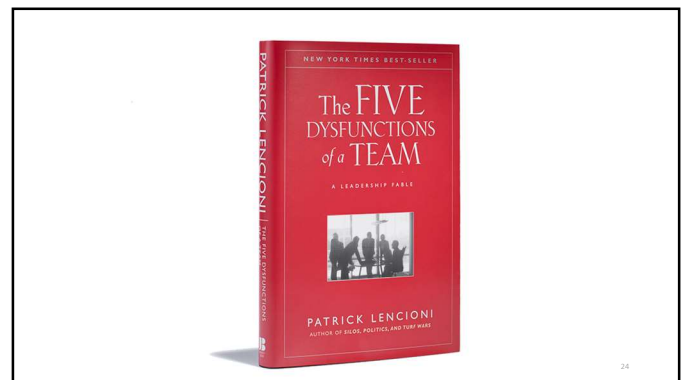
WHY AIM FOR A HIGH PERFORMING TEAM ?

- Unleashes individual capabilities; supports division of labor
- Allows synergistic collaboration (1+1 > 2; team is "in flow"; faster/better/cheaper)
- HP teams are five times more effective than average teams (Keller and Meany, McKinsey)
- Attraction and retention of talent
- Satisfaction, fun, well-being

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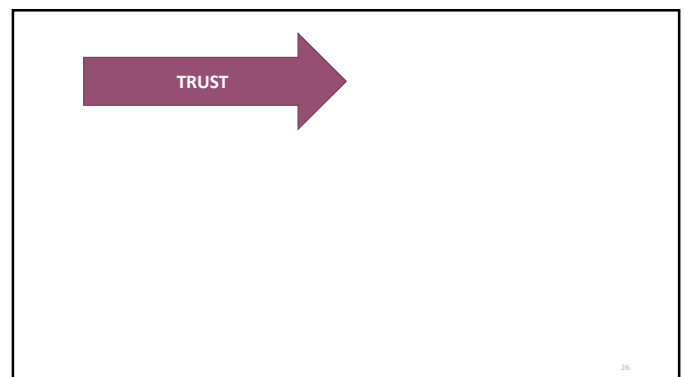
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Lencioni's Five Dysfunctions of a Team

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(Source: Patrick Lencioni)

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TRUST

EXERCISE

- Pair with someone **you do not know well**
- Plan individually your conversation (2 **minutes**)
- Introduce yourself (your first name only)
- Person A shares with B something **important and personal** from his/ her life that made her/ him very happy, very sad or very worried (7-8 **minutes**)
- Person B does empathic listening:
 - Imagine yourself in his/ her shoes
 - Concentrate on listening
 - **Do not talk** except for single/ short words to validate and encourage
 - Body Language: towards the other, eye contact, face to face
 - At the end: just thank for sharing
- Reverse A and B (7-8 **minutes**)

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Members of teams with an absence of trust ...

- Conceal their weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to offer help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- Hold grudges

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Members of Trusting teams

- Admit weaknesses and mistakes
- Ask for help
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Focus time and energy on important issues, not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group

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TRUST

HOW TO BUILD TRUST

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Building Trust by Example



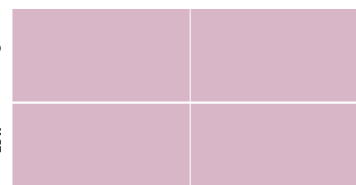
- Vulnerability
- Respect
- Integrity: what I say is what I do
- Intent: team first
- Psychological Safety

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PSYCHOLOGICAL SAFETY

High
Low

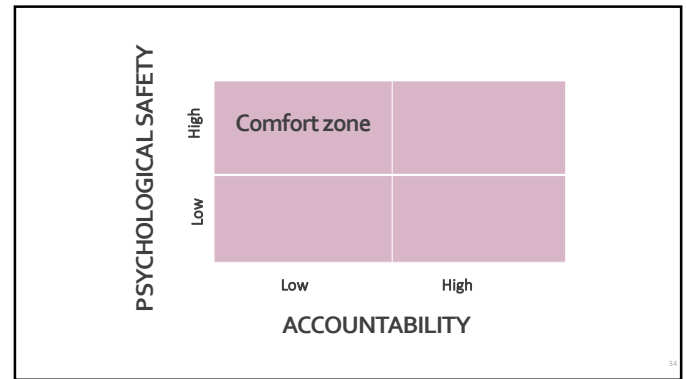


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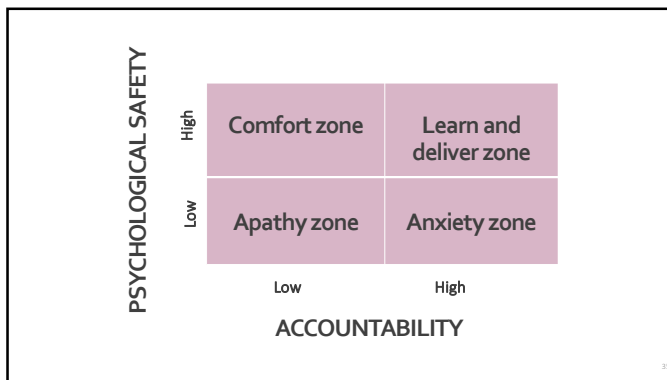
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Unilateral Control Model (UCM)



BELIEFS


- I am rational
- Others are not
- Fear motivates

STRATEGIES

- I define goals and strategies **unilaterally**
- I **win against** others
- I **manipulate** information
- I rely on **external motivation** (punish/ reward)
- I suppress **emotions**

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Mutual Learning Model (MLM)



BELIEFS

- I have limitations
- Others complete me
- Learning and contributing motivate

STRATEGIES


- I define goals and strategies **collaboratively**
- I **win with** others
- I **share** information
- I rely on **internal commitment** (responsibility/ autonomy)
- I accept **emotions**

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Agenda: Building HPT

Day	Content
1	HPT: What, Why, How Trust: Conflict: productive dialogue, Learner Mental Model Conflict: techniques for conversation, LIE, conflict resolution, negotiation Conflict: negotiation
2	Commitment Accountability: Player Mental Model; good/ bad questions Accountability: self and others. Results Overall Summary and Exam

Videos, Role-plays, Stories and Cases



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All this also applies to
YOU, as a team member,
as a leader, as a friend and
as a family member !!!

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FEAR OF CONFLICT

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Teams that fear Conflict . . .

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members

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Teams that engage in Conflict . . .

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

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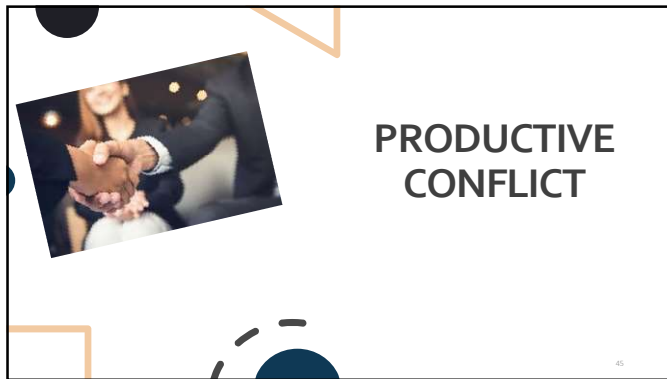
PRODUCTIVE
CONFLICT

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FIGHT, FLIGHT,
FREEZE OR ?

Who decides ?
YOU or your EMOTIONS ?

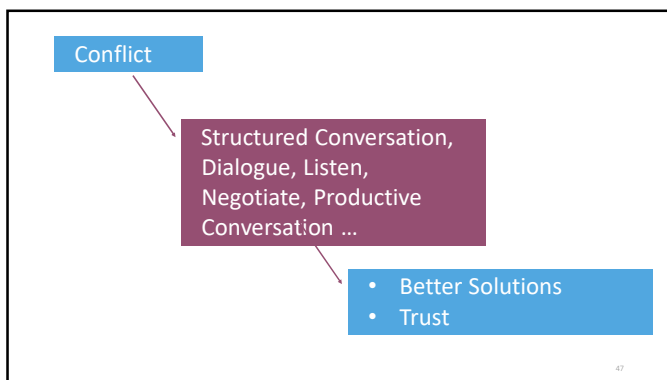
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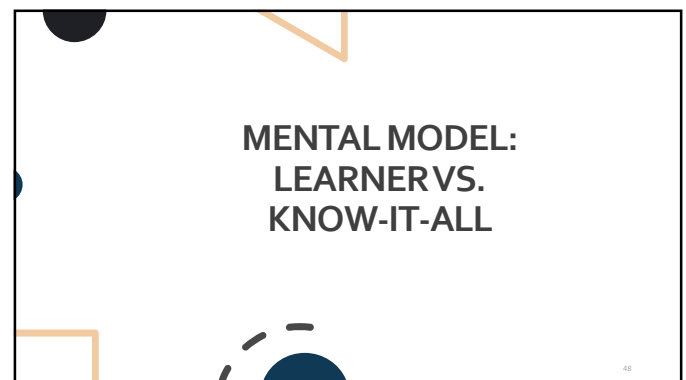
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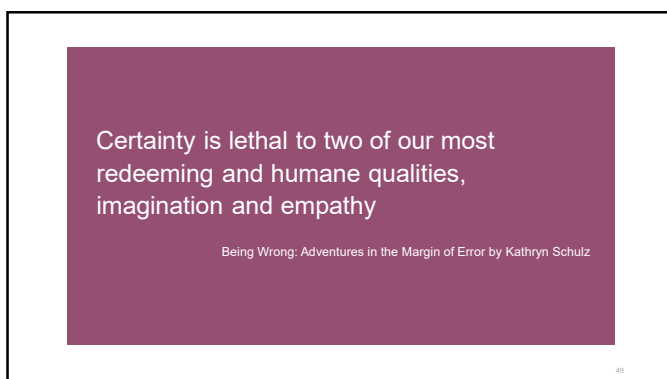
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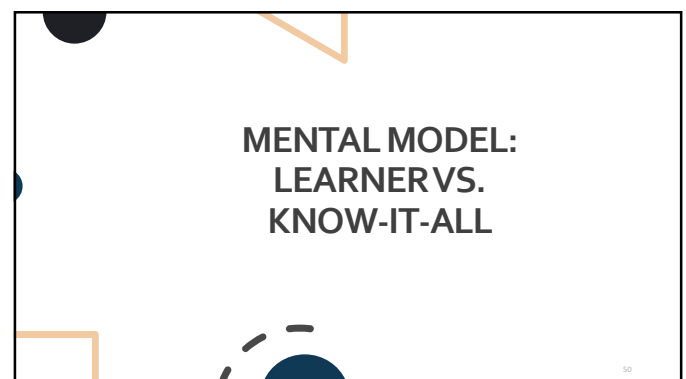
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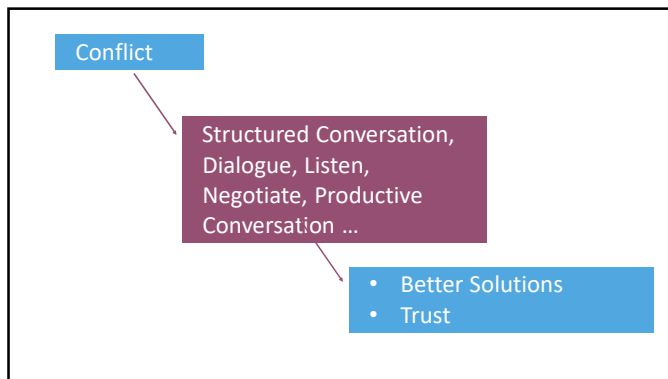
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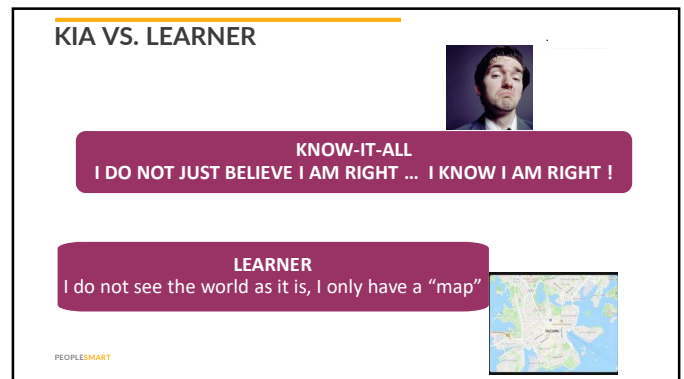
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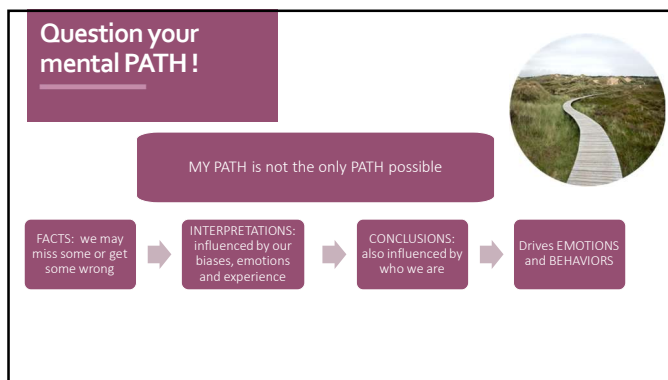
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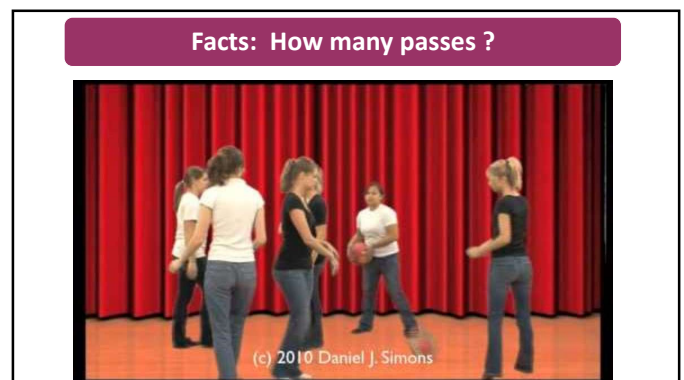
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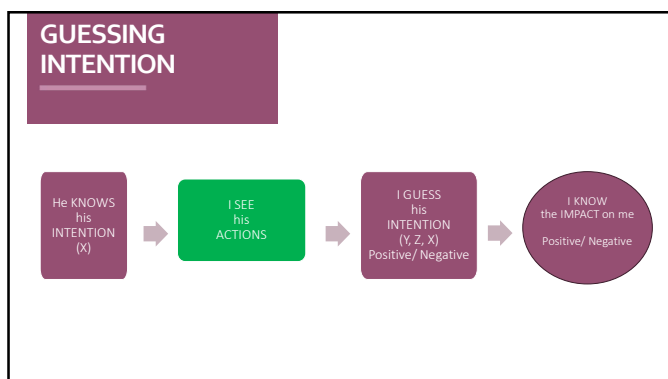
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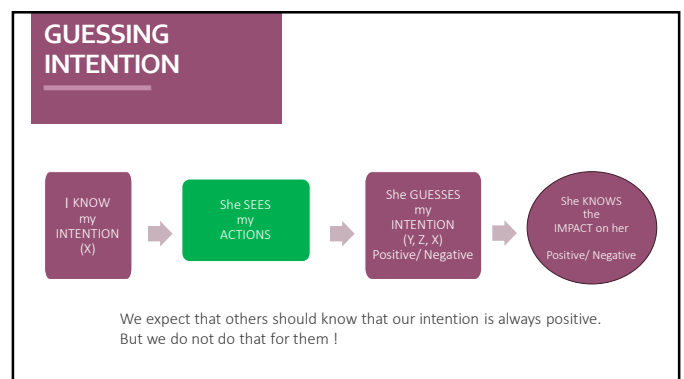
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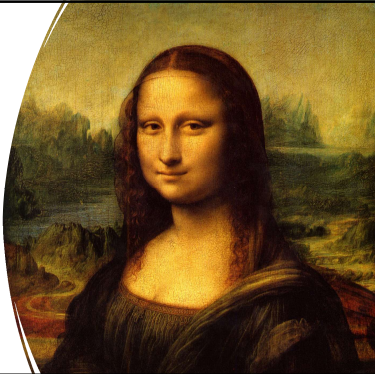


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PEOPLES MART

We can never fully know true emotions from outer manifestations

- Leonardo da Vinci by Walter Isaacson




PEOPLES MART

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2	<p><u>Commitment</u></p> <p><u>Accountability</u>: Player Mental Model; good/ bad questions</p> <p><u>Accountability</u>: self and others.</p> <p><u>Results</u></p> <p><u>Overall Summary and Exam</u></p>

Videos, Role-plays, Stories and Cases




Source: Patrick Jonker

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The most important thing to have a Productive Conversation and resolve Conflict is

TO LISTEN TO LEARN!
(REALLY listen)



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What do we often do instead of listening ?

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Listen !

- 1) Be quiet, do not interrupt
- 2) Do not "fight for your turn"
- 3) Seek first to understand, then to be understood (S. Covey).
You can influence MORE by listening
- 4) Walk-in to LEARN (open to change) and CO-CREATE not to CONVINCe
- 5) LIE Listen, Inquire, Express
- 6) Demonstrate that you listen: body language, short words, summarize what you heard (content and emotion)

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Listen !

INQUIRE UNTIL YOU UNDERSTAND

- What do you think about this ?
- How would you propose I do that ?
- What do you want to achieve ?
- What do you propose ?

- 1) Be quiet, do not interrupt
- 2) Do not "fight for your turn"
- 3) Seek first to understand, then to be understood (S. Covey).
You can influence MORE by listening
- 4) Walk-in to LEARN (open to change) and CO-CREATE not to CONVINCe
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Productive Conversations (Flow)



1. Find a common objective
2. Recognize that both have parts of the solution and of the truth; **both contribute to the problem**
3. State that first you want to listen and understand the other's POV, then you will explain yours (Listen, Inquire, Express)
4. Brainstorm solutions that consider interests of both
5. Agree and commit
6. Reflect together for the future

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Productive Conversations (tactics)



1. Make it a learning conversation (not to Convince, unless one-time deal)
2. Three stories (my story, your story, a shared story)
3. State and own impact on you and/ or your interpretations instead of attributing bad intention to the other
4. What happened: differentiate facts, interpretations and impact
5. Express and own your emotions and objectives without blaming , or labelling or attributing bad intent to the other
6. Acknowledge and validate the opinion and emotions from the other AND (instead of BUT) then express yours

75

75

Productive Conversation to resolve Conflict -tactics



1. Make it a learning conversation (not to Convince, unless a one-time deal)
2. Three stories (my story, your story, a shared story)
3. State and own impact on you and/ or your interpretations instead of attributing bad intention to the other
4. What happened: differentiate facts, interpretations and impact
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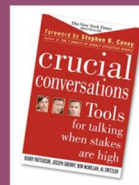
Avoid pushing your counterpart to be defensive

1. Use "I" as much as possible instead of "you" or "us" and describe impact on you
 - YES: when I saw you do X, I thought Y, I felt Z, I
 - NO: you did X, you wanted to do Y to me, you made me feel Z
2. Use "I think" instead of expressing your interpretations and conclusions as being the truth
3. Do not label or judge the actions or the person.
 - AVOID: "you were very mean to me", "why do you do that to me?"
 - AVOID: "you did the wrong thing when you ..."
4. Avoid "always", "never"
 - AVOID: "you always/ never do XYZ"

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WHAT WOULD YOU DO IN THIS SITUATION ?

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Dialogue: Find a way to bring out all relevant information about others involved and about yourself

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Supplier-Customer Conversation



1. Pairs A, B. A is Jane, B is Michael.
2. Jane prepares the conversation (10 mins). Michael prepares to be "a little bit hard" but reasonable
3. Conversation (10 mins).
4. Invert A and B : 5 minutes to prepare, 10 minutes for conversation
5. All the class together: Debrief

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Lencioni's Five Dysfunctions of a Team



Source: Patrick Lencioni

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NEGOTIATION

a variation on conflict resolution

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Negotiation Flow suggestion



1. Prepare: my interest (not only my position); variables: BATNA
2. Dig to uncover interests and potential variables
3. Brainstorm alternatives
4. Agreement ? YES: Commit; NO: BATNA (can be escalation)

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Negotiation Tips



- LIE: listen Inquire Express
- Understand the value of variables for each side.
- Time-out is ok.
- When you give something, get something (can be: good-will in a long-term relationship or closing the deal)
- Tactics which can be manipulation:
 - Decision-maker not in the room
 - Sausage
 - Get a last-minute concession

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Potential variables in an agreement to supply the external part of a washing machine to washing machine manufacturer

Supplier: 30 Euros/ unit
Manufacturer: 25 Euros/ unit

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Sales Convention



1. Marketing (organizer): organizes a Sales Convention in Cancun for the Mexican Sales Team
2. Marketing: 3 full days to cover all topics 9:00 to 17:30
3. HR: use 1 of the 3 days for team-building
4. What would you do as HR ?

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Sales Convention Negotiation



1. A, B, A, B
2. A is Marketing B is HR
3. 20 minutes to reach an agreement

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Potential variables Sales Convention

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CONFLICT: Various situations Same principles



- One-on-one: Jane (supplier of printed materials) and Michael (customer); HR/ Marketing
- Negotiation: Sales Convention
- Conflict among many: management committee in Merck Russia

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Teams that engage in Conflict ...

- Have lively, interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

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Lencioni's Five Dysfunctions of a Team



(Source: Patrick Lencioni)

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LACK OF COMMITMENT

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A team that fails to Commit . . .

- Team members feel that delivering is “optional”
- Creates ambiguity among the team about direction and priorities
- Revisits discussions and decisions again and again
- Encourages second-guessing among team members

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A team that Commits . . .

- Creates clarity around direction and priorities
- Takes advantage of opportunities before competitors do
- Moves forward without hesitation
- Changes direction without hesitation or guilt

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Making Commitments

- Because I want to achieve X, I ask you to please do Y by date Z. Can you commit to that ?
- Possible answers:
 - Yes, I commit
 - No, I do not
 - Depends, subject to: clarification, confirmation of resources, modified commitment, Y/ N answer by date Z
- Avoid: yes, we should do Y ! ; I will do my best; let's all work on this
- Many meetings end in agreement but without commitment

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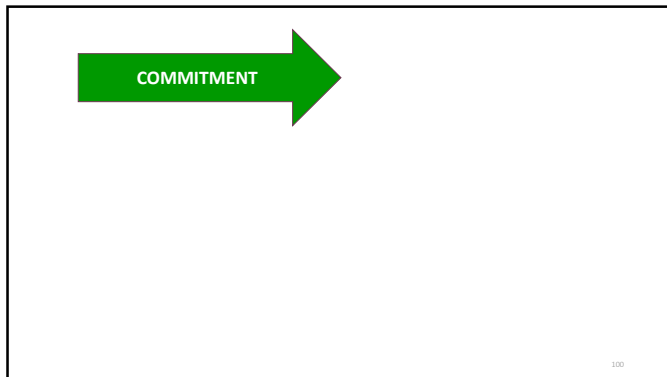
Role-play

- Leo is the Finance Director in the company ACME, where you are the Marketing Director (you are PEERS)
- Ask Leo to provide the report that you need with financial results

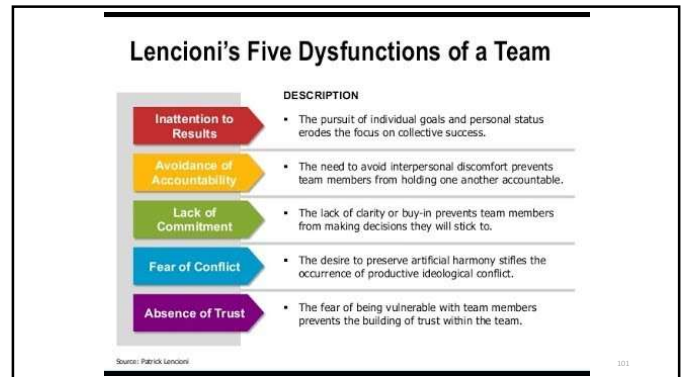
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Role – Play in Pairs FinD -MktngD

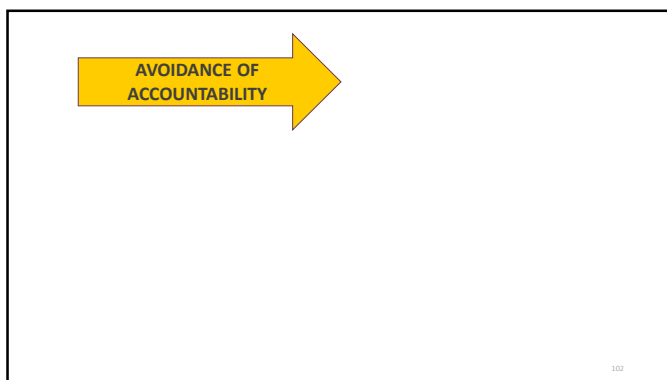
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ACCOUNTABILITY

- Expect myself and other team members to deliver on their commitments.
- Take action if others do not deliver.
- Apologize and offer solutions if I don't deliver.

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A team that avoids Accountability . . .

- Creates resentment among team members who have different standards of performance
- Encourages mediocrity
- Misses deadlines and key deliverables
- Places an undue burden on the team leader as the sole source of discipline

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A team that holds one another Accountable . . .

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action

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HOLDING MYSELF ACCOUNTABLE

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MENTAL MODEL:
PLAYER VS. VICTIM

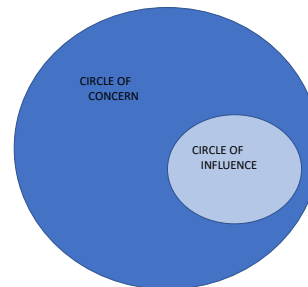
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MENTAL MODEL:
PLAYER VS. VICTIM

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The fundamental dignity of a human being lies in his (her) capacity to decide how to respond in any situation, in other words, her (his) ability to respond.

Victor Frankl

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RESPONSIBLE = RESPONSE – ABLE

NOT GUILTY

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Not guilty, but responsible



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EMOTIONS AND RESPONSE – ABILITY

Event → Emotion → Behavior

ACT OR REACT ?

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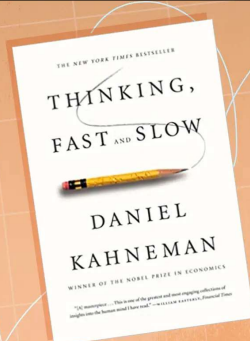
USE THE **GAP** !!

EMOTIONS AND RESPONSE – ABILITY

Event → Emotion → Behavior

ACT OR REACT ?

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LIFE IS A CHESS GAME
Use your response-ability to do the best you can

122

Look at yourself “from the outside” to try to understand why you respond as you do.
Hold yourself accountable: try to improve your behavior

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Event → Emotion → Behavior

ACT CONSCIOUSLY
BE ACCOUNTABLE

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HOLDING MYSELF ACCOUNTABLE

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HOLDING OTHER TEAM MEMBERS
ACCOUNTABLE

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Making a Claim

- Confirm there was a clear commitment
- Ask what happened and when
- Ask: why didn't you warn me when you found out ?
- Failing on the task has impact. Probably more serious is when the person does not give an early warning and/or does not apologize (trust)
- Agreement for future

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Role – Play

- Claim for Report that the FD (Leo) did not deliver yesterday, the agreed date
- You (Marketing Director; Peer !) received no warning, no apology
- You came to see the FD. Leo did not reach out to you about the delay, nor anything related to the report.

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Apology

- Keep your word even if you fail to deliver on the task
- Inform asap
- Apologize
- Understand impact and offer a new commitment

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Role – Play in Pairs

Apologize for the Financial Report that you will not deliver on time (we are 2 days ahead of deadline)

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ACCOUNTABILITY



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Source: Patrick Lencioni

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INATTENTION TO
COLLECTIVE RESULTS



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A team that is not focused on
Collective Results . . .



- Stagnates/fails to grow
- Loses achievement-oriented employees
- Encourages team members to focus on their own careers and individual goals
- Is easily distracted

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A team that focuses on collective Results . . .

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distractions

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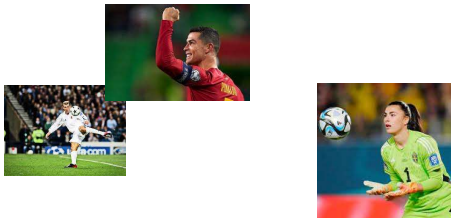
What is your job ?

1. Marketing
2. Sales
3. Manufacturing
4. Finance



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What is your job ?



<https://www.youtube.com/watch?v=ciaOP22mYKo>

GOTR08C.9

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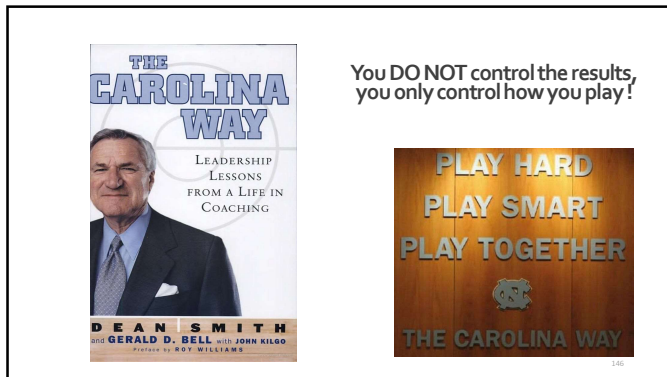
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OPTIMIZING A SYSTEM

To optimize a SYSTEM,
you need to
sub-optimize the SUBSYSTEMS

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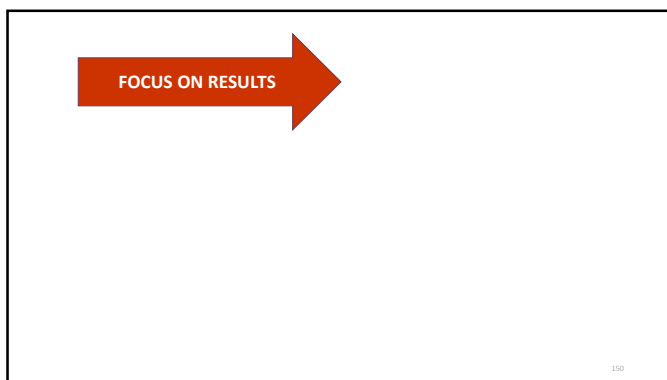
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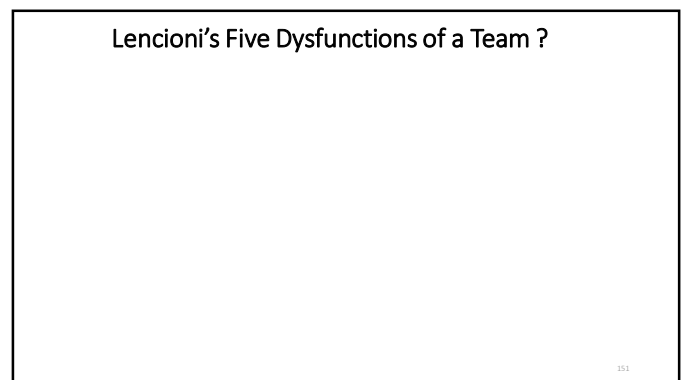
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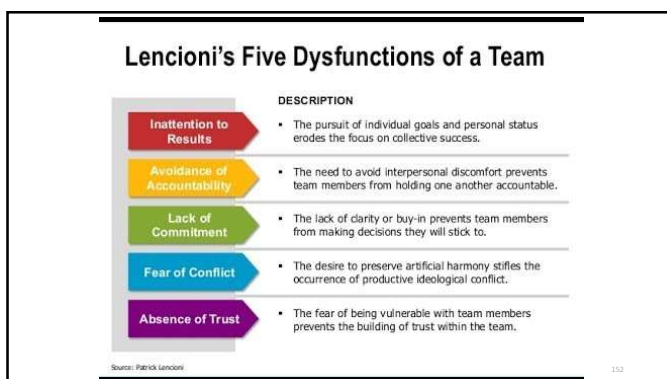
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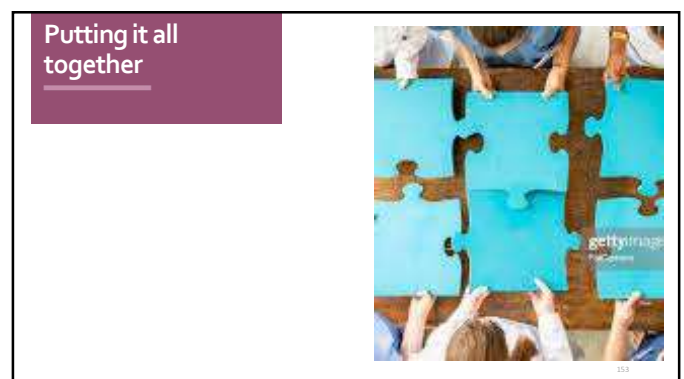
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An example: 2024 Projects

Trust:

Conflict:

Commitment:

Accountability:

Focus:



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An example: 2025 Projects

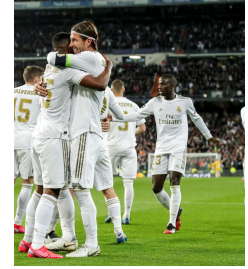
Trust: to put all ideas on the table

Face **conflict**: to discuss productively. Create alternatives and select the best.

Full **commitment**: even if I did not agree 100%

Hold each other **accountable**

Focus on the agreed projects



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Putting it all together



- Make pairs
- Read the case
- Discuss with your partner and agree on:
 - 5 Ratings for the whole company (not for individuals) on how well the team manages Trust, Conflict, Commitment, Accountability, Focus on Shared Results (agree on 5 numbers)
 - Rating: 0 is very bad, 10 is very good; "Conflict" rates how badly (0) or well (10) the conflicts are managed, it does NOT rate if there is a lot of conflict or not
 - What would you do if you were Antonio?
- 15 minutes to read and agree



Source: Harvard Business Review

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