



# Managing Teams *Rebuilding and Refocusing*

Deborrah Himself



# Objectives

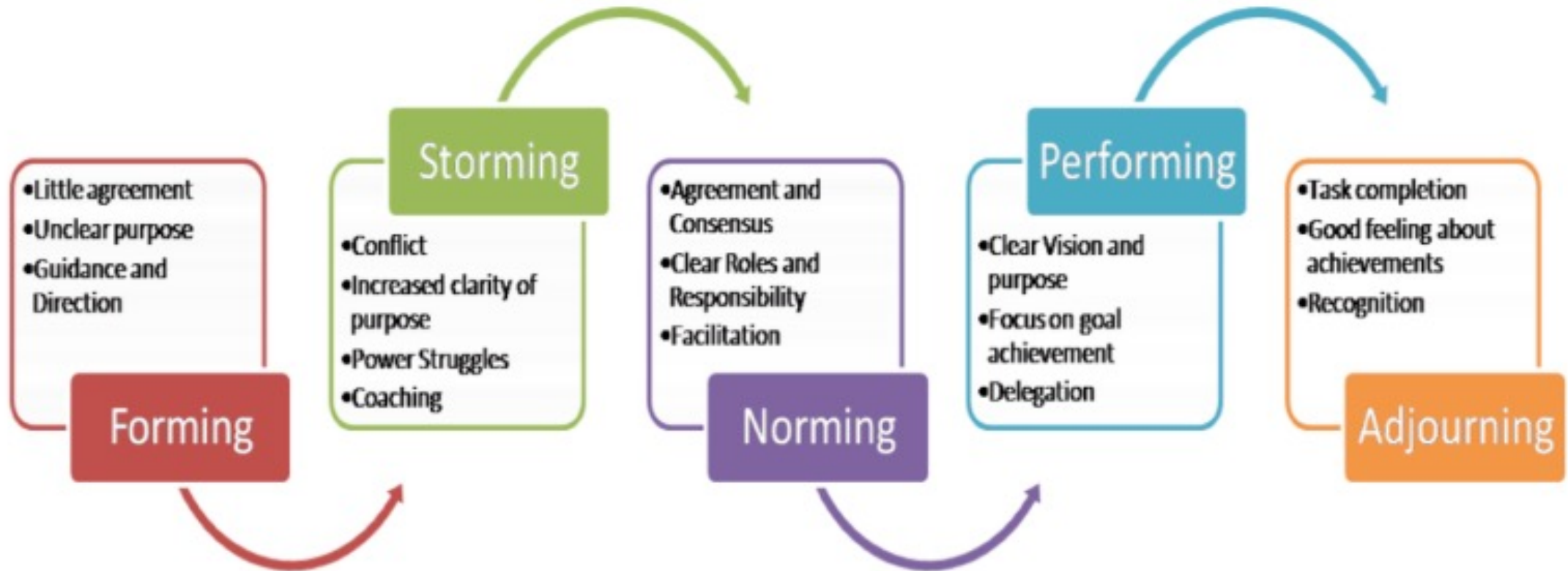
- Share what's worked well/not worked as well during the past several months regarding teams
- Share observations about current challenges
- Identify current stage of development for your team and what's needed to rebuild/refocus to move forward
- Understand the role of psychological safety as we move forward



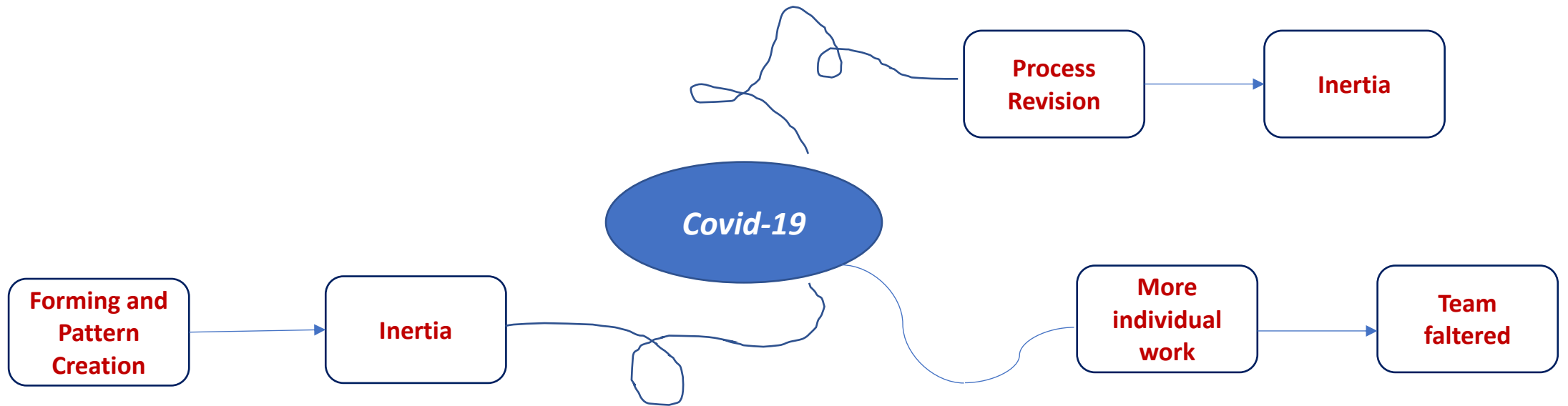
What one word would you use to describe your team over the few months?



# Typical Team Development Stages



# Team Development – Pandemic and Post Pandemic



*Below progress:*

# Typical Team Issues – During

## Positives

- Technology and connectiveness
- Rallied together – crisis
- Productivity
- General success of working remotely
- Broader net for recruiting
- Hourly employees recognized as true business drivers



## Gaps/Negatives

- Lack of “huddle”/hallway conversations/group brainstorming
- Difficulty of virtual onboarding and virtual team building
- Scheduled social time seemed forced
- Blurring of work/home
- Productivity?
- Some stuck on managing time vs results
- Trust in management put to the test – gaps in leadership obvious

# Typical Team Issues – Post Pandemic

- Recent research – 25-40% of those surveyed plan to look for another role
- Lack of integration of staff onboarded remotely
- Scarcity of talent for many jobs
- Heavy workload, staffing challenges and burnout
- Changing but changing to what?
- Mental health challenges – some clients referring to it as PTSD
- Confusing/inconsistent messaging around remote work/back to the office practices (*Us vs. them*)\*



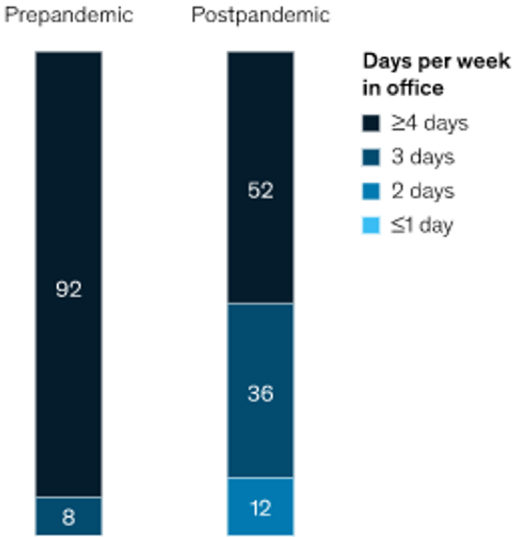


# 2021 stats from McKinsey

## Exhibit 1

**Most C-suite executives report believing that the primary center for work will be the office.**

Average share of workdays in office reported before and expected after COVID-19 pandemic, % of C-suite respondents (n = 504)<sup>1</sup>



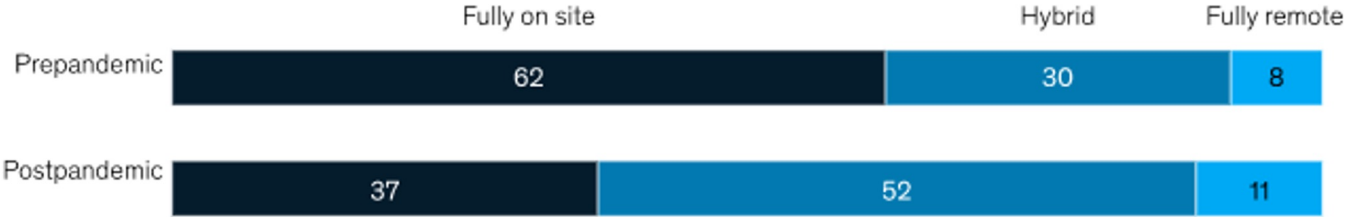
<sup>1</sup>Based on responses from 504 C-suite executives. Source: McKinsey CxO Survey on Return to Workplace, May 2021



## Exhibit 2

**Most employees report preferring a more flexible working model in the future.**

Working model before COVID-19 pandemic and desired working model after COVID-19 pandemic, % of employee respondents (n = 5,043)



Source: McKinsey Reimagine Work: Employee Survey, January 2021





# *Flexible Workplace Practices*

- Use of surveys and listening to understand needs and preferences
- Definitions for office roles, remote and hybrid based on clear job and team requirements
- Increased focus on understanding “the way we work” – workflows, schedules, responsibilities, utility of meetings and purposeful teaming to help differentiate an optimal model. More intentionality and planning for in person activities (**Team**)
- Increased understanding of productivity and well being needs (**Individual**)
- Employees desire choice
- Use of flexible and remote work as retention and recruiting tool
- Striving for a balance of individual flexibility and choice with business/team needs. Hybrid model appears most popular with 2-3 days in person as soft goals. Overall structure/policy/guidelines/rules of the road, etc.
- Increased discipline regarding clarifying accountability and outcomes/outputs and employee work schedules
- New employees or those brought in during the pandemic work on site for the first 2 – 3 months
- Redesign of office space as a resource for teaming and collaboration - “hubs” to create “white board” moments

**No Silver Bullet and lots of experimenting and recalibration**

**Companies don't know what comes next**

**“Finish line” is unclear/a mirage**

# Staggering Statistics

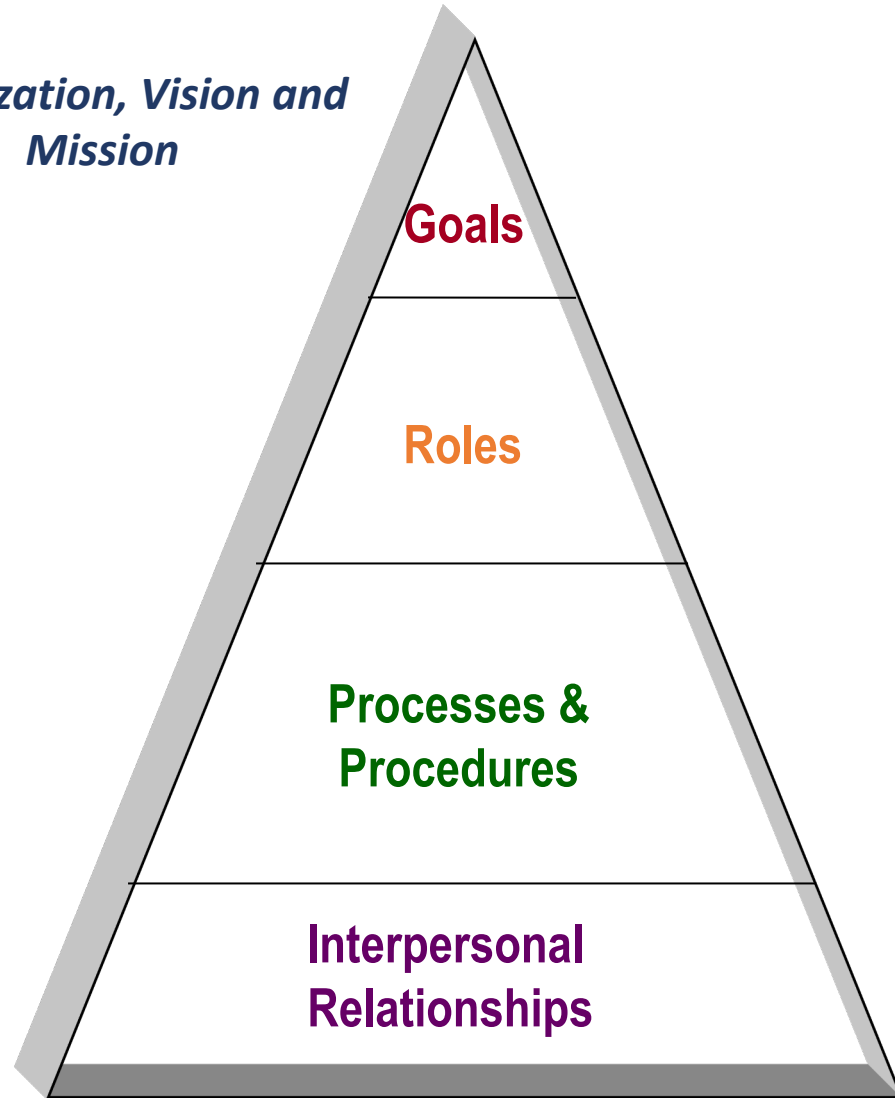
- Working remotely has increased by **159% since 2009**
- **88%** of the organizations have made remote work mandatory
- US companies will save **\$500 B** with remote work in the long-run
- **65% of remote workers** consent to a 5% pay cut to continue working remotely

- *Global Workplace Analytics, 2022*



# Refresh -Components of High-Performance Teamwork

**Organization, Vision and Mission**



- Shared goals and direction
- Aligned personal objectives
- Mutual accountability and consequences for performance/results

- Clear roles and decision rights
- Effective organization of the work
- Resources and capabilities

Agreed upon approach for working together:

- Behavioral expectations
- Meeting management
- Problem solving and decision making
- Information flow
- Passionate debate
- Ongoing team feedback and learning

- Appreciation of individual contributions
- Members listen well
- Mutual trust and support
- Psychological safety

Members are deeply committed to one another's personal growth and success

*\*\*\* adapted from Rubin, Polvnick and Fry and Richard Beckhard's work*

# Reflection/Application



- In what stage is your team?
- What “intervention(s)” are needed?
- What types of interactions are needed?
  - Task interactions (goals, roles, etc.)
  - Process interactions (how work gets done, what do we want to keep/change?)
  - Relationship interactions (huddles, social, conflict resolution, etc.)

# Psychological Safety – Even More Critical





# Google Team Research

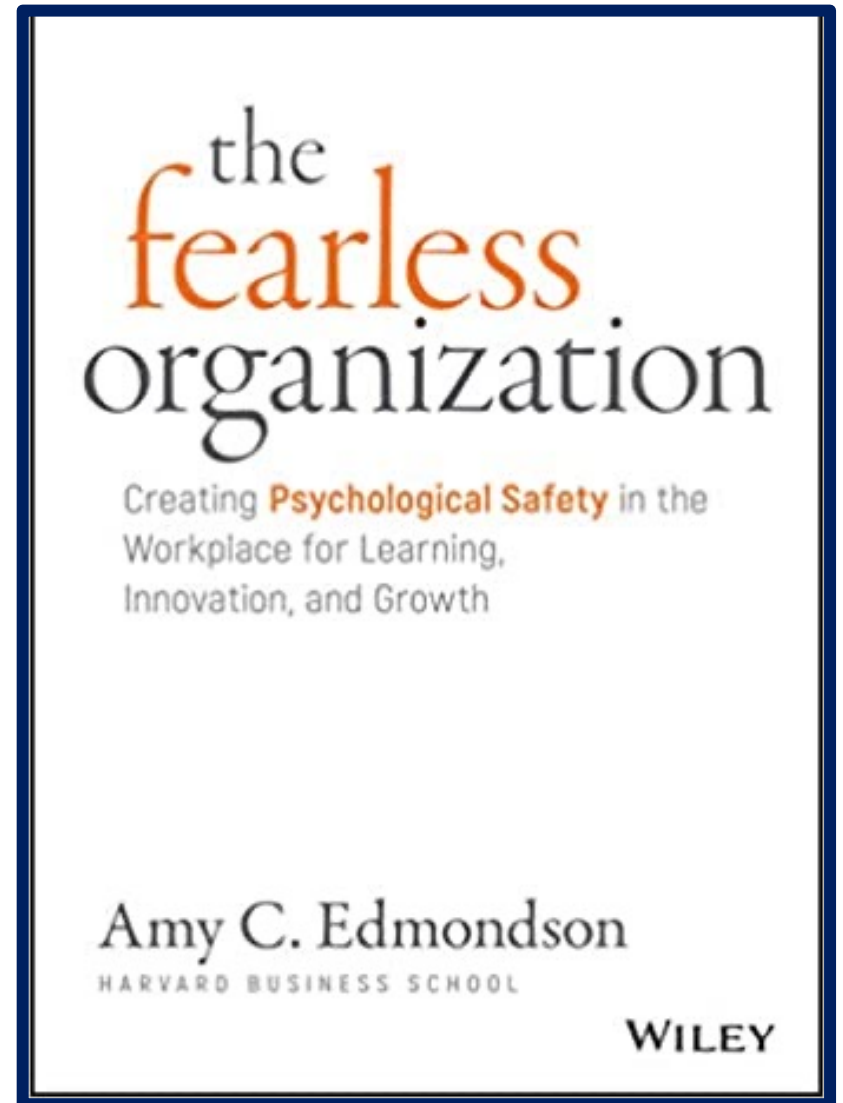


# Psychological Safety

“Belief that one will not be punished or humiliated for speaking up with ideas, questions concerns or mistakes” Examples:

- Are new ideas welcomed?
- Will my colleagues embarrass or punish me for offering a different perspective or point of view?
- Is it okay to admit I don't know something?
- Is it safe to share challenges during/post pandemic?

Amy Edmondson





# Benefits Associated with Psychological Safety

- Information sharing – especially information not everyone knows
- Satisfaction
- Learning behaviors (seeking information, experimenting, reflecting)
- Engagement
- Improved performance



\* *Meta analysis, Frazier et. al. 2017*

# Key Leader Behaviors

- Clarify expectations and emphasize purpose
- Situational humility – don't have all the answers
- Genuine curiosity – hard to learn if you already know, practice inquiry
- Conflict as collaborative vs. adversarial
- Willing to risk and learn – destigmatize failure
- Set-up processes



# It's About Results

## THE POWER OF PSYCHOLOGICAL SAFETY

	Low Standards	High Standards
High Psychological Safety	Comfort Zone	Learning & High Performance Zone
Low Psychological Safety	Apathy Zone	Anxiety Zone

# Psychological Safety – Amy Edmondson’s Mini Survey

Questions to Assess Psychological Safety	
1. If you make a mistake on this team, it is often held against you	
2. Members of this team are able to bring up problems and tough issues	
3. People on this team sometimes reject others for being different	
4. It is safe to take a risk on this team	
5. It is difficult to ask other members of this team for help	
6. No one on this team would deliberately act in a way that undermines my efforts	
7. Working with members of this team, my unique skills and talents are valued and utilized	



Questions?

# Appendix

# Goals



## Potential Issues

- Lack of clarity
- No clear line of sight/unclear purpose/impact
- Too many activities
- Poor collaboration with other departments
- "Balls being dropped"
- Lack of goal agreement (*implicit expectations*)

## Opportunities

- Goal setting/planning sessions
- Cascade of goals
- Prioritization meeting(s)
- Cross group goal setting
- Clarification of handoffs
- Goal "negotiation"

What else?

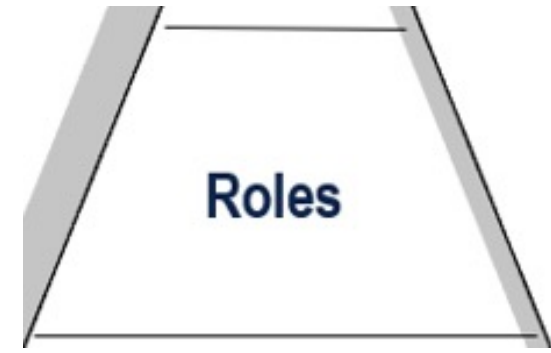


# Why vs. What

It's important that teams and individuals have a clear line of sight for their work and its impact on the organization achieving its mission

***The "why" is more important than the "what"***

# Roles



## Potential Issues

- No job descriptions, not relevant to current role
- Lack of clear accountabilities or performance standards
- Conflict over roles

## Opportunities

- Individual role clarity needed
- Develop/clarify accountabilities and/or performance standards
- Develop/clarify roles/hand offs/agreements/communication process
- Role “negotiation”

# Processes



## Potential Issues

- Lack of meeting process
- Decision making not clear
- Lack of communication process
- Meeting dynamics dysfunctional

## Opportunities

- Clarify purpose of meeting (updates, problem solving, innovation, discuss cross collaboration/handoffs, etc.)
- Decision clarity
- Clarify “rules of the road”
- Develop team agreements

# Sample Team Agreements

- Come with good intentions--believe that others come with good intentions as well
- Everyone participates/no one dominates – bring others in
- Demonstrate respect for each another
- Balance advocacy with inquiry
- Strive for transparency in communication
- We will not multitask during meetings
- We will call each other out when things are not what they should be - honest
- Don't make assumptions
- Speak for yourself, not for others
- Challenge ideas—not the person
- Practice active listening
- Learn from one another and create opportunities for others to learn
- Foster an environment of collaboration and sharing



# Interpersonal Processes



## Potential Issues

- Interpersonal “conflict” between members
- Lack of psychological safety

## Opportunities

- Discussion of individual differences (MBTI, DISC, Thomas Kilman, etc)
- Psychological safety and trust building discussion, survey and exercises