

Team Talk



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“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime”

-Babe Ruth

What teams have you been on in the past?



- What makes a team?
- What did you enjoy about them?
- What didn't you enjoy about them?
- Is this a team?
- Is it a functional team?
- Why? Why not?

What is this teams mission?



- What is your mission statement?
- Make a mission statement
- How do you know if this team is successful?
- What are the teams big rocks?

Quick question



- Which of your behaviors help the mission statement?
- Which make it more difficult?

How do you behave when functioning is poor?



- Irritable
- Distant
- Call in more
- Come in late
- Leave early
- You are a distraction
- Become distracted

What Prevents Poor Function?



A sense of value
Communication
Connectedness
Sense of purpose
Self worth
Knowing why you are coming into work
Knowing when you need to “pump the brakes”
Having a powerful team



My Jog



The System at work

Why join a team?



We want to participate in something larger than ourselves for the greater good, to feel connected to a community

What are the expectations



- Process
- Task
- What is your bottom line?
- What is the workplace bottom line?

What are your strengths?



- Name
- Each person lists two strengths on each paper
- Do you agree?
- What are your weaknesses?

The Cross cultural questions



- What are my biases?
- Verbal ways I communicate
- Non verbal ways I communicate
- Eye contact
- Understanding of Medicine-IHS-Westernized
- Traditional vs Acculturated
- Code Switching
- Personal space

Create a shared language



- It wasn't a cross cultural question, it's a shared culture question

Cards



The 5 dysfunctions of a workplace team



1. Absence of Trust- Fear of vulnerability
2. Fear of Conflict-Artificial Harmony
3. Lack of Commitment-Ambiguity
4. Avoidance of Accountability-Low Standards
5. Inattention to results- Status and Ego

Patrick Lencioni

Two Primary types of Conflict



- Role Conflict
- Behavioral Conflict

Role Conflict



- an individual's work or attitude seems to be inadequate because they are not temperamentally suited to the type of work they are involved in

Behavioral Conflict



- the problem arises not from an incompatibility with the role itself, but with one or other members of the individual's team or group of work colleagues

Trust



- Have there been times when you haven't struggled with trust?
- What are some challenges to improving?
- What comes to mind when you think of trust in a team?



- “Great Teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, their weaknesses, and their concerns without personal reprisal. This cannot be established until healthy communication is established.”
 - -Patrick Lencioni- Author of “The 5 dysfunctions of a team”

What is your default definition of conflict?



- Where did you learn that?
- Power and control?

Conflicts arise from differing needs



- **A conflict is more than just a disagreement.** It is a situation in which one or both parties perceive a threat (whether or not the threat is real).
- **Conflicts continue to fester when ignored.** Because conflicts involve perceived threats to our well-being and survival, they stay with us until we face and resolve them.
- **We respond to conflicts based on our perceptions** of the situation, not necessarily to an objective review of the facts. Our perceptions are influenced by our life experiences, culture, values, and beliefs.
- **Conflicts trigger strong emotions.** If you aren't comfortable with your emotions or able to manage them in times of stress, you won't be able to resolve conflict successfully.
- **Conflicts are an opportunity for growth.** When you're able to resolve conflict in a relationship, it builds trust. You can feel secure knowing your relationship can survive challenges and disagreements.

How we deal with conflict is a learned behavior



- What were your models for resolving conflict or “gaining what you want”
- Yelling
- Intimidation
- Silent treatment
- Pouting
- Healthy Talk

really is



- Do you fear conflict or avoid it at all costs? If your perception of conflict comes from frightening or painful memories from previous unhealthy relationships or early childhood, you may expect all present-day disagreements to end badly. You may view conflict in relationships as demoralizing, humiliating, dangerous, and something to fear. If your early life experiences also left you feeling out of control and powerless, conflict may even be traumatizing for you.
- If you view conflict as dangerous, it tends to become a self-fulfilling prophecy. When you go into a conflict situation already feeling extremely threatened, it's tough to deal with the problem at hand in a healthy way. Instead, you are more likely to shut down or blow up in anger.



- Other times we create conflict because stress is our normal

Trauma Plays a significant role in our work conflict



- The brain is all about survival
- We may be wired for hypervigilance, hyperarousal, or dissociation
- What was/is functional in one area may be very dysfunctional in another

depends on your ability to:



- **Manage stress quickly while remaining alert and calm.** By staying calm, you can accurately read and interpret verbal and nonverbal communication.
- **Control your emotions and behavior.** When you're in control of your emotions, you can communicate your needs without threatening, frightening, or punishing others.
- **Pay attention to the feelings being expressed** as well as the spoken words of others.
- **Be aware of and respectful of differences.** By avoiding disrespectful words and actions, you can almost always resolve a problem faster.

Unhealthy managing of conflict



- An inability to recognize and respond to the things that matter to the other person
- Explosive, angry, hurtful, and resentful reactions
- The withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment
- An inability to compromise or see the other person's side
- The fear and avoidance of conflict; the expectation of bad outcomes

Healthy Conflict Management



- The capacity to recognize and respond to the things that matter to the other person
- Calm, non-defensive, and respectful reactions
- A readiness to forgive and forget, and to move past the conflict without holding resentments or anger
- The ability to seek compromise and avoid punishing
- A belief that facing conflict head on is the best thing for both sides

What the hey



- Many times the conflict arises from two people arguing the same side of the coin, just from two different perspectives

What is your S.I.Q.?



- What are you feeling?
- What are they feeling?
- How is it effecting your interaction?

Tips for managing and resolving conflict



- **Listen for what is felt as well as said.** When we listen we connect more deeply to our own needs and emotions, and to those of other people. Listening also strengthens us, informs us, and makes it easier for others to hear us when it's our turn to speak.
- **Make conflict resolution the priority rather than winning or "being right."** Maintaining and strengthening the relationship, rather than "winning" the argument, should always be your first priority. Be respectful of the other person and his or her viewpoint.
- **Focus on the present.** If you're holding on to grudges based on past resentments, your ability to see the reality of the current situation will be impaired. Rather than looking to the past and assigning blame, focus on what you can do in the here-and-now to solve the problem.
- **Pick your battles.** Conflicts can be draining, so it's important to consider whether the issue is really worthy of your time and energy. Maybe you don't want to surrender a parking space if you've been circling for 15 minutes, but if there are dozens of empty spots, arguing over a single space isn't worth it.
- **Be willing to forgive.** Resolving conflict is impossible if you're unwilling or unable to forgive. Resolution lies in releasing the urge to punish, which can never compensate for our losses and only adds to our injury by further depleting and draining our lives.
- **Know when to let something go.** If you can't come to an agreement, agree to disagree. It takes two people to keep an argument going. If a conflict is going nowhere, you can choose to disengage and move on.

Do your best to be Kevin Durant-Move onto the next play

Clique-ing our Heels



- Cliques are created either purposely out of perceived necessity, or over time naturally. At the core of cliques is the individual need for survival and power over a perceived uncontrollable or chaotic environment. The individual surrounds him/herself with others equally struggling.



- The book “The Lord of the Flies” is about children stranded on an island. As power and control is sought, the children break into cliques and begin warring with each other, limiting the success of all.
- In the landmark 1971 Stanford research, mentally healthy students were put into a prison to play out roles. One group was assigned “Guard” status, the other group assigned “Prisoner” status. As the roles played out, a battle for power and control within the prison began. It got to the point of chaos and the researchers shut down the project because of the danger to the people being researched. Everyone felt vulnerable and needed to find security.



- What is thematic within the book and the research is the need for survival. Entrenched in each of us is the will/need/desire to survive, not necessarily thrive, but at its basics to survive. All the children in “Lord of the Flies” felt threatened, both the “Guards” and the “Prisoners” in the Stanford research felt threatened. Their recourse was to align (create cliques) and survive. What is interesting is that we take this mentality into the workplace.



- In highly political or distrusting environments cliques are a natural form of self- protection. As leadership changes or is inconsistent, we seek a safer place. As grants come and go, or funding shifts we seek protection. We gather with those who are facing the same dilemmas and often start purposely or inadvertently alienating others in the work place. It helps the individuals who are part of the group, but only in the short term.



- It negatively effects the organization as a whole because the fractured organization is a poor functioning organization. This is where the greatest concern lies. A poor functioning clinic/school/tribe is giving subpar care to the ill, the children, and the elders. So for practical purposes, we are generating disparities in health and education through our own behaviors by actively fracturing our organizations.

What to do about workplace cliques



- Cliques are a significant management issue. The research shows cliques are developed to fill the void of weak leadership. As organizational leaders, communicating and demonstrating a clear vision consistently helps decrease cliques.
- Why are you part of a clique. Understand what your needs are and why are you seeking the clique to meet your needs. It may be something that has nothing to do with work but is being brought to the workplace. Remember what is functional in one environment may not be functional in another.
- Be accountable for your own behavior. Blaming others only creates more adversaries and more cliques develop. Choose to empower yourself and your organization. This is a powerful form of sovereignty.
- Don't join a clique to begin with. It needs numbers to survive

Cliques cont.



- Most cliques have very little institutional power. They cannot hire or fire. Don't be intimidated to leave them.
- If you decide against joining a clique, do not engage in gossip with clique members, that is their way of enrolling you; trying to get you to join.
- Bottom line, what is joining a clique doing for your career, or your community
- Do your best to form positive relationships in your organization
- If you are a clique leader, what is your purpose? How are you benefiting your community? Are you limiting your community?



- Earlier we said that teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on the collective results that define team success

Quick Tips



- LEAD
- Clearly defined goals and expectations
- Clear shared language
- Put people where they will thrive
- Daily check ins
- Regular employee check in (stay ahead of the curve)
- Reward and correct



Lets take care of each other

Be Well