High-Performing Teams transcript

This is video six in the managing remotely module that looks at ways you can harness the value of remote work and reduce the cost of virtual distance. In this last video in module we're looking at how you can develop high performing teams, and using the framework from Patrick Lencioni. Now this is valid in all teams not just when you're working remotely. And the concepts are especially valuable when you have either your whole team, yourself as a manager, or just some of your team members who are remote from where you are.

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Welcome back to the module on managing remotely. And in the last session we were talking about the things that you can do to overcome affinity distance and one of the most important is creating a sense of trust. And one of the tools that I think you're probably find this very, very useful is Patrick Lencioni ‘s model, about the Five Dysfunctions of a team, which he has then also converted to the five requirements for a high performing team. In, highly recommend, do read the book, it's called the Five Dysfunctions of a team. You can get it on Amazon. Google “Patrick Lencioni and the five requirements”. Find his own website. There’s a lot of resources on there as well. The book is, is a story, designed with, around this function and it's relatively easy to read, and it's highly recommended. You’ll get a lot out of it. It is valuable for managing people, even when you're not remote, but I find it even more important if you're having to manage remote, manage people remotely. And the reason why I'm bringing it up now, is that trust is the baseline that he recommends, or as he's identified, as fundamental for you to manage people and create a team. It's fundamental for all relationships in managing people.

And some of the ways that you can build trust are thinking about building your relationships. So this is in the 121s and in the teams. And as we talked about in overcoming the costs of affinity distance, this is where it’s really important to get to know each other as humans, as real people and to show that you care, to have that emotional connection and have a social and genuine interest in who they are personally.

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Another aspect to create an environment that nurtures trust is to approach everything with a positive mindset, develop a positive mindset for your team and create that culture that is founded on a positive mindset. So things that you can do around here are to focus on your strengths. It's not about ignoring the negatives, it's about acknowledging the negatives and actively pay attention to the positives because these are the things that we very often take for granted. The things that are on your to do lists that you go, “but that was the plan I got it done. So what” No really, it's not so what? Pay attention to it, and especially as we talked before about showing recognition, these are the things that you mustn’t take for granted in your people. Please, do show recognition for all the things that they’re achieving, even the daily, daily activities, and do it in a really genuine way.

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Showing recognition as well. And, as I just mentioned there.

Understand what it is that each person find intrinsically motivating. And that again will involve conversations about getting to know them. And what do they love doing? What do they do in their spare time? How can you draw on that motivation and bring it into work so that they can get fired up about their work too. And this is also then thinking about how do you help them work to their strengths because their real strengths are things that they will find intrinsically motivating.

The other thing that's really useful is to agree: how do you want to work together? So we talked a lot about in overcoming the distance, and the operational distance, and the physical distance, we have to agree how we want to work together.

And part of the Patrick Lencioni thing, is agreeing the desired behaviours for how you work together and respect for each other. And that's going to include, you know agreeing of shared values. How do you demonstrate those values? And one of the important areas, is to agree: how do we collaborate? How do we encourage listening to other perspectives, so that we can really embrace healthy diversity within our team, because we all bring different personalities, different experience different background. We’re probably doing slightly different roles. That huge diversity in our team means that we, the way to harness the value of that, is to learn how can we listen to different opinions? How can we not feel threatened? And this is all about how do we build a healthy conflict and get over a fear of conflict which is the dysfunction. So we need to agree ways that we will listen. how do we embrace those diverse perspectives and personalities and recognise that it's not personal if somebody is seeing the world in a different way. This is not a personal a threat on you, yet very often if we’re in default mode, our brain will perceive differences of opinion to our own as a perceived threat to us. So if we are aware of that, then we can manage ways of creating a safe space and this is your responsibility as the leader of the team or the manager. Creating a safe space where it's okay for people to voice their opinions and be heard and understood. And remember we said that was one of the keys to overcoming the affinity distance; is for people to feel really heard and understood. So we're getting over this fear of conflict.

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The next stage in the Lencioni model is commitment. So, how do we create commitment and agree a, a process by which, having heard all the different opinions, we’re willing to all agree on one way forward. To - even it's not in alignment with our own original idea, that we can understand why this is going to be the best decision for the team. We have absolute clarity about that decision. And it gives a closure.

And then the next level up is how do we hold each other accountable? Accountable to our decisions, accountable to our actions, accountable to hold to behave in the way that we’ve agreed to behave together as a team. And this is where we want to maybe confront some of the difficult issues, and we'll hold ourselves accountable to the decisions we make as a team.

And the one thread that helps us maintain that direction, in addition to our shared values and purpose, is ensuring that all of the time we have a focus on our collective outcomes and a shared goal. And that we prioritise this over our individual, personal goals that we might have. Or within the team, we each have individual roles that we need to do and sometimes these might need to come secondary to the shared purpose and goal of the overall team. And as a manager, that’s your responsibility to manage all of that.

So this model will really help you give that framework to make it easier for your team to work together. Both whether they're in the workplace together and especially when we're remote and not actually seeing each other.

And an additional tool to help you do this is the team charter. So we're not talking a lot about it in this session. And in the handouts, I'm including a handout with information about team charter, and why we want to do it because it's a, it's a really useful tool to help bring us together, ensure that we all have clarity, we're all on the same page, We're all having the same expectations. And the team charter is a really useful way for you to bring together all the things that we've talked about in this module, we're talking about how we're going to communicate, how often are we having meetings, when do we expect each other to be available online and offline, when are we all working synchronously and asynchronously. So your team charter is a document you can create that pulls together all of the different things that we've talked about throughout this module. And then it helps you as a manager to bring people all onto the same page. And in addition to, to draw together what you're going to agree on through this model here with the five requirements for a high performing team. So this is an extremely valuable for, for managing teams, and even more so while you're managing remotely.

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What I'll invite you to do now is to just think what you can do. I'm sure there are things within that we've just talked about here that you're already doing with your team. What new ideas have you got add to it? and things you can do to build on relationships would potentially do things like all doing your personality profile or a working styles profile which can be quite free to do, or perhaps you're already done some of the various different personality profiles within your organisation. Any of the profiles that help you gain an understanding of who you all are and how you are all seeing the world in different ways. And, it gives you a language to take away the personal-ness of potential conflict. If you want to do a profile around understanding conflict then the Kilmann diagnostic is quite useful for that.

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Again building trust. One of the simplest things is just at every meeting, to just share something with your colleagues that others don’t already know about you. Or share something about your upbringing. You’ll find a lot of shared interests and just getting to know things about each other that you didn't already know, even if you've been working together for a long time.

So there's a lot of things that you can do. I do invite you to read the Patrick Lencioni book. It’s extremely useful for managing your team and especially so when you are working remotely.

That I think is the key for those things. Do have look at the workbook. Do have a look at the tools here. And I seriously, do think about creating your team charter, because it brings all this implicit assumptions that we have into the light and everybody - If we say this, you know, these are our values. This is our purpose. The chances are that everyone is going to go away with a slightly different picture and by bringing it all together, by talking about it, having those open and honest conversations, creating a safe space to air different opinions, and then agree on what our team charter is, you are bringing clarity on your expectations, and that includes your purpose, your vision, your shared goal, how each role contributes to the team, and how you agree to behave with each other.

So I hope you have a lot of fun with that. And this is the last of this module. So, love you to just think about what will you do next, and what one thing will you commit to doing as a result of this session? And hopefully a few more things! but at least one action that you will put into place, Right away, and I look forward to seeing you in one of the other modules soon.

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