CHALLENGING OUR ORGANIZATIONS TO GREATNESS:

CULTIVATING TEAMWORK & CREATING ORGANIZATIONAL HEALTH

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Introductions

- Your facilitators
- Layout of the afternoon
- Objectives of the session
  - Understand the value of teamwork
  - Identify a model for the ideal team player
  - Share tips for hiring team players and building a culture around teamwork
  - Understanding Organizational Health
  - The Four Disciplines Model
  - Seizing the Advantage
Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.

Patrick Lencioni
Problem Definition

- Do you have a culture of teamwork with *all* team members today?

- What have other teamwork or cultural training sessions taught you?

- Are we still looking for the ‘silver bullet’?
Problem Definition

- What behaviors are you modelling for your team members? Other leaders in your organization?
- What behaviors are important to you & your organization?
- Most leaders say “Nothing is more important than teamwork”
  - Do you spend time on that every single day?
  - Do you create an infrastructure that supports this belief?
  - Do you clearly set expectations?
  - If not, can it really be the most important thing to you?
Why Do We Need Team Players?

- Tolerating bad behavior
  - Feel sorry for them
  - Really like them
  - Have a personal relationship with them
  - Understand their personal issues
  - Don’t have time

_Tolerating bad behavior even if the team member knows more, works hard, has longevity, is your friend ... whatever... is a bad idea! It ruins the environment for everyone else._
Why Do We Need Team Players?

• Truth is ... you get more done with less people when you have the right people
• Kumbaya?
• Distracted with day to day activities?
• We need to get the right people on the bus

(An ideal team player is key to any organization because they are people who admit mistakes, argue about the right way to do something without being afraid of hurting feelings, stick to commitments, hold each other accountable, and focus on results. When you have a team full of people like these... true teamwork occurs.

(James C. Collins))

(CSDA CHILD SUPPORT DIRECTORS ASSOCIATION)
The most unhappy people are the ones who don’t fit into the culture of an organization and are allowed to stay. They know they don’t belong ... they feel it ... they do not want to be there. They are miserable.
The Ideal Team Player

What if you don’t have them now?

- **The good news** - 95% of people will change or self eject

- **The bad (or not so bad) news** - this depends on **YOU**

What are we looking for?
A Model to Consider

*Three Indispensable Virtues*

Humble

Hungry

The Ideal Team Player

Smart
Humility

The most important virtue of the three

Does not/ Is not

• Have an excessive ego
• Not concerned about status
• Lead most sentences with “I”
• Dismissive
• Arrogant
• Condescending
• Self-Centered

Does / Is

• Quick to point out contributions of others
• Slow to seek attention of their own
• Shares credit
• Emphasizes team over self
• Defines success as “collective”
• Says ‘we’ more than ‘I’
• Treats co-workers well regardless of title
Humility

- Lacking humility
  - **Overly arrogant** = All about them, boasts, soaks up attention, ego driven
    
    *This type diminishes teamwork by fostering resentment and division*
  
  - **Lack of self confidence** = Generous, positive with others, discounts their own talents & contributions
    - Others mistake this for humility
      
      *This type diminishes teamwork by not advocating for their own ideas or by failing to call attention to problems they see. This is the less destructive of the two but detracts from teamwork nonetheless.*

Humility isn’t thinking less of yourself, it’s thinking of yourself less - C.S. Lewis
Hungry

**Does not**
- Need to be pushed to do more
- Need to be asked to work harder
- Want to be seen as a slacker

**Is**
- Always looking for more to do, more responsibility, and more to take on
- Consistently seeks more knowledge/learning opportunities
- Self-motivated
- Diligent
- Always looking for the next opportunity
Hungry

- Easy to see the benefits of this virtue, but be careful
  - **Lacking Hunger**: Hunger can be selfish if they are hungry for what is good for them personally rather than what is good for the team.
    - That employee that has their head down, working hard and jumping to see their individual stats but cares little about organizational or team performance
    - The basketball player on your team that wants to make sure they hit their all time game high in points or won’t pass the ball
  - Can be easy to ‘fake’ hunger in an interview – these hires can require an inordinate amount of time from supervisors motivating, disciplining, or dismissing
    - May be easy to ride the line – do what is needed and nothing more
Smart

Of the three, this one tends to need the most clarification

**Does not**

- Define their intellectual capacity
- Imply good intentions, necessarily

**Is**

- Has common sense about people
- Interpersonally aware
- Appropriate
- Knows what’s happening in a group situation
- Knows what to say and how to behave with others
- Asks good questions
- Listens
- Knows the impact of their words
- Intuitive
This is like emotional intelligence but simpler and easier

- This virtue, more than the others, can be used for good or ill purposes

- Some of the most dangerous people in history have been noted for being interpersonally smart – you must consider intentions
Combination of Three

• Are you surprised that these virtues are determined to be key? Pretty obvious?
  • What is unique is the combination of all three – Missing *even one* can significantly impact teamwork

<table>
<thead>
<tr>
<th><strong>Virtue</strong></th>
<th>vs.</th>
<th><strong>Value</strong></th>
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<tr>
<td>Characteristics</td>
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<td>Standards of behavior</td>
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<td>Personal Traits</td>
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<td>Norms of a culture</td>
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Three Indispensable Virtues

The Ideal Team Player

Humble

Hungry

Smart
Can a person fully participate in the 5 behaviors that are at the heart of teamwork if they don’t buy in to the idea of being humble, hungry & smart?
Team Impacts

Lacking Humility

✓ Unable to be vulnerable
✓ Unable to trust
✓ Unable to engage in honest conflict
✓ Unable to hold others accountable
✓ Hard to commit to decisions that do not serve them well

Skillful Politician: Cleverly ambitious and willing to work hard but only as much as it will benefit them. They are good at portraying themselves as humble. They make others feel discouraged, manipulated, and scared. They rise in cultures where individual performance is valued over team performance. The lack of humility is the most damaging of the three virtues.
Team Impacts

Lacking Hunger

- Unwilling to engage in uncomfortable conflict
- Unwilling to hold people accountable for their actions
- Unwilling to do whatever it takes to achieve results
  - Unwilling to invest
- Will take the path of least resistance or whatever is easy

Loveable Slackers: They do what is asked, rarely ask to help others, and they are limited in passion. They are generally charming and positive; as a result, supervisors leave them alone and don’t deal with them. They need significant motivation and oversight, and they are a drag on team performance. They negatively impact a team less than a skillful politician.
Team Impacts

Lacking Smarts

- Creates unnecessary problems in the team building process
- Unable to engage in tactful productive conflict
- Cannot effectively hold others accountable
- You spend too much time mediating or dealing with relationship issues related to this person

Accidental Mess-Maker: They genuinely want to serve the team but lack an understanding of how their words and actions impact others. This causes them to create problems in the team. Their colleagues usually like them but get tired of having to clean up their emotional and interpersonal spills. This creates problems but is the least damaging of the three because the intentions are typically good and they take feedback well.
Can This Be Developed?

A team player who has all 3 virtues is more likely to be vulnerable, fully engage in productive conflict, commit to group decisions, hold peers accountable, & put results of the team ahead of their own.

0 of 3
Little chance of becoming a valuable team member; takes considerable effort over long period - this type rarely slip through an interview process

1 of 3
Uphill battle if they are lacking other 2 in a big way; not impossible to develop all 3 but will take very hard work over long period; can slip through

2 of 3
Because of the strength of having 2, these often camouflage the weakness; high likelihood of all 3 with commitment
Finding the Right Candidates

- Behavioral interviewing model
- Use a team approach and debrief timely
- Explore non-traditional interview possibilities
- Ask questions more than once
- “What would others say?”
- Incorporate some real work if possible - in baskets
- Don’t ignore your hunches
- Scare people with sincerity
- Be intentional about reference checks
Assessing Existing Team Members

- Confirm
- Grow
- Decide

Adequate  
Ideal
Creating a culture of team work is a **choice** and requires **action**

- Explicit & Bold
- Catch & Revere
- Detect & Address
The Case for Organizational Health

✓ Why is Organizational Health so important?

✓ Why do so many leaders struggle to embrace it?

✓ What makes leaders afraid to get messy and vulnerable to achieve Organizational Health?

The single greatest advantage any company can achieve is organizational health. Yes it is ignored by most leaders even though it is simple, free, and available to anyone who wants it. –Patrick Lencioni
The Three Biases

- **The Sophistication Bias**
  - It’s so simple leaders have a hard time seeing it as a real opportunity for meaningful advantage
  - It doesn’t require great intelligence or sophistication
  - It requires just uncommon levels of:
    - Discipline
    - Courage
    - Persistence
    - Common Sense
The Three Biases

- The Adrenaline Bias
  - Becoming a healthy organization takes time
  - Leaders are hooked on the daily rush & quick fixes
  - We spend time firefighting in our organizations
  - It’s as though we are afraid to slow down and deal with issues that are critical but don’t seem particularly urgent

*Old Race Car Adage: You have to slow down in order to go fast.*
The Three Biases

- **The Quantification Bias**
  - The benefits of health are difficult to quantify
  - It is hard to measure it’s financial impact
  - This certainly doesn’t mean it’s impact is not real and tangible, it’s massive

*Once organizational health is properly understood and placed into the right context, it will surpass all other disciplines in business as the greatest opportunity for improvement and competitive advantage.*
Organizational Health at its core is about integrity.

Though not in the ethical or moral way integrity is often defined today.

An organization is healthy when it is whole, consistent and complete. When its management, operations, strategy and culture fit together and make sense.
Understanding Organizational Health

- Signs that indicate organizational health include:
  - Minimal Politics and confusion
  - High degree of morale and productivity
  - Very low turnover among good employees
Organizations often focus on the “Smart” aspects of culture:

- Strategy
- Marketing (image, reputation)
- Finance
- Technology

We focus largely on these aspects. These can be referred to as the decision sciences.
We largely overlook or neglect the aspects of being healthy. Being smart is only half of the equation. There are two requirements for success, being smart and healthy.
There are two requirements for success, being smart and healthy.

**SMART**
- Strategy
- Marketing
- Finance
- Performance
- Technology

**HEALTHY**
- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover
The difference between successful organizations and mediocre or unsuccessful ones has little to do with what they know or how smart they are. It has everything to do with how healthy they are.

The vast majority of organizations have more than enough intelligence, expertise and knowledge to be successful. What they lack is organizational health.
Healthy organizations can get smart over time.

In healthy organizations people:

- Learn from one another
- Identify critical issues
- Recover quickly from mistakes or setbacks

Without politics and confusion getting in their way, they cycle through problems and rally around solutions much faster than dysfunctional and political rivals do. Moreover, they create environments in which employees do the same.
Health Begets & Trumps Intelligence

- Smart organizations don’t seem to get healthier by virtue of their intelligence
- Organizations that pride themselves on expertise:
  - Struggle to acknowledge their flaws and learn from peers
  - Aren’t as easily open and transparent
  - Delay recovery from setbacks and exacerbate politics and confusion
- The key ingredient for improvement and success isn’t knowledge and resources, it’s health of the environment
The Price of Poor Health

The Costs:

- Wasted Resources
- Wasted time
- Decreased productivity
- Increased employee turnover
- Poor customer relations & attrition
- Leaders placing their needs over organization
- Negative competition and infighting
The Four Discipline Model

- The process can be broken down into four simple disciplines:
  - Discipline 1: Build A Cohesive Leadership Team
  - Discipline 2: Create Clarity
  - Discipline 3: Over-Communicate Clarity
  - Discipline 4: Reinforce Clarity

An organization doesn’t become healthy in a linear tidy fashion. Like building a strong marriage or family, it’s a messy process that involves doing a few things at once, and must be maintained on an ongoing basis.
Discipline 1: Build A Cohesive Leadership Team

An organization simply cannot be healthy if the leaders in charge of running the organization are not behaviorally cohesive in five fundamental ways.
• **Discipline 2: Create Clarity**

In addition to being behaviorally cohesive, leaders in the organization must be intellectually aligned and committed to the same answers to six simple but critical questions. There can be no daylight between leaders around these fundamental issues.
Discipline 3: Over-Communicate Clarity

Once leaders have established behavioral cohesion and created clarity around the answers to those questions, they must communicate those answers to employees clearly, enthusiastically and repeatedly. When it comes to reinforcing clarity, there is no such thing as too much communication.
Discipline 4: Reinforce Clarity

Finally, in order for the organization to remain healthy over time leaders must establish a few critical, non-bureaucratic systems to reinforce clarity in every process that involves people. Every policy, every program, should be designed to remind employees what is really important.
Defining a Leadership Team

- A leadership team is a small group of people who are collectively responsible for achieving a common objective for an organization.
- Made up of somewhere between three and twelve people.
- When the team is small, members are more likely to ask questions and seek clarity.
Discipline 1: Build A Cohesive Leadership Team

- Collectively Responsible
  - Selfless and shared sacrifices from team members
  - Sharing resources to benefit other teams
  - Work together on issues that don’t fall directly in their formal area of responsibility

- Common Objectives
  - A leadership team’s objectives must be collective ones
  - While there will always be the need for division of labor and unit expertise, leaders must see their goals as collective
Discipline 1: Build A Cohesive Leadership Team

Let’s focus on the five steps of building a cohesive one. At the heart of the process lie five behavioral principles that every team must embrace.
Behavior 1: Building Trust

- **Building Trust:**
  - Trust is the foundation of teamwork
  - On a team, trust is about vulnerability
  - Building trust takes time, but the process can be accelerated
  - Like a good relationship, trust must be maintained over time
**Behavior 2: Mastering Conflict**

- **Mastering Conflict:**
  - Good conflict is about unfiltered, passionate debate around issues
  - Conflict will at times be uncomfortable
  - Conflict norms must be clear
  - The fear of personal conflict should not prevent productive debate
Behavior 3: Achieving Commitment

- Achieving Commitment:
  - Commitment requires clarity and buy-in
  - Clarity requires avoiding assumptions and ambiguity, and reaching a clear understanding about decisions
  - Buy-in does not require consensus — team members can disagree and still commit to decisions
Behavior 4: Embracing Accountability

- Embracing Accountability:
  - Accountability on strong teams occurs directly among peers
  - Peer pressure and distaste of letting down colleagues will motivate a team player more than fear of punishment or rebuke
  - Team leader must demonstrate willingness to confront difficult issues
Behavior 5: Focusing on Results

- **Focusing on Results:**
  
  - Great teams accomplish the results they set out to achieve
  
  - Team members must prioritize the team’s collective results over individual or departmental needs
  
  - Teams must publicly clarify desired results and keep them visible
Discipline 2: Create Clarity

• Clarity is all about achieving alignment

• Alignment is about creating so much clarity there is as little room as possible for confusion, disorder and infighting.

• Responsibility for creating clarity lies squarely with leadership.
In order for leaders to give employees clarity they must agree on the answers to six questions:

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?
In order for leaders to give employees clarity they must agree on the answers to six questions:

1. Why do we exist?

   Find your reason for existing with your:
   - Customers
   - Industry
   - Greater Cause
   - Community
   - Employees
   - Wealth
In order for leaders to give employees clarity they must agree on the answers to six questions:

2. How do we behave?

Define your values for the organization:

- Core Values
- Aspirational Values
- Permission to Play Values
- Accidental Values

After all, if an organization is tolerant of everything, it will stand for nothing.

Provide employees with clarity about how to behave which reduces the need for inefficient and demoralizing micromanagement.
In order for leaders to give employees clarity they must agree on the answers to six questions:

3. What do we do?

This is a clear definition of what you do:

- It’s critical that it is clear and straightforward
- Leadership must be crystal clear on the definition
- Use no qualifiers or adverbs, keep it simple
In order for leaders to give employees clarity they must agree on the answers to six questions:

4. How will we succeed?

Develop a strategic plan:

- Develop a plan for success
- Identify Strategic Anchors
- Follow the plan and deviate only when necessary
In order for leaders to give employees clarity they must agree on the answers to six questions:

5. What is most important, right now?

Determine priorities; too many can lead to failure to accomplish what matters most:

- Define objectives
- Set standard operating objectives
- Single top priority for a period of time
In order for leaders to give employees clarity they must agree on the answers to six questions:

6. Who must do what?

Everyone must clearly understand their role and scope of responsibility:

- Define roles for the entire department
- Ensure members know their boundaries
- Try to ensure there is little overlap to avoid confusion
Discipline 3: Over-Communicate Clarity

- Over-communicate by repetition

- Employ multiple styles of communicating
  - Cascading Communication
  - Top-down Communication
  - Upward & Lateral Communication

- Ensure that employees are able to accurately articulate the organization’s reason for existing, values, strategic anchors and goals
Discipline 4: Reinforce Clarity

- **Discipline 4: Reinforce Clarity**
  - Make sure every process that involves people from hiring and people management to training and compensation, is designed to reinforce the answers to the six critical questions
  - Recruiting and Hiring
  - Orientation
  - Performance Management
  - Compensation and Rewards
  - Recognition
  - Firing
The Leaders Sacrifice:

- The person in charge of the organization is crucial to the success of any effort to build a healthy organization.

- The leader must drive the process even when their team is less than excited initially.

- They must be first to do the hard things like demonstrating vulnerability, provoking conflict, confronting people about their behavior, or calling out those that are putting themselves ahead of the team.
Seizing the Advantage

First Critical Steps:

• Set aside sufficient meaningful time to launch the process.

• Have an offsite meeting if possible to prepare.

• Put together a playbook with a short summary of the answers to the six crucial questions

• Begin communicating to the organization using every form of communication at your disposal.
Seizing the Advantage

Ultimate Impact:

- Impact of organizational health goes far beyond the walls of the organization, extending to customers, vendors, spouses, and children.

- It helps people come to work with clarity, hope, and anticipation.

- It sends them home at night with a sense of accomplishment, contribution and self-esteem.
Resources

The IDEAL TEAM PLAYER
HOW TO RECOGNIZE AND CULTIVATE THE THREE ESSENTIAL VIRTUES
A LEADERSHIP FABLE
PATRICK LENCIONI

The Advantage
WHY ORGANIZATIONAL HEALTH TRUMPS EVERYTHING ELSE IN BUSINESS
PATRICK LENCIONI

You don’t have to be great to start, but you have to start to be great.
Zig Ziglar

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Please be sure to complete the session evaluation.