Leading Effective Teams

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DRIVING QUESTIONS FOR TODAY

- What can we learn when we study other teams? (medical analogy/one school & one division's story)

- How do school leaders create the most effective team?

- What percentage of team dysfunction is the responsibility of the Principal?

- What can we learn from Patrick Lencioni?

THE POWER OF A TEAM

- Turn and talk about your most powerful example of a team
- 20 years of beer league hockey in Clive, Alberta
- How many times was the beer forgotten? 700 games
- Who has a great story we all need to hear?

THE POWER OF A TEAM

- A high stakes medical example
- Julian's story
- June 8, 2017
- The second worst day of my life

WHAT DID I LEARN?

- The power of **clarity**
- Clarity of purpose (save a life, save a brain, rehab…)
- Clarity of priorities (triage)
- Clarity of roles (12 people)
- The power of **hope** (one day he might shake your hand vs. what if it's 6 years? Getting his MD)
- The **culture** of Foothills Hospital, the U of C medical school, and CESD
- Look out for each other, tackle problems in teams (CESD)

TEAMS IN EDUCATION

- Predict what will happen to these four students
- Student A is nearing the end of grade one. They can't read.
- Student B is in grade 9. He walks with his head down, hygiene issues, in a K & E specialized program
- Student C is in grade 4. Already showing signs of brilliance in math and science.
- Student D is in grade 7.

HELP THEM LEARN, CHANGE LIVES

- The story of student ABCD fascinates me
- Small School experience (K-8, 60 students)
- Late grade 1 can't read, grade 3-4, autism speaker grade 8

Student ABCD STORY

- Deb hears horror stories (anger, hygiene, eye contact?)
- K & E experience grade 9-11 (K-12 400 students)
- English 10-2, Social Studies 10-2, rather peel pencils

HIS STORY

- The team? His mom the parent, teacher, Anita, Bart, Stephen. Kathy - eye contact, make him talk to you
- Tyler the computer work experience guy
- Leadership club, end of grade 10 rubik's cube, assemblies
- Our core purpose (challenge, encourage, believe), vision (isolation?, all kids, personalize)

HIS STORY

- Grade 12 fully integrated
- English 30-1, Social Studies 30-1, Chemistry 30-1, Physics 30-1
- Math 30-1 disappointed in his mark
- speech?

ABSENCE OF TRUST

- Trust defined as: "the confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group." (delay in retro pay, Covey's definition e.g.)

- Trusting teams: "appreciate and tap into one another's skills and experiences and take risks in offering feedback and assistance" (harvest the best from everyone - wisdom of crowds, COLT now vs. 9 years ago)

- Trust makes healthy conflict possible (key foundation)

FEAR OF CONFLICT

- "Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead they resort to veiled discussions and guarded comments." (team loses the "wisdom of the crowd")

- Parking lot meetings, why do they occur? (ever find yourself chatting with part of your team after a team meeting? Can you believe what *"they"* did this time?)

- Parking lot meetings are not inherently bad until…

FEAR OF CONFLICT

- "Teams that engage in conflict, have lively, interesting meetings"

- The elephant can't hide in the room (Qbox e.g.)

- Lencioni's continuum. Artificial harmony to mean-spirited personal attacks. Go just to the left of center. "Mine for conflict". (conflict norms, profiling, etc.)

- E.g. our previous lack of attention to the CLC in Olds brought up by L. T.

TURN AND TALK…

- What do you need to do as a leader?

  …that will build trust?
  …that will help you to avoid parking lot meetings?
  …that will help you to have healthy conflict?
  …that will minimize 'elephants in the room'?

LACK OF COMMITMENT

- "A team that commits, creates clarity around direction and priorities, aligns the entire team."

- For Lencioni, this clarity "requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about what they have decided upon."

- Like DuFour, Lencioni argues that "Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision". (hat policy e.g. - I didn't support inside but I did support the team decision to students)

TURN AND TALK...

- As a leader, how will you...

...respect those staff members that speak in opposition of a team proposal (devil's advocate)?
...get staff to support team decisions they disagree with (assuming we have been heard)?
...provide abundant clarity at the conclusion of staff meetings (to ensure that everyone understands what they have committed to)?

AVOIDANCE OF ACCOUNTABILITY

- Defined as "the willingness of team members to remind one another when they are not living up to the performance standards of the group". The possibility of this peer pressure is far more powerful than the fear of authoritative punishment. (use the IL/work ethic example re: K. B.)

- "Without committing to a clear plan of action even the most focused and driven people often hesitate to call their peers on actions and behaviours that seem counterproductive to the good of the team."

INATTENTION TO RESULTS

- "Inattention to results occurs when team members put their individual needs, or even the needs of their divisions, above the collective goals of the team."

- Lencioni would argue that a team needs an objective scoreboard that the team designs and is revised frequently

- "To avoid distractions (Pippen story), team members must prioritize results of the team over their individual or departmental needs" Is the staff team my first team? My curriculum area? My grade level? My classroom? What if I have two teams?

TURN AND TALK…

- How as a leader will you ensure…

  …that staff hold each other accountable for actions that are inconsistent with team decisions?
  …that staff view the entire school staff as their first team, ahead of their grade level group, and their individual classroom?
  …build a scoreboard that matters to the team?

5 DYSFUNCTIONS OF TEAMS (looks like)

- Absence of trust (invulnerability)
- Fear of conflict (artificial harmony)
- Lack of commitment (ambiguity)
- Lack of accountability (low standards)
- Inattention to results (status & ego)

The Five Dysfunctions of Teams / The Role of the Leader

- Inattention to RESULTS → Focus on outcomes.
- Avoidance of ACCOUNTABILITY → Confront difficult issues.
- Lack of COMMITMENT → Force clarity and closure.
- Fear of CONFLICT → Demand debate.
- Absence of TRUST → Be human.

SUMMARY: KEY POINTS

- Q#1 Can you and your people pass the white paper test?
- Key #1 Start with visionary leadership.
- Q#2 Does the leader really need to be willing to go into the cold water first?
- Key #2 Vulnerability based trust starts with the leader.
- Q#3 Do you have all of the communication structures you need?
- Key #3 Healthy communication processes.

SUMMARY: KEY POINTS

- Q#4 Are you comfortable with crucial conversations & confrontations?

- Key #4 Confrontation skills can be learned.

- Q#5 Are team members prepared to hold each other accountable to their commitments?

- Key #5 Peer to peer accountability.

SUMMARY KEY POINTS

- Q#6 Do you have a scoreboard that matters to your team?

- Key #6 Data drives team focus.

- Q#7 Do you have the right people on the bus?

- Key #7 Right people, right seats, right bus.

- Q#8 Do you have your small group structures in place?

- Key #8 Grade level, subject area, and LST teams are key - leader engages with them.

YOUR TEAM

- Where is the work?
- What is your role?
- If there is time, turn and talk about your plans for moving forward with your team(s)

CLOSING COMMENTS

- Your wellness, you can't give what you don't have
- The person behind the doctor & Julian's story (flying)
- Someone to love, something to do, something to look forward to (Jessica)
- Every interaction like it's the final of the World Women's Hockey Championship with the USA, people need you
- Most impactful hour, we make a difference…
- Brian from Pennsylvania
- Lessons: Two words…Humanity & Precious
- Lead…people need you to lead…