

Colorado Collaborative Justice Center

Building High Performing Teams

Kerry Plemmons, Clinical Faculty

Collaboration Required?

Kerry Plemmons

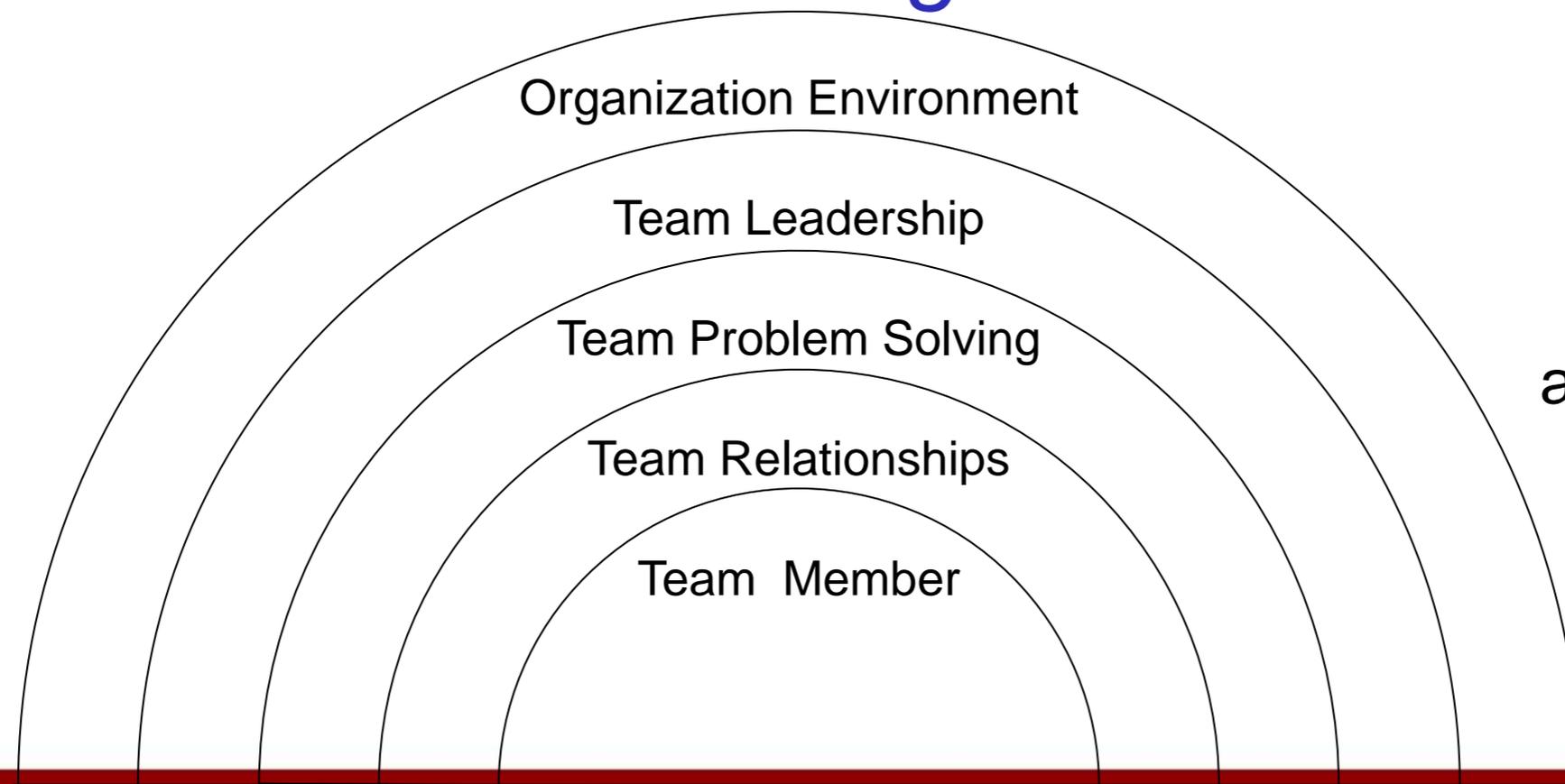


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What is a team?

Five Dynamics of Teamwork & Collaboration

“People with different views and perspectives coming together, putting aside their narrow self-interests, and discussing issues openly and supportively in an attempt to solve a larger problem or achieve a broader goal.”



When Teams
Work Best by
Frank LaFasto
and Carl Larson

Why Teams?



“Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.”

Vince Lombardi

“Talent wins games, but teamwork and intelligence win championships.”

Michael Jordan

Great Teams



The Beatles Principles

- “Eight Days a Week”
- “Getting Better”
- “With a Little Help from My Friends”
- “I Need You”

Andrew Sobel – Strategy & Business

The Data

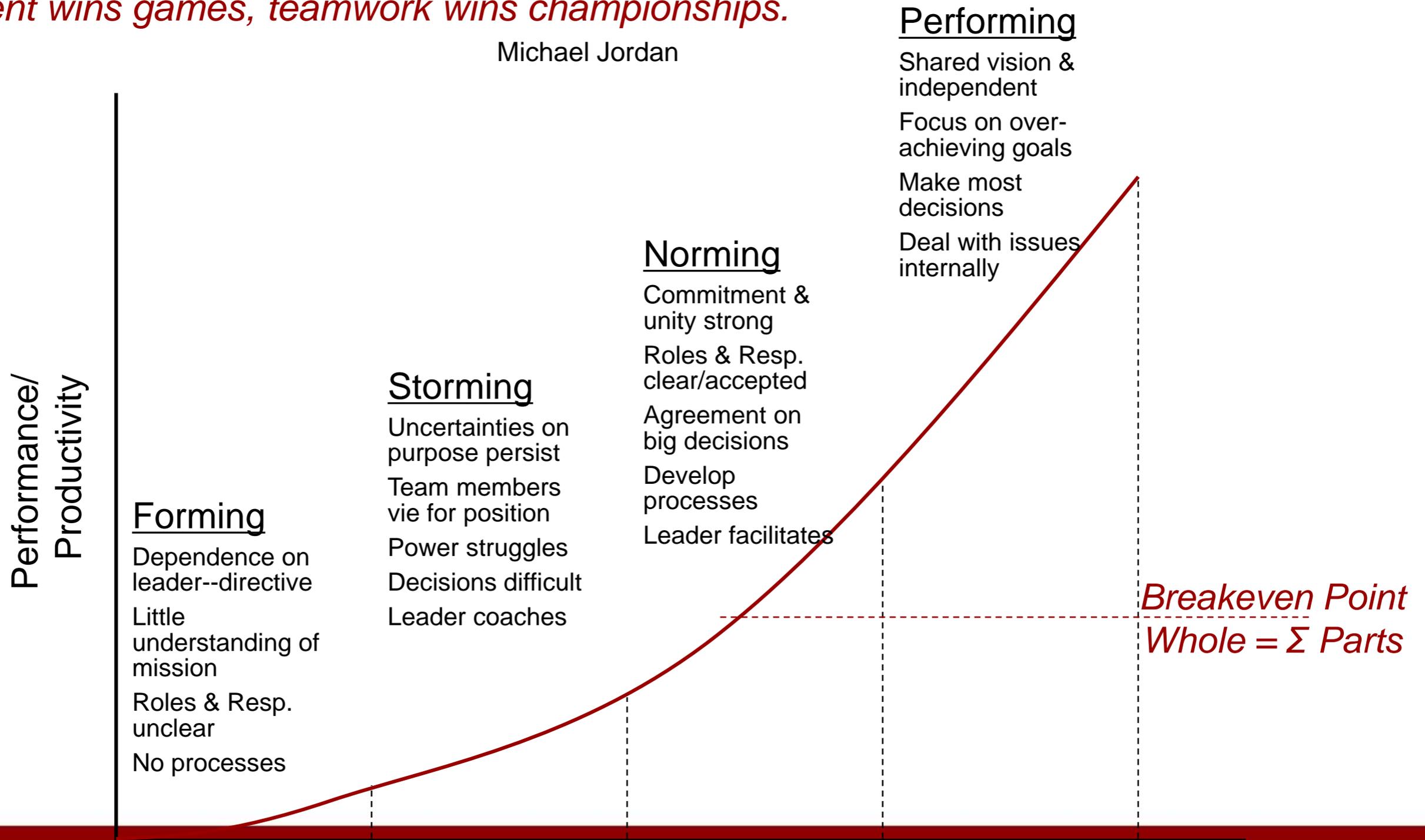
1. Chances that the group score is worse than the team average: 1 in 500
2. Chance that any individual is better than the group: 1 in 9

Based on research on 6000 team members by Carl Larson and Frank LaFasto

Tuckman Team Performance Model

Talent wins games, teamwork wins championships.

Michael Jordan



Malicious Compliance



DEPARTMENT OF THE NAVY
USS ENTERPRISE CVN-65
FLEET POST OFFICE
SAN FRANCISCO 96636-2810

5757
Ser 03/1385
11 APR 86

From: Commanding Officer, USS ENTERPRISE (CVN 65)
To: Chief of Naval Operations (OP-05D2)

Subj: FORWARDING OF 1985 COMMAND HISTORY

Ref: (a) OPNAVINST 5750.12C

Encl: (1) ENTERPRISE 1985 Command History

1. In accordance with reference (a), enclosure (1) is forwarded.


R. T. SPANG



Great Teams

- 1959-1969 Boston Celtics
 - 10 World Championships in 11 years
 - 8 in a row
 - No individual scoring leaders



Great Teams

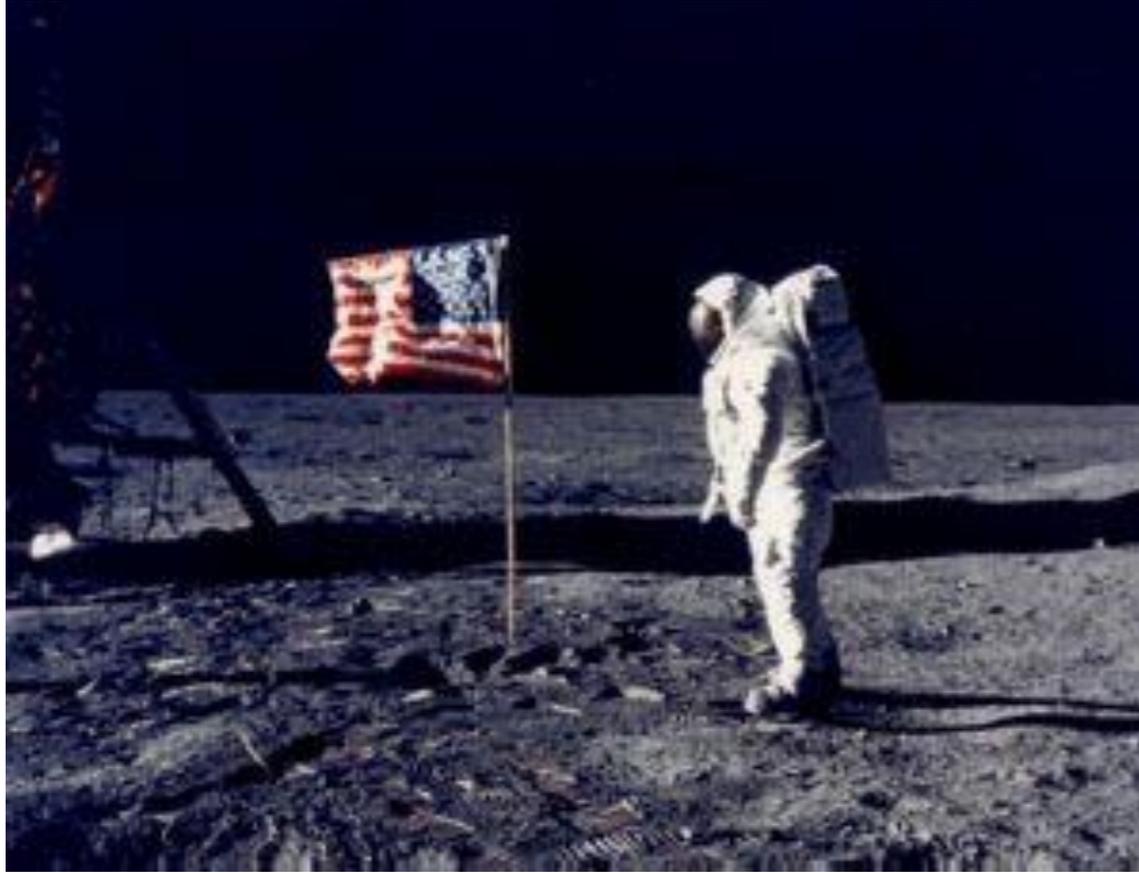
- 1980 USA Olympic Hockey Gold Medal Team



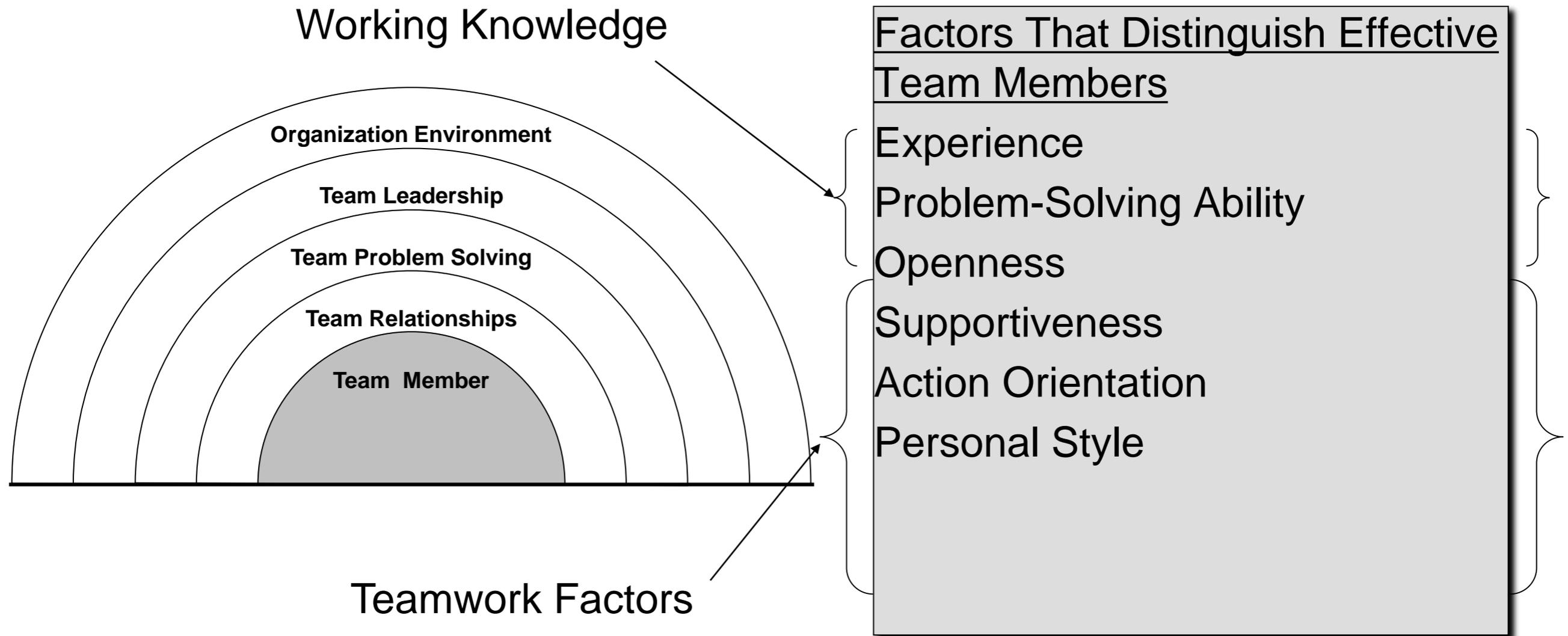
Team Players, Not the Stars



Great Teams



What Makes A Good Team Member?



Most Important Attributes of a Successful Team

- 1. Trust*
- 2. Openness*
- 3. Friendship/Affinity/
Supportiveness/Affection*

The Three Most Important Attributes of a Highly Successful Team

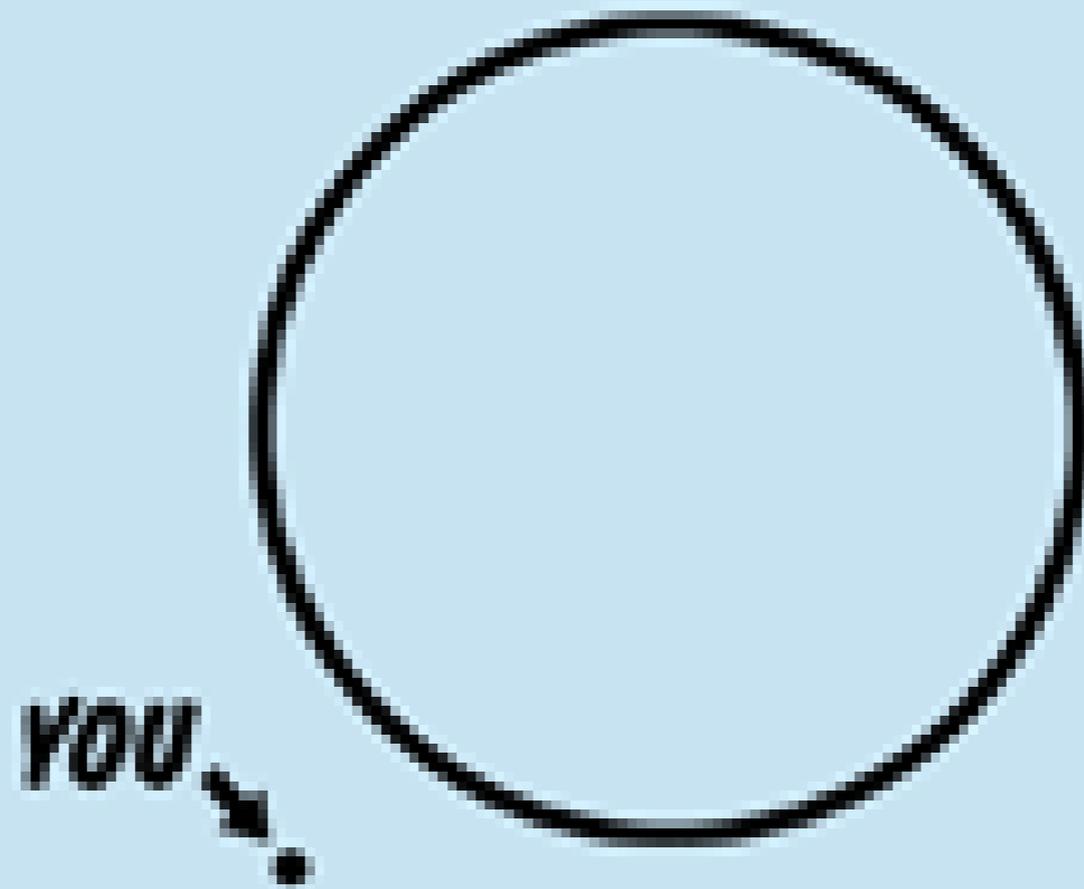
1. *Trust*

2. Openness

3. Affection

- Based on research on 6000 team members by Carl Larson and Frank LaFasto

CIRCLE OF TRUST



When everything needs approval, you create a kindergarten environment where all you are really saying is I don't trust you!

Francis Fukiyami on Trust

“If people who have to work together in an enterprise trust one another . . . Doing business costs less. By contrast, people who do not trust one another will end up cooperating only under a system of formal rules and regulations which have to be negotiated, agreed to, litigated and enforced, sometimes by coercive means. This legal apparatus, serving as a substitute for trust, entails what economists call “transaction costs”. Widespread distrust in a society, in other words, imposes a kind of tax on all forms of economic activity, a tax that high-trust societies do not have to pay.”

The Speed of Trust

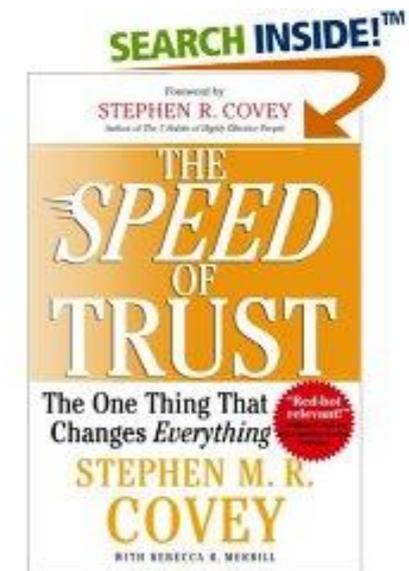
Simply put trust means confidence. The opposite of trust is suspicion.

The difference between high- and low-trust relationships is palatable.

Think about communication:

In a high-trust relationship, you can say the wrong thing and people will still get your meaning.

In a low-trust relationship you can be very measured, even precise and they'll still misinterpret you.



Source: Covey, Stephen M.R., The Speed of Trust

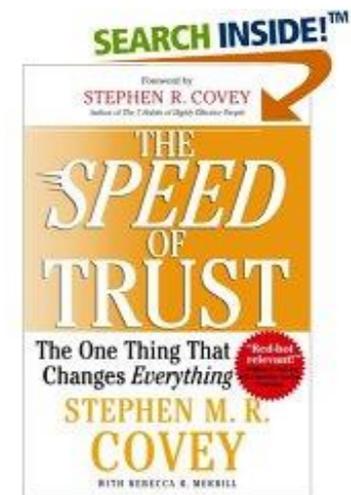
Economics of Trust

- Trust always affects two outcomes: speed and cost. When trust goes down, speed goes down and cost goes up.
- Whether it is high or low, trust is a “hidden variable” in the formula for organizational success. The traditional business formula is

(Strategy x Execution = Results)

But there is hidden variable

(Strategy x Execution) x Trust = Results



Source: Covey, Stephen M.R., The Speed of Trust

Most Important Attributes of a Successful Team

1. TRUST

2. OPENNESS

3. AFFECTION



Openness

“In a work setting where team members do not openly air their opinions, inferior decisions are the result.”—Patrick Lencioni

“Teams that engage in conflict . . .

- Have lively and interesting meetings

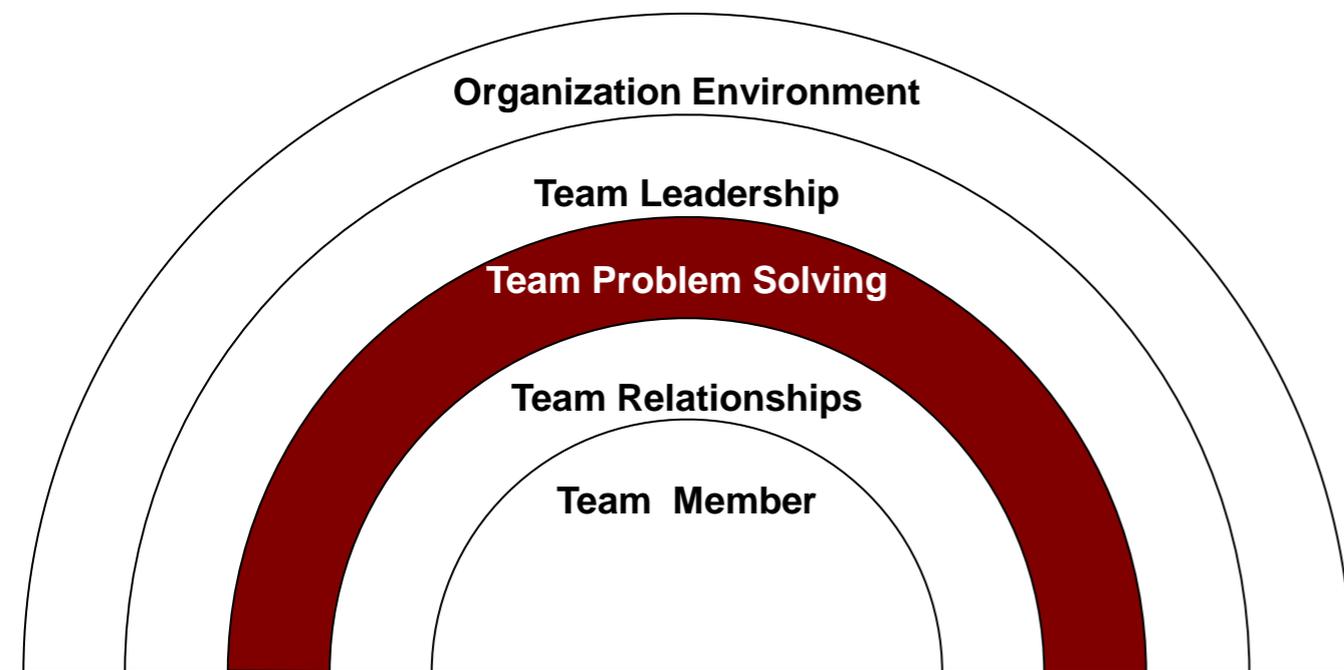
- Minimize politics

- Put critical topics on the table for debate

- Extract the ideas of all team members

Team Development Frameworks

“People with different views and perspectives coming together, putting aside their narrow self-interests, and discussing issues openly and supportively in an attempt to solve a larger problem or achieve a broader goal.”



Adapted from: “When Teams Work Best”:
Frank LaFasto and Carl Larson



Adapted From: “The Five Dysfunctions
of a Team”: Patrick Lencioni

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"IT'S THE BOSS' ATTEMPT TO CONVEY A CERTAIN OPENNESS."



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Competitive collaboration

“[We] want conflict to thrive in a supportive way.”

“Show up on Monday armed with your data and your plan”

“We work hard to protect people who argue.”

- --Various Google employees, Fast Company March

2008

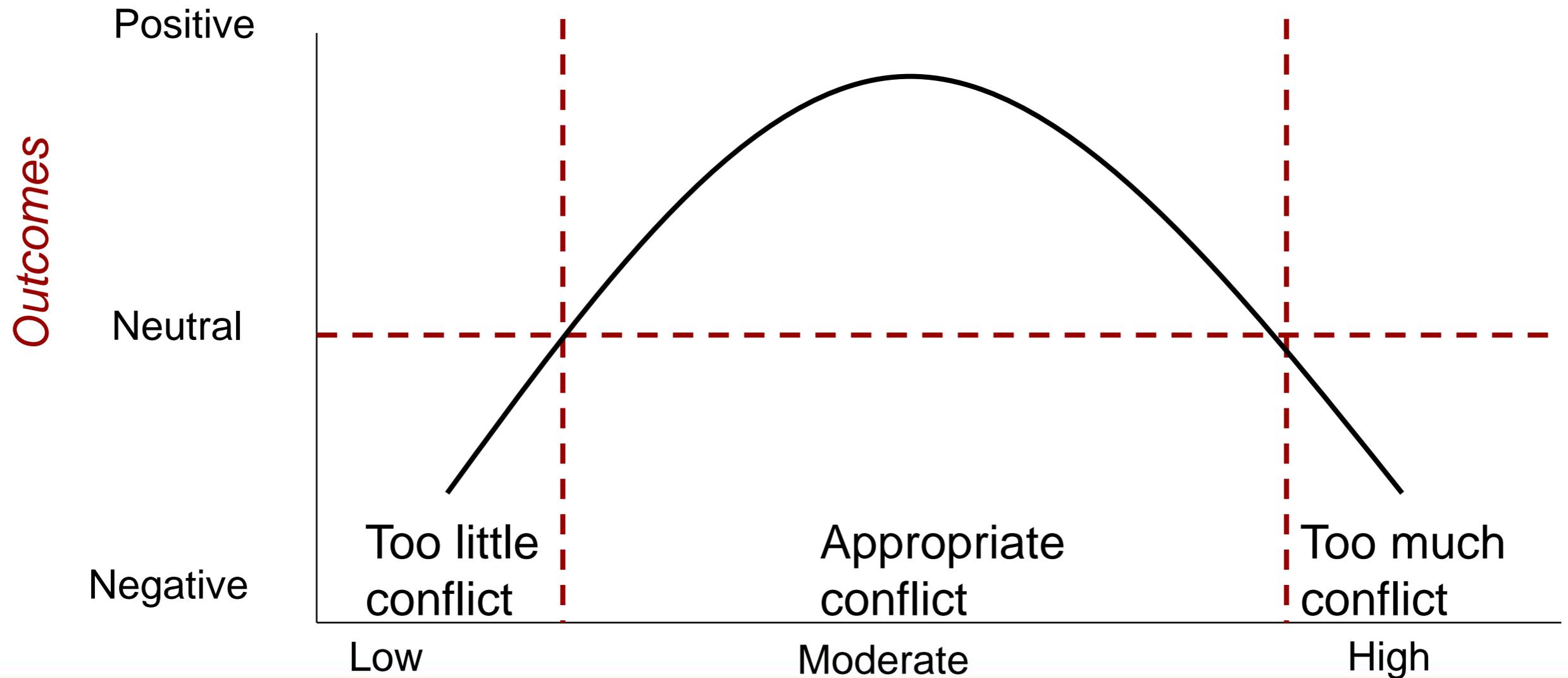


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Functional Conflict Increases Performance

"When two (people) in business always agree, one of them is unnecessary."

William Wrigley, Jr.



The Three Most Important Attributes of a Highly Successful Team

■ Trust

■ Openness

■ *Affection*

- Based on research on 6000 team members by Carl Larson and Frank LaFasto

Oxytocin

Increasing trust and reducing fear. In a risky investment game, experimental subjects given nasally administered oxytocin displayed "the highest level of trust" twice as often as the control group. Subjects who were told that they were interacting with a computer showed no such reaction, leading to the conclusion that oxytocin was not merely affecting risk-aversion.^[26] Nasally administered oxytocin has also been reported to reduce fear, possibly by inhibiting the amygdala (which is thought to be responsible for fear responses).^[27] Rather than enhancing positive social emotions, it has been suggested that it has a general enhancing effect on all social emotions since intranasal administration of oxytocin also increases envy and schadenfreude.^[28]

Affecting generosity by increasing empathy during perspective taking. In a neuroeconomics experiment, intranasal oxytocin increased generosity in the Ultimatum Game by 80% but has no effect in the Dictator Game that measures altruism. Perspective-taking is not required in the Dictator Game, but the researchers in this experiment explicitly induced perspective-taking in the Ultimatum Game by not identifying to participants which role they would be in.^[29]

Team Affection in the Olympics



1. Men's Volleyball
 - 94 touches including 17 group hugs; 56 low fives
2. Women's Volleyball
 - 83 touches
3. Women's Gymnastics
 - 55 hugs
4. Men's Basketball
 - 45 high fives
5. Women's table tennis
 - No touch during single match

LOST



John Wooden

“The Team that makes the most mistakes wins, because those who are not afraid to be wildly wrong are often wildly right.”

The Trouble With Teams

- Individuals better/faster on some tasks
- Process losses - cost of developing and maintaining teams
- Companies don't support best work environment for team dynamics
- Social loafing

—McShane

Team Energy Drains

1. Competing goals
2. Relationship issues
3. Control issues
4. Differing values
5. Helplessness