Performance and Accountability: Characteristics of Highly Functioning Teams

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Objectives

- Understand the 5 key dysfunctions of low performing teams

- Identify strategies to improve team performance

- Utilize a performance-based evaluation system

- Complete two activities:

  - Identify 2 strategies to improve function of <u>your</u> team!

  - Draft a ***Goals and Metrics*** evaluation sheet for your direct reports

What is Your Team Experience?

- Do team members openly and readily express their opinions?

- Are team meetings compelling and productive?

- Does the team come to decisions quickly and avoid getting bogged down by consensus?

- Do team members confront one another about their shortcomings?

- Do team members sacrifice their own interests for the good of the team?

Consider the Best Team You Have Ever Been On……

Question 1: What were the characteristics of the leader? (List two)

Question 2: What were the characteristics of the team? (List two)

The 5 Dysfunctions of Low Performing Teams

- **Absence of Trust**
  - Reluctance to show vulnerability
  - Unwillingness to admit mistakes, weaknesses, or need for help

(Adapted from the 5 Dysfunctions of a Team, Patrick Lencioni, 2007)

The 5 Dysfunctions of Low Performing Teams

- **Fear of Conflict**
  - Inability to engage in unfiltered, passionate debate about key issues
  - Presence of hidden or veiled discussions and back channel comments

(Adapted from the 5 Dysfunctions of a Team, Patrick Lencioni, 2007)

The 5 Dysfunctions of Low Performing Teams

- **Lack of Commitment**
  - Difficult to commit to decisions without some degree of conflict
  - Demotivated team members

(Adapted from the 5 Dysfunctions of a Team, Patrick Lencioni, 2007)

The 5 Dysfunctions of Low Performing Teams

- **Avoidance of Accountability**
  - Lack of commitment to a plan of action

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The 5 Dysfunctions of Low Performing Teams

- **Inattention to Results**
  - Lack of focus on team goals
  - Tendency to focus on personal goals

(Adapted from the 5 Dysfunctions of a Team, Patrick Lencioni, 2007)

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Avoid the "5 Dysfunctions"

Inattention to Results — **Status and Ego**

Avoidance of Accountability — **Low Standards**

Lack of Commitment — **Ambiguity**

Fear of Conflict — **Artificial Harmony**

Absence of Trust — **Invulnerability**

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What Does <u>Dysfunction</u> Look Like?

- Members hesitate to ask for help, or to provide feedback to colleagues

- Members ignore controversial topics that are critical to team success, and thus have boring meetings

- Members miss deadlines and key deliverables, and tolerate mediocrity

- Members are easily distracted, and achievement-oriented members leave

- Members are confused about direction and priorities, and revisit discussions and decisions again and again

What Does <u>High Function</u> Look Like?

- Members ask for help, and give each other the benefit of the doubt before drawing a negative conclusion

- Members put critical topics on the table for discussion, and solve real problems quickly

- Members create clarity around direction and priorities, and align entire team around common objectives

- Members identify potential problems quickly by questioning approaches without hesitation, and establish respect among those held to same high standards

- Members benefit from individuals who subjugate their own goals and interests for the good of the team

"Do's" of an Effective Team Leader

- Organize team / define team roles

- Articulate clear goals

- Make decisions through collective input of members

- Empower members to speak up and challenge (when appropriate)
  - **"Lower the risk" in the room …**

- Ensure open and transparent communication

- Become skillful at conflict resolution
  - **Do NOT need to enjoy it, just improve your skills… ☺**

Team success is not a matter of mastering subtle, sophisticated theory, but rather of embracing common sense with uncommon levels of discipline and persistence.

Activity 1: Team Function

Team Function Individual Activity:

- Spend 2-3 minutes <u>writing down 2 strategies to improve the function</u> of your primary team
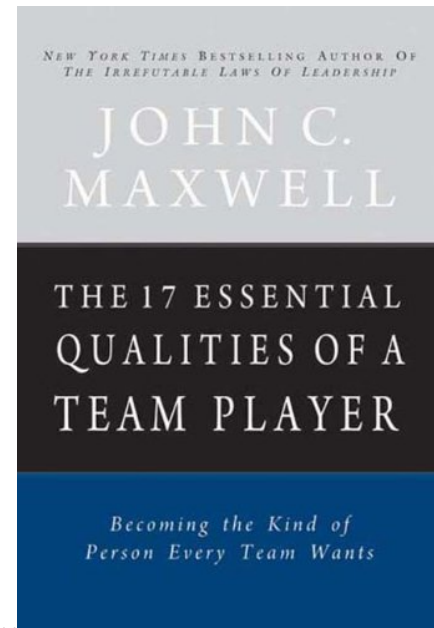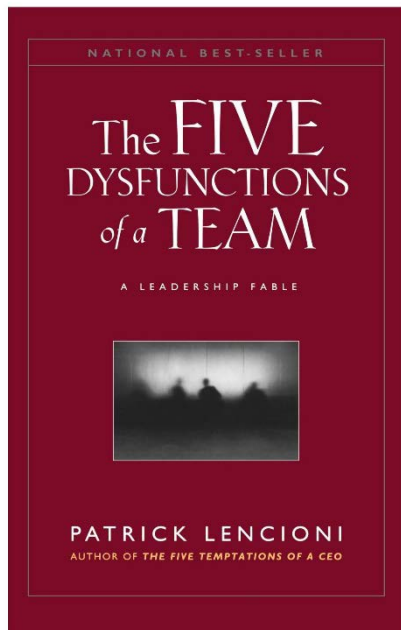
Setting and Managing Performance Expectations: Benefit for Team Members

- **Goal:**
  - <u>Mutual Understanding</u> of Goals / Outcome Measures

- **Benefits**
  - Clearly understands expectations (performance goals)
  - Knows when to ask for support / help / advice
  - Receives better support from supervisor
  - Develops better morale
  - Achieves better outcomes

Setting and Managing Performance Expectations: Benefit for Team Leaders

- **Goal:**
  - <u>Mutual Understanding</u> of Goals / Outcome Measures
- **Benefits**
  - Links annual metrics to needs of organization
  - Inviting direct report to draft reveals level of ambition
  - Enables <u>collaborative engagement</u> to achieve goals
  - Reduces any tendency toward bias
  - Simplifies annual evaluation
  - Reduces stress

Performance Expectations:
Need for Clarity

- **<u>Without</u> clear job expectations, employees can:**
  - Waste effort (lack of priorities)
  - Waste time (unnecessary work)
  - Endure increased stress due to uncertainty
- **<u>With</u> clear job expectations, employees can:**
  - Understand what is important / what they should be doing
  - Understand <u>why</u> they are doing their work
  - Know how they are doing and when to ask for support
  - Recognize where performance improvement can occur

Performance Expectations:
Failure of Clarity

- Too often performance problems revolve around this question and answer:
  - **Supervisor**: "Why isn't my employee doing what needs to do be done?"
  - **Employee**: "But, I thought I was doing a good job."

Performance Expectations

If the supervisor cannot effectively <u>communicate</u> all the job expectations, he/she cannot expect an employee to <u>meet</u> those expectations !

3 Key Parameters of Clear Performance Expectations:

- *What are the key performance expectations?*
  - Specific, objective, prioritized, limited in number
- *How should the work be done?*
  - Specific parameters
  - Available resources
  - *Responsibility vs. Authority…*
- *How (and when) will the results be measured?*
  - Clear metrics / timeline for determinations

Clear Performance Expectations Enable Success

- Should include clarity around:
  - Relevance to strategic plan, priorities
    - Alignment of individual and team's expectations
  - Consistent use of process / tools
  - Detailed communication
  - Continued organizational support
    - Resources to accomplish expectations
    - Rewards and recognition tied to meeting expectations
    - Integral to compensation, promotion, future work
      (http://humanresources.about.com/; http://ld.stanford.edu/superman.html)

Performance Expectations:
Goal and Metrics Sheet

Sample

Performance Evaluation and Metrics				
Goals/Measures	Weight (% of total)	Threshold Performance Marginal	Target Performance	Max Performance
Scholarly activity in support of laboratory and Center missions (preparation and publication/performance of manuscripts, abstracts, and invited talks, lab work in support of same)	45%	Publication of ≤1 first or last author manuscript, acceptance of ≤1 abstract for national meeting, presentation of <1 invited talk	Publication of 2-3 first or last author manuscripts, acceptance of 2 abstracts for national meeting, presentation of 1 invited talk	Publication of ≥4 first or last author manuscripts, acceptance of >2 abstracts for national meeting, presentation of >1 invited talk
Educational activity in support of laboratory and Center missions (teaching in seminars, informational presentations for staff and students, supervision/teaching of lab staff and students)	10%	Educational activities and supervisory roles for students and staff in Ransom + Smoyer labs	Marginal + educational activities for Center staff, graduate school seminar teaching	Target + additional educational roles
Submission of grants to the NIH, foundations, and internally (RI) for laboratory funding and salary support, support of other staff and faculty grant-writing efforts within CCTR	40%	Funded by <1 NIH-R01 Award	Funded by 1 NIH-R01 Award and other internal or external funding	Funded by ≥2 NIH-R01 Awards
Administrative duties in support of laboratory and Center missions (participation and oversight roles in lab meetings and Center meetings; oversight and preparation of regulatory paperwork, staff evaluations, progress reports; management and coordination of staff activities; participation in committee work)	5%	Participation and oversight of lab meetings, regulatory paperwork, staff evaluations and progress reports, management of staff activities	Marginal + participation in committee work	Target + additional roles in Center administration

Activity 2: **Performance Expectations**

Performance Expectations

Individual Activity:

- Spend 5 minutes drafting your own **Goal and Metrics Sheet** …
  - For your direct reports

Summary

- Five Key Dysfunctions of Low Performing Teams
  - **Absence of Trust**
  - **Fear of Conflict**
  - **Lack of Commitment**
  - **Avoidance of Accountability**
  - **Inattention to Results**
- Develop habit of looking for evidence of these dysfunctions in:
  - Teams you participate in …
  - Teams you lead !!!
- Set Performance Goals/Metrics to promote success !

The <u>Best</u> Team You Have Been On...

- Characteristics of the Leader?
  - Promoter
  - Supporter
  - Analyzer
  - Controller
- Characteristics of the Group?
  - Culture
  - Sacrifice own interests for that of the group
  - Productivity

The <u>Worst</u> Team You Have Been On...

- Characteristics of the Leader?
  - Promoter
  - Supporter
  - Analyzer
  - Controller

- Characteristics of the Group?
  - Culture
  - Sacrifice own interests for that of the group
  - Productivity

Teams with an <u>Absence</u> of Trust…

- **Hesitate to ask for help or provide constructive feedback**
- **Jump to conclusions about intentions and aptitude of others without clarifying them**
- Fail to recognize or utilize each other's skills and experience
- Conceal weaknesses and mistakes from one another
- Hesitate to offer help outside own areas of responsibility
- Hold grudges
- Dread meetings and find reasons to avoid spending time together
- Waste time and energy managing their behaviors for effect

Members of <u>Trusting</u> Teams...

- **Ask for help**
- **Give each other the benefit of the doubt before drawing a negative conclusion**
- Appreciate and utilize each other's skills and experience
- Admit weaknesses and mistakes
- Accept questions and input about their areas of responsibility
- Take risks in offering feedback and assistance
- Offer and accept apologies without hesitation
- Look forward to meetings and opportunities to work as a group
- Focus time and energy on important issues, not politics

Teams that <u>Fear</u> Conflict...

- **Fail to tap into all the opinions and perspectives of team members**

- **Ignore controversial topics that are critical to team success**

- Have boring meetings

- Create environments where back-channel politics and personal attacks thrive

- Waste time and energy with posturing and interpersonal risk management

Teams that <u>Engage</u> in Conflict...

- **Put critical topics on the table for discussion**
- **Solve real problems quickly**
- Extract and exploit the ideas of all team members
- Have lively, interesting meetings
- Minimize politics

Teams that <u>Fail</u> to Commit...

- **Create ambiguity among team members about direction and priorities**
- **Revisit discussions and decisions again and again**
- Encourage second-guessing among team members
- Breed lack of confidence and fear of failure
- Watch windows of opportunity close due to excessive analysis and unnecessary delay

Teams that <u>Commit</u>...

- **Create clarity around direction and priorities**
- **Align the entire team around common objectives**
- Move forward without hesitation
- Develop an ability to learn from mistakes
- Change direction without hesitation or guilt
- Take advantage of opportunities before competitors do

Teams that <u>Avoid</u> Accountability...

- **Miss deadlines and key deliverables**

- **Encourage mediocrity**

- Create resentment among team members who have different standards of performance

- Place an undue burden on the team leader as the sole source of discipline

Teams that Hold One Another <u>Accountable</u>...

- **Identify potential problems quickly by questioning one another's approaches without hesitation**
- **Establish respect among team members who are held to the same high standards**
- Ensure that poor performers feel pressure to improve
- Avoid excessive bureaucracy around performance management and corrective action

Teams that are <u>Not Focused</u> on Results…

- **Encourage team members to focus on their own careers and individual goals**
- **Are easily distracted**
- Rarely defeat competitors
- Stagnate and fail to grow
- *Lose achievement-oriented employees…*

Teams that <u>Focus</u> on Collective Results...

- **Benefit from individuals who subjugate their own goals and interests for the good of the team**
- Avoid distractions
- Minimize individualistic behavior
- Enjoy success and suffer failure acutely
- *Retain achievement-oriented employees...*

Essential Qualities of a Team Player

- **Strive to be an outstanding team member**!
  - Not always emphasized during medical training
  - <u>Significant</u> impact on overall career success !

- **Essential qualities**:
  - Adaptable
    - If you won't change for team, the team may change you
  - Collaborative
    - Working together precedes winning together
  - Committed
    - There are no half-hearted champions

(Maxwell JC. The 17 Essential Qualities of a Team Player (2002))

Essential Qualities of a Team Player

- **Essential qualities of a team player (cont):**
  - Communicative
    - A team is many voices with a single heart
  - Competent
    - If you can't, your team won't
  - Dependable
    - Teams go to "go-to" players
  - Disciplined
    - Where there's a will there's a win
  - Enlarging
    - Adding value to teammates is invaluable

> "Blessed are the flexible, for they shall not be bent out of shape."
>
> *Michael McGriff*

(Maxwell JC. The 17 Essential Qualities of a Team Player (2002))

Essential Qualities of a Team Player

- **Enthusiastic**
  - Your heart is the source of energy for the team
- **Intentional**
  - Make every action count
- **Mission Conscious**
  - The "big picture" is coming in loud and clear
- **Prepared**
  - Preparation can be difference between winning and losing
- **Relational**
  - If you get along, others will go along

> "To see far is one thing, going there is another."
>
> *Constantin Brancusi*

(Maxwell JC. The 17 Essential Qualities of a Team Player (2002))

Essential Qualities of a Team Player

- **Self-Improving**
  - To improve the team, improve yourself
- **Selfless**
  - There is no "I" in team
- **Solution Oriented**
  - Make a resolution to find the solution
- **Tenacious**
  - Never, never, never quit

"It is not enough that we do our best; Sometimes we have to do what is required."

Winston Churchill

(Maxwell JC. The 17 Essential Qualities of a Team Player (2002))

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