



P&K
research

Client Services
Team Development

CLIENT SERVICES

Useful Tools



TOOL KIT

CORPORATE LEARNING INSTITUTE

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Hybrid Team Leadership Model

| | |
|-------------------------------|--|
| Communication | Create and communicate clear hybrid workplace guidelines |
| | Match meetings (synchronous asynchronous, in-person, hybrid or remote) to the type of communication needed |
| Autonomy and Alignment | Ensure that the team understands its purpose and goals, roles and work processes and procedures |
| | Connect team members to their sense of value to the organization |
| | Respect work-life balance and the need to rest |
| Relationships | Show genuine concern for employee's well-being: Seek to understand their preferences, needs and expectations |
| | Foster a climate of mutual trust and belonging within the team |
| | Model competency, integrity, and benevolence |
| Equity and Inclusion | Work to eliminate bias and inequity by expanding the team's sense of shared belonging |
| | Ensure that virtual work is not a source of inequity to the team |

Adapted from N.. Sharon Hill, Ph.D., Managing the Virtual Workforce

Ask-Give-Accept Model

AGRA: A Communication Trust Tool

A
ASK

Ask

for what you need:
This builds transparency and
demonstrates trust

G
GIVE

Give

others what they need...
or ask them what they need
to be successful

A
ACCEPT

Accept

be willing to accept help.
This ensures mutual trust

A
ACT

Act

Leverage your new-found
information or support by
taking action

Build Community and Connection with the 1-10 Team Check-in Model

A team check-in allows you to understand individual or team member needs and their current status.

The 1-10 Check-In allows each member report how they are doing a 1-10 scale personally and/or professionally. The resulting support opportunity is to ask, “How can we get you toward a 10 today with a 10 being high?”

1

Ask everyone to think about how they are doing personally or professionally from low (1) to 10 (high)

2

Allow each person to report the number and as appropriate, the reasons for their given numbers

3

If the number is low because of a personal reason, ask each what they would need to get a higher number. A simple supportive statement is appropriate.

4

If the number is low in the professional area, ask the team member and the team what could be done to raise the number and consider any changes that could be made to push the number higher.

Best Team Ever an Inspirational Story

Power of the Past — Best Team Ever

Throughout our lives, we encounter special moments that influence and change the direction of our lives. We ask that you share a story about the best team experience you ever had in your life. This team experience, from any time in your life, can be from the perspective of family, school, work, friends, religion, military, social, or any other experience that inspired you personally and that significantly shaped who you have become as person. The story can be from a positive or negative experience. It can contain a few different scenes or just one event. The number of people involved is minimally two (you and someone else) and can also be about many people. Its impact may have been instantaneous or discovered later in life.

Write Your Story

Reflect on a time, event, or occurrence when another person and or other people touched your heart and soul, so deeply, that it inspired you, and made a major impact upon your thoughts, beliefs, and actions so much so that it lead to a positive shift in your being. Use the following questions as guides for your story.

- Describe what happened.
- Who was involved and what did they do that had such an effect on you?
- What was the impact on your life and why was it so powerful?
- How did this event shape the rest of your life?

Write your story here.

List 3 adjectives, traits, and or values that summarize and describe this inspirational moment (do not use the word inspiration or teamwork – think of descriptors of this event which then inspired you).

- 1.
- 2.
- 3.

Team Values Template

| | Value | Behaviors Associated with Value |
|---|-------|---------------------------------|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |

Use the GRPI Model to Help your Team Gain Clarity on Projects

The GRPI model can be used as a way to diagnose your team's level of clarity on goals, roles, procedures and emotionally safe interpersonal relationships – all elements of high performing teams. Use the model to determine your team's current functioning. Does your team have:



Goals

A clear direction?
Shared values?
A sense of purpose?



Roles

Defined responsibilities?
Clear rules for working together?
An understanding of what each other does?



Processes

Is there clear communication?
Is decision-making authority clear?
Is there a dispute management process?



Interpersonal Relationships

What is the level of trust?
Is there mutual support?
Is there genuine friendliness?
Is a sense of emotional safety present?

The Adizes Model

| Stage | Characteristics |
|-------------|---|
| Courtship | The organisation exists only as an idea. The founder must fall in love with the idea before making a commitment to its execution. If the courtship is only an affair, the entrepreneur will lose interest before executing the idea. |
| Infant | Once the organisation is born it is immediately vulnerable and in need of constant care and attention to keep it going. A lack of commitment or of capital may result in infant mortality. |
| Go-Go | Once the idea is working, the confidence of the founder grows. Like a child who has just learned to crawl, the organisation explores every opportunity. As the organisation grows, the energy of the founder may no longer be sufficient to fuel it, resulting in the Founder or Family Trap. |
| Adolescence | After passing the Founder or Family Trap, the organisation is reborn. The transition to delegation and professional management is often painful. Divorce results where the original entrepreneurs no longer find the environment fulfilling, and this may result in premature aging. Adolescent organisations are characterised by many committees, meetings and a degree of in-fighting. |
| Prime | Prime is the optimal point in the lifecycle curve. The organisation achieves a balance of control and flexibility. A Prime organisation is not at the top of the lifecycle curve - it still has room to grow, limited only by its ability to attract and train enough skilled people. |

| Stage | Characteristics |
|-------------------|--|
| Stable | The Stable stage marks the beginning of the Aging process. The company is still strong, but is starting to lose the flexibility, creativity and innovation. The number of meetings and committees starts to increase. |
| Aristocracy | The organisation is focused on how things get done, and organisational protocol and tradition dominate. Challenges to the status quo are frowned upon, thus stifling innovation. Individual dissatisfactions remain unvoiced, and conflicts are swept under the carpet. |
| Early Bureaucracy | Early Bureaucracy is characterised by witch-hunting. The writing is on the wall for the organisation, and each area seeks evidence that some other area is to blame. Paranoia freezes the organisation. Energy is spent on in-fighting and the customer is seen as a nuisance. |
| Bureaucracy | The purpose of the Bureaucracy is to support its continued existence. The internal systems acquire a life of their own. The organisation becomes dissociated with its original purpose. |
| Death | Death occurs as commitment to the organisation dissipates. Clients desert the organisation, followed by employees, until nothing remains. |

Feedback-Rich Culture Tips

Healthy Conflict Model

Healthy Conflict

Teams who engage in productive, unfiltered debate ultimately leads to discomfort, stress, and growth. Productive conflict is the equivalent of a strenuous workout for the team – it builds strength and resilience, and leads to success.

“Teams that trust each other are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization’s success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions.”

Patrick Lencioni

Are your meetings boring? Is the office filled with bobble-head “yes” men? Is status quo the typical decision?

If so, you’re missing productive conflict and ultimately true commitment.

The Value of Unfiltered Conflict

“Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That’s because they ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned.”

Patrick Lencioni

Have you ever said “yes” to something because you felt guilted into it? Or because no one else in the room said “yes”? Or because if you didn’t you’d get punished?

You may not always agree with a decision, but it is possible to commit to doing your best and actually follow through without resentment or feeling a personal loss.

A few things to keep in mind regarding true commitment:

- True commitment requires productive conflict and vulnerability-based trust.
- You can commit fully to something even though you didn’t initially agree to it when you get the chance to discuss and debate it.
- Commitment is not the same as consensus; in fact, it’s “the ability to defy a lack of consensus.”

At the end of the day, someone on a team has to make “the decision” and not everyone will agree with or like it. What fantastic teams do that others don’t, however, is commit despite not agreeing or liking it. They do this because they trust each other and are able to engage in productive conflict.

Promoting Healthy Conflict

Here are 10 ways to do so:

1. Be aware of your bias to conflict – how do you see conflict?
2. Have team members share their thoughts and feelings regarding conflict with each other. Is conflict inherently bad? Can it lead to good things?
3. Artificial harmony (avoiding conflict) will not result in conflict resolution and is not an example of healthy conflict.
4. Create explicit team expectations and guidelines for healthy and productive conflict.
5. Call meetings specifically to address an issue where debate and conflict are present – shine the light on them and start the meeting by naming the topic.
 - Lead the way by asking challenging questions and “mining” for conflict. Use the “Fist to Five” Model:
 - Ask others to name a number 1-5 (1-low, 5 high) that corresponds to their level of agreement with a decision.
 - Point out to the team when productive conflict is occurring and remind them that, despite being uncomfortable, it’s a good thing.
 - Talk through the responses give and the differences of opinion.
6. Explicitly clarify and recap all feedback..
7. It’s OK to not fully agree at a 5, yet support a decision.
8. Communicate commitments to all those that will be involved in a timely and complete fashion.

The VOMP Model

| Useful Purpose | Avoid This Trap |
|--|---|
| Voice: Share your feelings and experience. | Avoidance; trigger words; caught in intensity. |
| Own: “Here’s my contribution to the mess.” | Remaining defensive; owning too much too quickly; premature reconciliation. |
| Mile: See the conflict from the other’s perceptive. | Insincere agreement; ignore one's own experience. |
| Plan: What can we specifically do differently, so this doesn't happen again? | Not following through on the "how." |

How to Hold a Fierce Conversation

Try holding a dialogue -- a two-way conversation with to explore options:

| | |
|----|--|
| 1 | Ask the individual to meet at their earliest convenience: Name the issue. |
| 2 | At the meeting, thank them for coming. Name the issue again. |
| 3 | Select a specific example that illustrates the behavior or situation you want to change. |
| 4 | Describe your emotions about this issue. |
| 5 | Clarify what is at stake. |
| 6 | Identify your contribution to this problem. |
| 7 | Indicate your wish to resolve this issue. |
| 8 | Invite your partner to respond. Be quiet. |
| 9 | Brainstorm options for the best way forward. Collaborate on solutions. Create steps. |
| 10 | Resolve to work together to initiate the next steps and thank the individual. |

Source: Scott, Susan. *Fierce Conversations*.

How DISC Styles Manage Conflict

| Style | Strengths | Possible Challenges |
|-----------------|---|---|
| D-Dominant | <ul style="list-style-type: none"> • Stands up to confrontation • Faces conflict in a straight-forward way • Persists to resolve conflicts • Helps others by modeling courage and fortitude | <ul style="list-style-type: none"> • Can be too aggressive • Can be blunt and insensitive • Can be too demanding • Can reduce conflicts to "winning" and "losing" • Forgets to support others in conflict situations |
| I-influential | <ul style="list-style-type: none"> • Focuses on supporting others during conflicts • Looks for win-win solutions • Is sensitive to how others feel and serves as an emotional barometer | <ul style="list-style-type: none"> • Can vent emotionally when feeling pressured • Can suppress conflicts instead of exploring them on a deeper level • Tries to "fix" conflicts |
| S-Steady | <ul style="list-style-type: none"> • Acts as a steadying force for others • Is unemotional and calm in the face of conflict situations • Finds ways to accommodate people in conflict | <ul style="list-style-type: none"> • May give-in to easily • Looks for ways to avoid conflict • May appear to agree during conflicts but may not be committed to a given direction |
| C-Conscientious | <ul style="list-style-type: none"> • Maintains a calm and detached demeanor during conflict • Values the "correct" way to proceed • Explores details which others may overlook | <ul style="list-style-type: none"> • May withdraw or detach from the conflict situation • Does not often share real concerns or thoughts • Often plans next move |

Hybrid Team Meetings Checklist

Best practices for hybrid meetings

Keep your camera on

- Captures non-verbal cues, which aid in communication
- Helps your team feel more connected
- Keeps attention focused on the meeting

Use chat

- While the chat function of a video call may seem like a distraction, it actually has enormous benefit in a hybrid meeting.
- Firstly, it's a great tool for remote team members to use when they want to add input but feel awkward speaking up. :

Embrace silence

- Make sure you hold some space for silence between agenda items and when you ask for feedback or questions. This will give people the opportunity to jump in with their ideas.
- While the silence might be uncomfortable, it actually makes it a lot easier for remote employees to speak up.

Avoid conference rooms

- This one's a bit controversial and will ultimately depend on what works best for your team.
- On the one hand, many people are sick and tired of Zoom and don't want to go into the office to simply sit on another video call.
- Many companies were conducting hybrid meetings for years before COVID — with part of the team calling into meetings and part attending in person. It worked for a lot of teams — especially with the right leader and proper tech.

Equalize the environment

- If it's possible, we recommend that if the entire team isn't present in person for the meeting, have everyone dial in separately— even if it's from their offices in the same building.
- It may seem strange at first for the in-office employees, but this approach helps everyone feel like they're on equal ground.

Use the right technology

- An increase in online meetings means more tools have become available to help you and your team lead productive and engaging meetings.
- You can spend a lot of time trying to choose the tools that are best for your team. Ultimately, it's best to keep your technology practical and straightforward, with a focus on enhancing the quality of the meeting and collaboration capabilities.

Dealing with Conflict with Outside Groups

How to improve interdepartmental communication

Improving interdepartmental communication can benefit your business. Use these interdepartmental communication strategies to get your employees talking.



1
**BUILD
RELATIONSHIPS**

Encourage employees to get to know the people outside of their departments.




2
**MEET
REGULARLY**

Set regular meetings where departments share their projects and where they need help.




3
**CREATE
ACTION ITEMS**

Divide up tasks so employees can help people in other departments.




4
**USE
FAMILIAR
TERMS**

Eliminate jargon that creates outsiders and causes confusion.



5
**REMOVE
PHYSICAL
BARRIERS**


Give office-bound and remote employees tools to talk to each other.



6
**FOCUS ON
COMPANY NEEDS**

Unite employees around the common goal of improving the business.

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Build relationships

Employees should build relationships with people outside of their departments. Stronger relationships increase trust, which leads to an improved ability to work together.

Employees might grow relationships by inviting co-workers for coffee or lunch. They might also do activities together after work.

Meet regularly

Encourage your employees to meet regularly. If you need to, schedule regular times when employees across departments can meet.

When employees meet, they should seek out ways to help each other. Employees should share their needs. They can ask co-workers to help on projects.

Train employees to think about others, not just themselves. Selflessness will promote communication and cooperation between departments.

Create action items

Communication shouldn't end when an interdepartmental meeting ends.

Meetings shouldn't just be information dumps where employees spew facts about what they're working on. Your employees should use meetings to also create goals and action items.

Employees should leave the meeting with tasks that will help their co-workers and improve the business. Employees can divide up tasks, or you can assign tasks to each person.

Use familiar terms

Each department uses their own terminology. While everyone in the department might know what the terms mean, it might be jargon to employees in other departments. Unfamiliar terms can cause confusion and alienate those who don't understand.

When employees from different departments work together, they should explain their terminology. In some cases, it might be better to leave behind departmental terms and use other words that are familiar to everyone.

Remove physical barriers

Sometimes, communication can struggle if there are physical barriers in the way. For example, if one or all of your employees work remotely, it'll be more difficult to have regular communication. Flexible work arrangements can be great for individuals, but bad for teams if the proper systems aren't in place.

Give employees the things they need to communicate effectively. If you have remote employees, make sure everyone has access to email, online chat tools, and video conferencing software. For employees in your workplace, make sure they have meeting places where they won't disturb others.

Focus on company needs

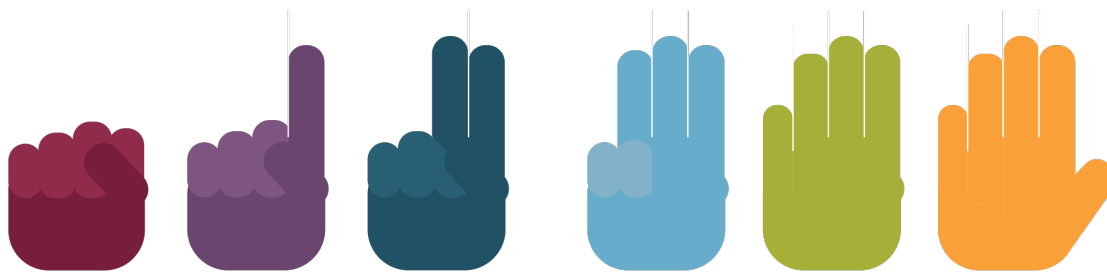
Your employees will be tempted to think about themselves and ways they can grow. They will want to compete for personal advancement. When employees are competing against each other, they won't have strong communication. They will only communicate when it helps themselves.

Teach your employees to think about the business's needs. Make sure they regularly think about how to advance and improve your business. Show employees that there isn't an "us vs. them" battle. Instead, there is only the company and what is best for it.

When employees are focused on the single goal to improve the business, they will work better together.

Team Decision-Making Model: Fist to Five

The Fist to Five is a technique for quickly getting feedback or gauging consensus during a meeting. The leader makes a statement, then asks everyone to show their level of agreement with the statement by holding up a number of fingers, from 5 for wild enthusiasm down to a clenched fist for vehement opposition.



Lack of Consensus

Consensus

No way!
I'll block
this.

I see
MAJOR
issues
we need
to
resolve.

I see
MINOR
issues we
need to
resolve
now.

I see
MINOR
issues
we can
resolve
later.

I am fine
with this
as it is.

I love this!
I will champion
it!

Team Action Plan

What can we do to move ahead?

More of:

Less of:

The same of:

Other Useful Models



THE 4-P Change Model

PURPOSE

Describe why you are making the change.

PICTURE

Describe what the future will look like.

PLAN

Describe the steps you need to take to get there.

PART

Describe the part you or others will play

Notes: