

Boosting Workplace Cohesion: Building a High Performing Team

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Objectives

- List the characteristics of a high-performing team.
- Describe leadership behaviors that inspire workplace cohesion and high-performing teams.
- Determine practical solutions to workplace scenarios in uncertain times.

DISCLOSURE: Dr. Smith has no financial relationships with ineligible companies.

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We live in a VUCA world

VOLATILITY - unexpected challenge or instability of unknown duration

UNCERTAINTY - the event's underlying cause or effect are known, change is possible yet not a given

COMPLEXITY - situation may have interconnected parts and variables with other people or organizational units; some info is available or predictable – can be overwhelming to process

AMBIGUITY – causal relationships are not clear; no precedents exist; facing unknown “unknowns”

<https://hbr.org/2014/01/what-vuca-really-means-for-you>

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Knowledge of Situation vs Results of Actions



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Characteristics of a High Performing Team

- Share a common purpose / goals
- Build relationships for trust and respect
- Plan before acting
- Clear problem-solving and decision-making procedures
- Respect and understand each others' "diversity"
- Value synergism and interdependence
- Emphasize and support team goals
- Reward individual performance that supports the team
- Communicate effectively
- Practice effective dialogue instead of debate
- Identify and resolve group conflicts
- Exhibit work-life balance
- Ongoing, constructive critique on team performance

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People determine the success of an organization

- Requires the right framework conditions under which each individual can and may contribute his or her skills and services in the sense of agreed – more qualitative and quantitative – results.
- Willingness to engage in genuine cooperation
- Take on clear responsibilities is a basic prerequisite for innovation.
 - Requires freedom, creativity, speed, flexibility and a corporate culture that connects people with the organization.
 - This connection becomes more significant and can be brought into the focus of leadership even more decisively.
- In a VUCA world
 - The most important thing is to anticipate the future and to strengthen cooperation in organizations with timely and modern solutions.
 - Decisions and connections are success factors for shaping the common cause. The aim is to channel the energy used in any case into meaningful channels so that it can lead to value-adding approaches and measures.

<https://www.vuca-world.org/>

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Leadership Behaviors for High-Performing Teams

Best practice was yesterday, Best thinking is in demand today

Leaders and managers are responsible for:

- Most decisions about the factors that define you organization's culture and operations.
- VUCA world means that you and your business must seek new orientation.
 - Requires fresh approach to management and leadership to guarantee positive results under changed circumstances.
- The VUCA world challenges you to find your own way.
- Understanding the psychological and logistical aspects to develop empathic behaviors.

Leaders and managers need to be more concerned with humans and their needs.

- Meaning and purpose take a central role in business activities.

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Leadership Rules for Team-building

- Don't dwell on the past – look forward
- Focus on lessons learned
- Keep your word – “walk the talk”
- OK to admit you were wrong or misinformed
- Park your ego – it's about helping others grow
- Create a vision and communicate it often
- Celebrate and recognize big and small “wins”
- Make decisions based on facts – not hearsay or assumptions
- No time for incompetence or lack of accountability
- Create trust by trusting others
- Hold the team accountable for teamwork – use incentives

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Workplace Examples

- We will take some examples from the audience
- Discuss various approaches that have been used
- Identify practical solutions

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Q & A



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