


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 in 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

<p>complexity</p> <p>Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.</p> <p>Example: You are doing business in many countries, all with unique regulatory environments, tax laws, and cultural values.</p> <p>Approach: Resources, time, or develop specialists, and build up resources adequate to address the complexity.</p>	<p>volatility</p> <p>Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.</p> <p>Example: Prices fluctuate after a natural disaster takes a supplier off-line.</p> <p>Approach: Build in slack and decide resources to pre-emptive – for instance, stockpile inventory or inventory talent. These steps are typically expensive; your investment should match the risk.</p>
<p>ambiguity</p> <p>Characteristics: Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”</p> <p>Example: You decide to move into uncharted or emerging markets or to launch products outside your core competencies.</p> <p>Approach: Experiment, understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.</p>	<p>uncertainty</p> <p>Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.</p> <p>Example: A competitor's pending product launch reshapes the future of the business and the market.</p> <p>Approach: Invest in information – collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.</p>

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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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