



Knowing Your Teams

Understanding Pathways, Dynamics, and Trust



ChangeBridge Consulting
Engineered for Excellence

Becky Gabany





ChangeBridge Consulting

Engineered for Excellence

Our mission is to bridge critical gaps

Professional Development

Strategic Planning

Grant Support

Process Improvement

...empowering you to lead with greater equity, efficiency, and effectiveness.

www.ChangeBridgeConsulting.com

Check out our Commitment to Equity!



Objectives



Introduce Pathways to and Impacts of Leadership



Identify and Recognize Team Dynamics



Learn Ways to Establish Trust

1

PATHWAYS AND IMPACTS OF LEADERSHIP



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THE IMPACT OF MANAGEMENT



In breakout groups...

1. What positive experiences have you had with managers?
2. What challenges have you had with managers?
3. In what ways did those experiences impact the team?

THE IMPACT OF LEADERSHIP

Morale



Productivity



Performance



Employee Growth



Retention



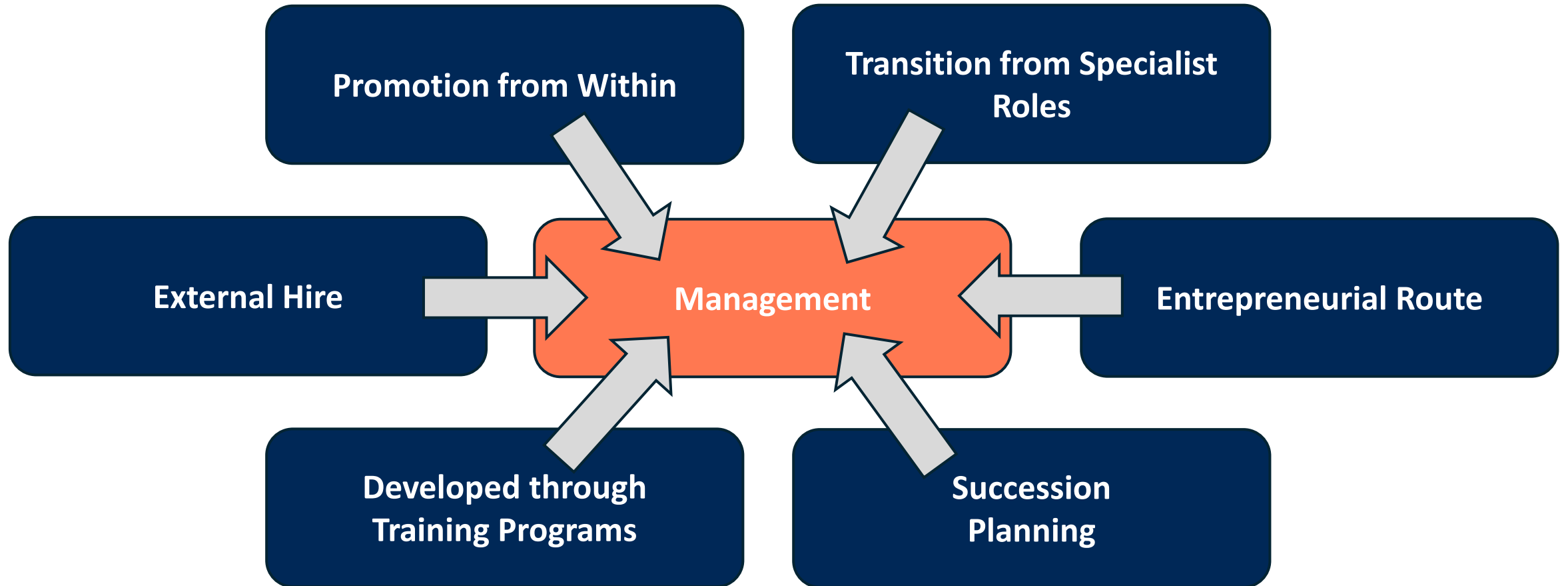
Decision Making



Overall Culture



LEADERSHIP PATHWAYS



PATHWAY APPROACHES

*SHIFT FROM BEING THE
BUDDY TO THE LEADER*

Internal Pathways

- Create openness by acknowledging the transition.
- Foster trust by creating mutual agreement on how to work together.
- Develop connection “rituals”.
- Eliminate “blame” tendencies.

*SHIFT FROM BEING THE
OUTSIDER TO “OUR” LEADER*

External Pathways

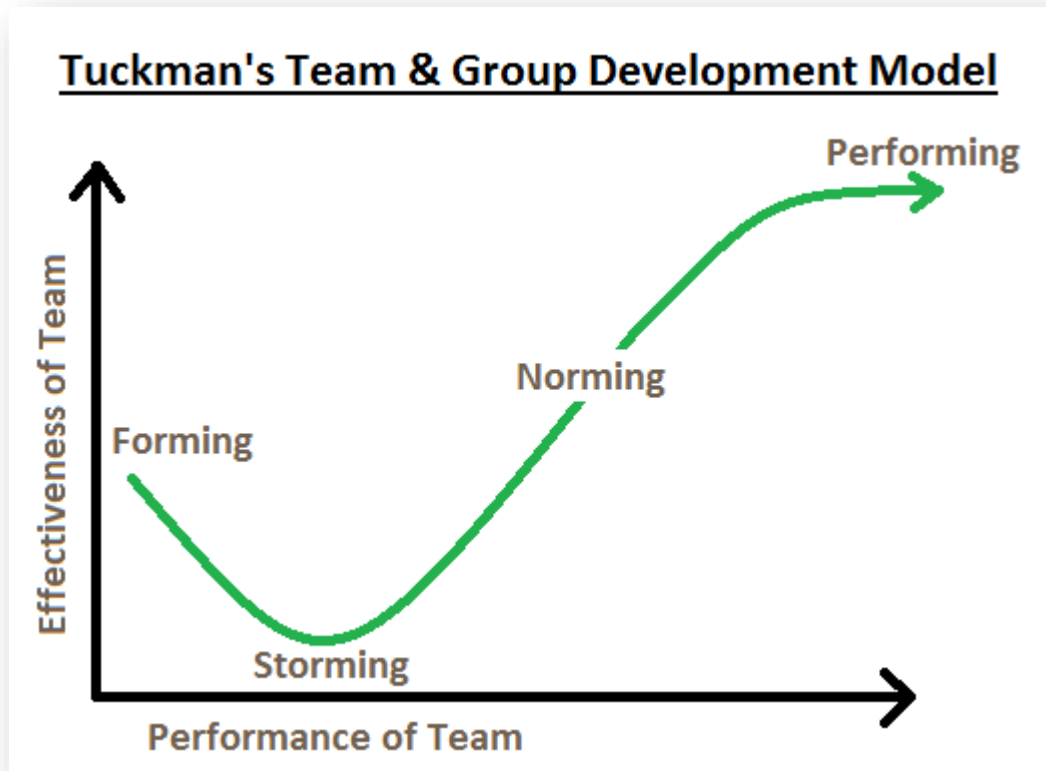
- "I'm the student, you're the teacher."
- Find trusted internal mentors.
- Create Value: Find out what's needed most.
- Engage team in strategizing for a joint future.

2

UNDERSTANDING YOUR TEAM DYNAMICS



TEAM DYNAMICS GO THROUGH PHASES



Team Dynamics are how we communicate, cooperate, and collaborate in a team.

Teams often move through phases as they shift and evolve.

POSITIVE TEAM DYNAMICS

Higher morale and motivation

Effective conflict resolution

Enhanced collaboration

Improved communication

Increased accountability

Cultural understanding

Professional development

Attraction and retention of talent

High performance culture

Resilience to change

What does this look like on your team?

What phase is your team in?

WAYS TO MANAGE IN EACH PHASE

Forming

Clarify team structure –
who does what roles

Define goals

Focus on vision,
instead of tasks

Learn about individuals'
strengths and weaknesses

Storming

Break goals down into
smaller pieces

Write out processes

Spend time
on conflict management

Revise plans

Norming

Reinforce positive
dynamics and what's
working well

Help direct energy and
enthusiasm into
productivity

Review processes for
effectiveness

Performing

Focus on the team's
connection to the mission

Continue developing
the team's
knowledge and skills –
never stop learning

Measure and
celebrate progress



WAYS TO MANAGE IN ANY PHASE

Onboarding

Welcome new members

Help colleagues get to know each other

Provide a buddy

Share strengths

Culture of Inclusion

Avoid cliques

Share meals together

Get to know people as individuals

Be open to differences

Created a shared identity

Strategic Connection

Recognize individuals and teams

View mistakes as lessons learned

Update on progress and measures

Use strengths to build support

Align with Vision

Connect tasks to the mission

Communicate consistently to all

Promote development

Delegate to each team member



3

ESTABLISHING TRUST FOR STRONGER TEAMS



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“

A TEAM IS NOT A GROUP OF PEOPLE WHO WORK
TOGETHER. A TEAM IS A GROUP OF PEOPLE
WHO TRUST EACH OTHER.

SIMON SINEK

LEVEL OF TRUST

How would you rate your team on the trust scale?



3 STEPS TO BUILDING TRUST

1

Assess
Your
CHARACTER

2

Assess
Your
COMPETENCE

3

Practice
the 13
Trust Behaviors



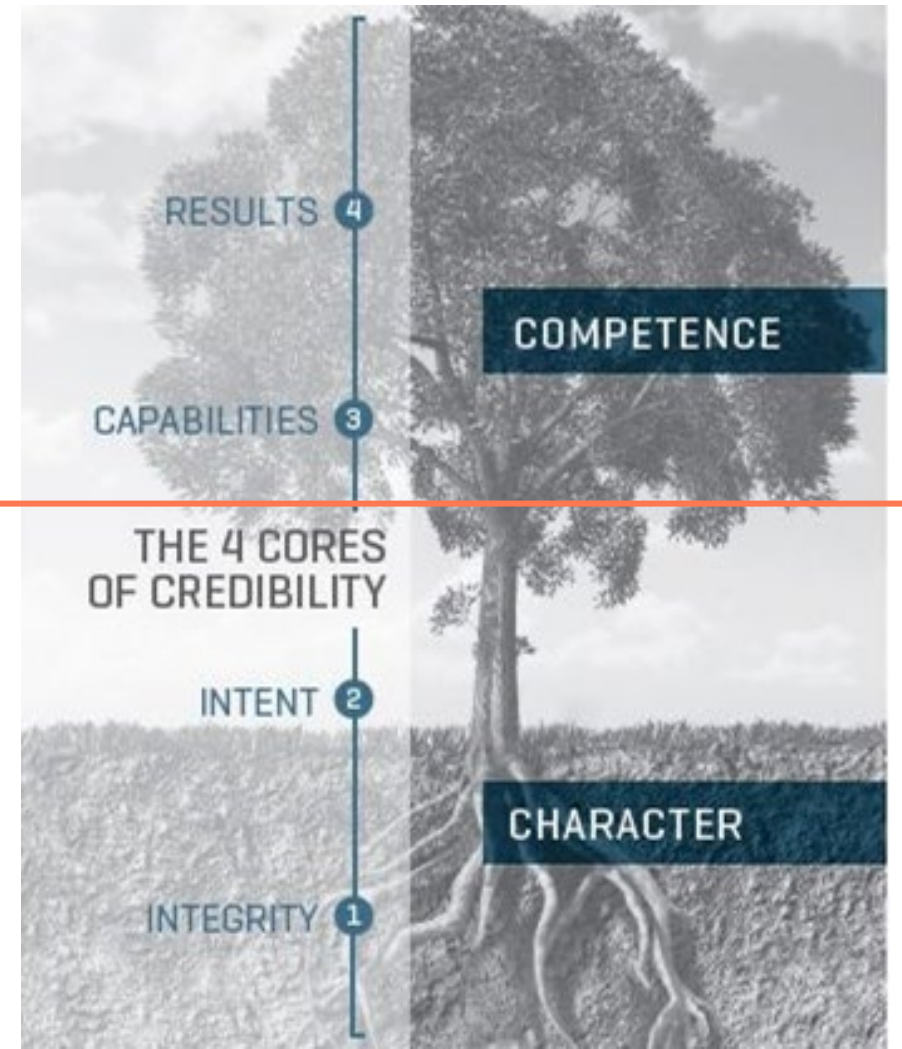
ASSESS YOUR CHARACTER

1

Assess
Your
CHARACTER

What's your agenda? Is it hidden or out in the open?

Are your actions aligned to your own deepest values?



ASSESS YOUR COMPETENCE

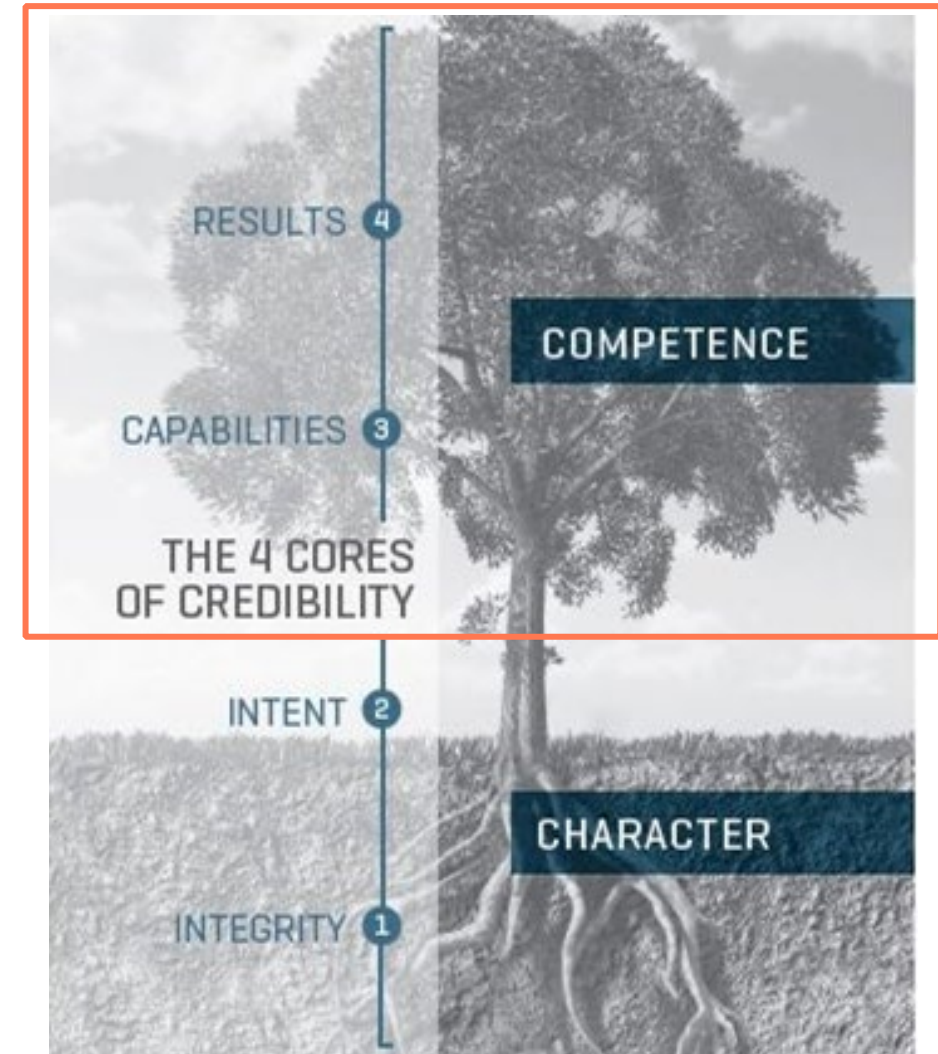
2

Assess
Your
COMPETENCE

What's your track record?

Can you deliver what you promise?

Are your ideas and skills still relevant?



PRACTICE TRUST BEHAVIORS

3

Practice
the 13
Trust Behaviors

Character
Behaviors

Talk Straight

Demonstrate Respect

Create Transparency

Right Wrongs

Show Loyalty

Competence
Behaviors

Deliver Results

Get Better

Confront Reality

Clarify Expectations

Be/Hold Accountable

Character &
Competence Behaviors

Listen First

Keep Commitments

Extend Trust



STRONG BONDS

Think of two people:

1. One you trust
 2. One you don't trust
-

Let's Discuss!

- How do each of these individuals relate to the 13 behaviors?
- How do each of these individuals get along with others?
- How do each of these individuals produce results and what is their effectiveness and efficiency?





WRAPPING UP

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WE WANT YOUR FEEDBACK!



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Thank You!



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