What is SCORE?

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About me: Jennifer Greenberg, MBA

-Passion for teams -Career in education, nonprofit development, large events, program management -Pivot: Rare disease drug development

Common threads: Teams, Communication, and Weeds

Happiest when: Bringing the three together to solve problems



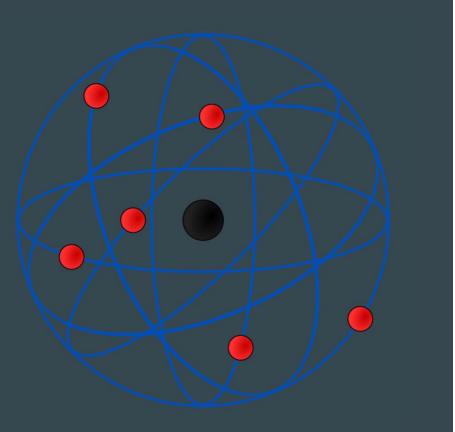
Helping leaders and their teams increase performance and get results.



What is a team?

A small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.





Teams are part of a complex and changing system

Why Teams?

 $\bullet \bullet \bullet$

Human Nature!

- Self-identify in teams/groups
- Wired for ingroup/outgroup dynamics
- Reliance on others- socially and for unique skill sets



A team becomes more than the sum of its parts



Not all team experiences are good

- New group forming can cause anxiety
- Different people, approaches, communication styles
- Teams get into habits, some productive, some not

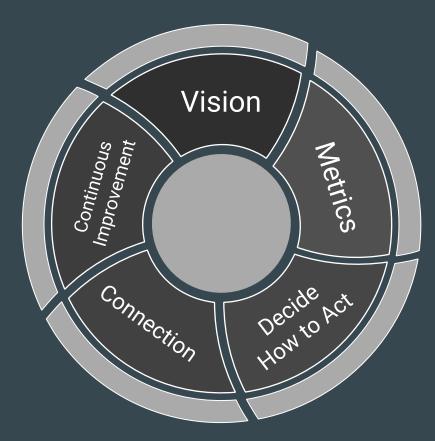




- 73% of incidents in the National Transportation Safety Board database occurred on a crew's FIRST day of flying together
-44% of those took place on a crew's very first flight

When it goes right:





The five things great teams do



Imagine being asked to pack for a trip...but not knowing where you were going...



Are we there yet?



But give them a GPS...



Leader's Role:

Paint a clear and compelling vision of the future, including how it ties into the organization's goals.

Teams come together around challenges People need purpose

Shared Vision

But leave some room for other's ideas!

Why?

Co-creation deepens commitment

Team Cement

Set time aside to ask questions together:

Great place to start:

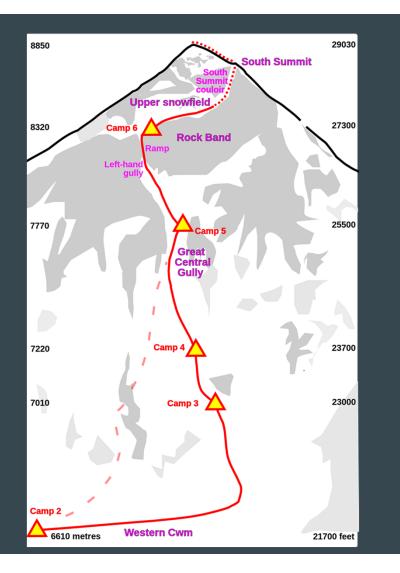
- Where do we imagine we are going? What might the future look like?
- Where are we now? What is the current state?



WHAT GREAT TEAMS DO #2: determine metrics///

KIIII

Mountain climbers don't race to the top...



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Charting Progress

Milestones/KPIs:

- Deliverables on time
- Decisions ready
- Development progress %
- Costs

Leader's Role:

Develop the organizational and reward systems needed to excite the team

Clear milestones allow celebrations

Celebrations keep people going...



Gantt Chart

GANTT CHART TEMPLATE

Smartsheet Tip → A Gantt chart's visual timeline allows you to see details about each task as well as project dependencies.

PROJECT TITLE		[Project's title]					COM	PANY	PANY NAME [Company's name]																												
PROJECT MANAGER		[Project Manager's name]					DATE		3/12/18																												
																	Г	1																			
																		Li																			
							PHASE ONE										PHASE TWO										PHASE THREE										
WBS NUMBER	TASK TITLE	TASK OWNER	START DATE	DUE DATE	DURATION	PCT OF TASK COMPLETE	WEEK 1				WEEK 2			WEEK 3			WEEK 4			WEEK 5			WEEK 6				WEEK 7			WEEK 8			W	WEEK 9			
							M 1	T W	RI	м	τV	NR	F N	4 Т	WR	F	м	тw	R	F M	т	WR	F	м 1	r w	R	F M	Т	w	R F	м	тw	R	F M	Т	WR	F
1	Project Conception and Initiation	n																																			
1.1	Project Charter	Leon W	3/12/18	3/15/18	3	100%										1																					
1.1.1	Project Charter Revisions	Kylie R	3/15/18	3/16/18	1	100%																															
1.2	Research	Pete S	3/15/18	3/21/18	6	90%								1																							
1.3	Projections	Steve L	3/16/18	3/22/18	6	40%																															
1.4	Stakeholders	Allen W	3/18/18	3/22/18	4	70%		1					1																					144			
1.5	Guidelines	Malik M	3/19/18	3/22/18	3	60%																				1											
1.6	Project Initiation	Malik M	3/23/18	3/23/18	0	50%		1						1			1													T							
2	Project Definition and Planning																																				
2.1	Scope and Goal Setting	Steve L	3/24/18	3/28/18	4	22%								1																					TU		
2.2	Budget	Allen W	3/29/18	4/2/18	3	16%																												1.11			
2.3	Communication Plan	Malik M	4/15/18	4/17/18	7	100%																				1											
2.4	Risk Management	Malik M			0	0%		I																			1			T							

(Free Google Drive Template)

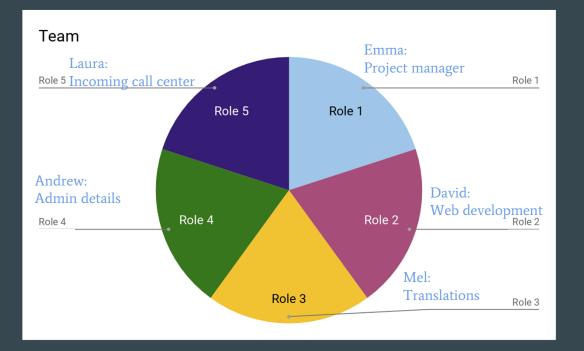
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Team Cement

1) What is the unique value of this role on this team? What should this person be paying attention to that no one else is? What would we miss if this role wasn't here?

2) Which stakeholders is this role focused on? Who does it serve? Who defines success?

3) What is the most common tension this role puts on team discussions?What one thing does the person in this role have to say that frequently makes others bristle?





We Have an Open Door Policy

Or do we?



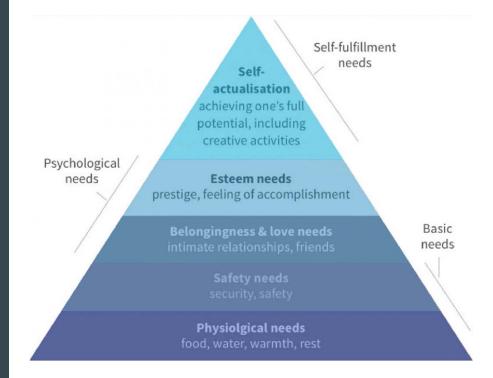
What Google Found:



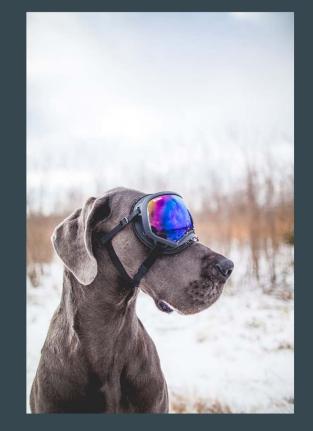
Of the hundreds of teams studied, the KEY FACTOR high performance teams had in common was psychological safety

https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html

What creates psychological safety?



Our Differences are our Strengths



We all wear different goggles

- Cultural frameworks
- Family of origin
- Personality types
- Cognitive processing

Conflict

Robust Perspective

Team Cement



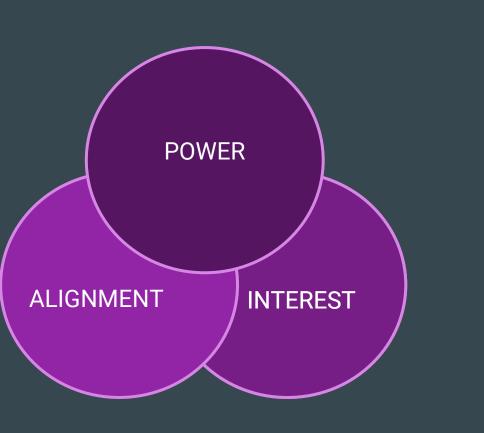


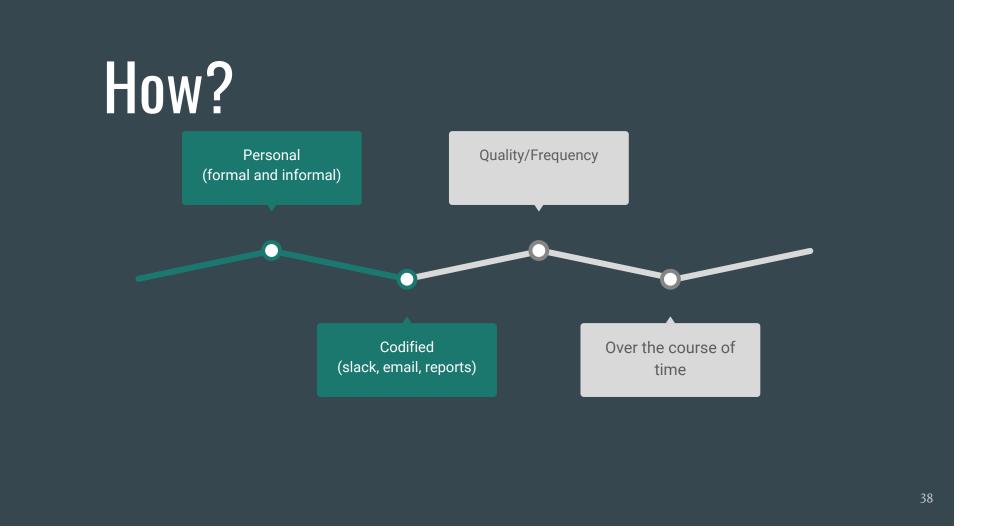
WHO HOW WHY

WH0?

Think of your stakeholders: All of them!

- Supervisor
- Admin assistant
- Team members
- Folks from other divisions
- etc!





WHY?

Ambassador

-Raise team profile
-Gather resources
-Create project
champions outside the
team

Partner

-Manage partnerships with other teams -Coordinate tasks

Scout

-Discover outside information on wider environment/market -See how opportunities affect team

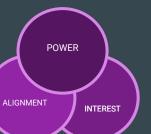
Team Cement

Stakeholder Mapping:

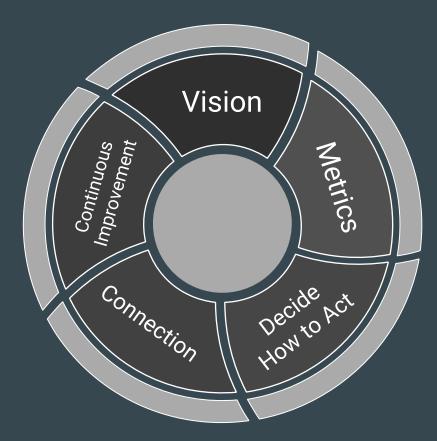
More post-it notes!

- Give every team member a stack of different color post its. Have everyone brainstorm ALL the stakeholders they can think of- write with marker on each note.
- 2. Have one person start- place them on a wall or white board, reading them off.
- 3. Have others follow, clustering like together and adding new areas

Together discuss each stakeholder and stakeholder groups:







The five things great teams do



Great Teams Can't Help But Get Better



Blameless Postmortem

When things go wrong, looking for someone to blame is a natural human tendency. It's in Atlassian's best interests to avoid this, though, so when you're running a postmortem you need to consciously overcome it. We assume good intentions on the part of our staff and never blame people for faults. The postmortem needs to honestly and objectively examine the circumstances that led to the fault so we can find the true root cause(s) and mitigate them. - Atlassian Incident Management

Team Cement

What went well?

What, if we did it differently, would give us better results?

If we had to advise a team like ours, given what we know now, what would we say is most important for them to keep in mind?

"No matter how brilliant your mind or strategy, if you are playing a solo game, you will always lose out to a team"

 $\bullet \bullet \bullet$

Reid Hoffman, LinkedIn Cofounder

Credits and Resources

Peter Hawkins, Leadership Team Coaching

Katzenbach and Smith, The Wisdom of Teams; creating the high-performance organizations.

John Kotter, Leading Change

Jacqueline Peters, Catherine Carr, HIgh Performance Team Coaching Jim Shaffer, The Leadership Solution

Kouzes and Posner, The Leadership Challenge Jennifer Greenberg jlynngreenberg@gmail.com www.greenbergandfriends.com 503 789-6978

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