



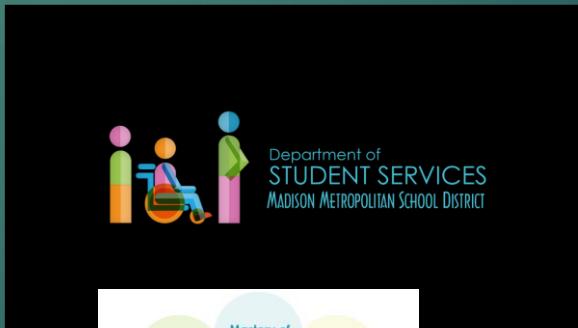
5 Habits of Healthy Teams & Strategies for Facilitating Successful Meetings

WSCA ANNUAL CONFERENCE ~ FEBRUARY 2019

ERICA KRUGER, M.S., LPC

LEAD SCHOOL COUNSELOR, MADISON METROPOLITAN SCHOOL DISTRICT (MADISON, WI)

Introductions



Like Me

- ▶ Listen to the descriptors provided
- ▶ Stand – if they apply for you
- ▶ Look around and see who else shares that descriptor with you.
- ▶ Be seated

Outcomes

- ▶ Examine key practices that support skillful and effective teaming
- ▶ Explore facilitation strategies to support successful meetings
- ▶ Identify 2-3 concrete strategies that might support your teaming experiences this year

Agenda

- ▶ Welcome & Connection
- ▶ Begin Within
- ▶ 5 Habits of Healthy Teams
- ▶ Facilitation Strategies
- ▶ Moving Forward
- ▶ Closing

Welcome & Connection

Reflect & Write:

- ▶ Think of a negative (or challenging) teaming experience that you have had
- ▶ Write down 3-4 descriptive words

Now think of a positive teaming experience that you have had

- ▶ Write down 3-4 descriptive words

Welcome & Connection

In Pairs or Triads:

- ▶ Share name, role, and where you work
- ▶ Share one hope that you have for this session
- ▶ Take turns sharing your descriptive words for teaming experiences
- ▶ Identify 2-3 ideas to share out with the larger group

Healthy Teams...

Do not look, sound or DO look, sound, or feel
feel like... like...

Begin Within

Our adult nervous systems
are our first intervention

Begin Within

“Western psychology has documented this phenomenon of ‘mood contagion’ or limbic resonance. If a person filled with panic or hatred walks into a room, we feel it immediately, and unless we are very mindful, that person’s negative state will begin to overtake our own. When a joyful expressive person walks into a room, we can feel that state as well.”

(Kornfield, 2009, p. 17, *The Wise Heart*)

Seven Pillars of Insight

1. Values – the principles that guide us
2. Passions – what we love to do
3. Aspirations – what we want to experience or achieve
4. Fit – the environment we require to be happy and engaged
5. Patterns – consistent ways of thinking, feeling & behaving
6. Reactions – the thoughts, feelings, and behaviors that reveal capabilities
7. Impact – effect we have on others



Great teams aren't built person by person. They're built behavior by behavior.

Sherwin & Sherwin (2018) *Turning People Into Teams*



“Meeting success is influenced more by the collaborative norms of the group than by the knowledge and skills of the group’s facilitator.”

Adaptive Schools Foundation Seminar Learning Guide

Read and Say Something

- ▶ Review *Group Member Capabilities* (pp. 39-41)
- ▶ With a partner:
 - ▶ Individually (and silently) read each section, one section at a time.
 - ▶ At the end of each section, turn and “Say Something” – a brief reflection.
 - ▶ Turn back to the reading and repeat.

5 Habits of Healthy Teams

1. Shared Identity, Purpose & Decision Making Clarity
2. Collective Efficacy
3. Interdependence & Awareness
4. Psychological Safety
5. Growth-Oriented

Reflection

1. Read the 5 Habits of Healthy Teams Overview
2. Reflect on one of your key teams:

What might be an area that would benefit from some focused attention this year and why?

3. Turn and Talk: Briefly share with a colleague

Identity, Shared Purpose & Decision Making Clarity

Team members know who is on the team (and why), why the team exists (shared purpose), what the team's work is (outcomes/goals) and what role the team plays in decision making

Identity, Shared Purpose & Decision Making Clarity

What This Looks Like	How to Support It
<ul style="list-style-type: none">➤ Shared purpose➤ Intentional team membership➤ Outcomes or Objectives<ul style="list-style-type: none">➤ Connection to broader school goals➤ Decision Making Clarity	<ul style="list-style-type: none">➤ Identify the “why” of the team➤ Align team membership to “why”➤ Visible team purpose statement➤ Clarify what’s within team’s scope➤ Revisit w/ new membership

Identity, Shared Purpose & Decision Making Clarity

Team Purpose Statement:

To provide proactive and responsive supports for school-based student services teams through collaborative planning of professional learning, mentoring, and coaching.

Team Objectives:

1. Design district-wide professional development for student services teams.
2. Develop school-specific support plans for new student services teams.
3. Align and calibrate discipline-specific mentoring supports for first-year staff.

Team Goals and Metrics:

1. 90% of student services team members will rate district-wide professional...

Decision-Making Clarity

Clarity about decision-making is one of the most critical functions influencing meeting success.

- ▶ What topics are ours?
- ▶ Who decides?
- ▶ Who are we in the decision-making process?
- ▶ What decision-making process will be used?
- ▶ When and how will the decision be communicated?

Collective Efficacy

Team members use structures and processes that support meaningful and productive collaboration. Team members' behavior (norms) and collective habits are aligned with the intentions of the group.

Collective Efficacy

What This Looks Like	How to Support It
<ul style="list-style-type: none">➤ Articulated, shared “ways of working”➤ Meetings have agendas & outcomes➤ Norms of collaboration are utilized➤ Active, engaged group members	<ul style="list-style-type: none">➤ Working agreements (developed, posted, and revisited)➤ Calendared (protected) meeting times➤ Team member roles➤ Agenda design & clarity about “preparation”

Working Agreements



- 5-8 items
- Try to frame in the positive
 - Do x rather than Don't x
- Keep them in the room
- Use them
 - Pick one to focus on?
 - How did it go?
 - Rate as a team – what's strong, what's to work on
- Use them as a "third point" when your team gets stuck

Organize & Integrate



Turn to a colleague and share:

A connection that I'm making to my work is

Interdependence & Awareness

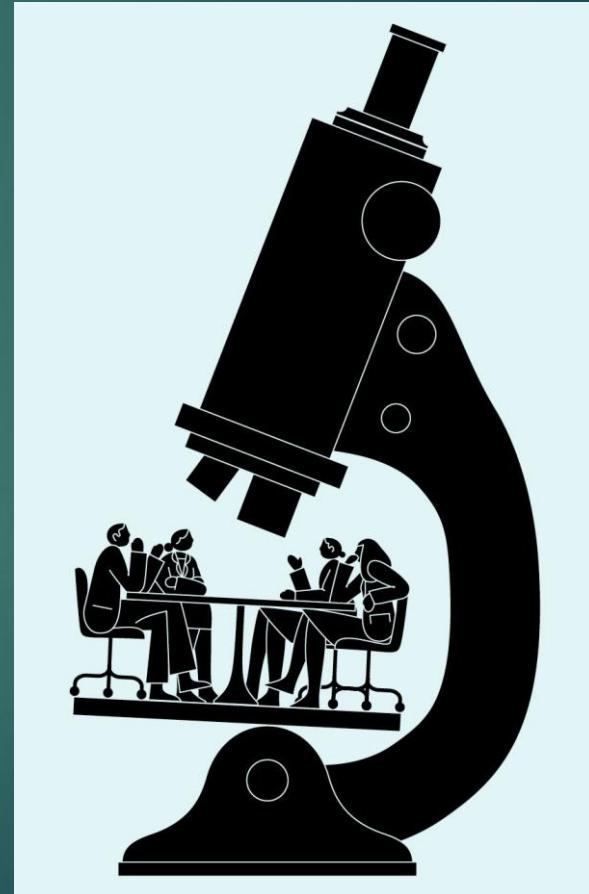
The team honors and engages all voices and strives to balance participation of team members. Varied perspectives are encouraged and sought out to support innovative thinking and decisions that stick. Cognitive conflict is encouraged and skillfully mediated.

Interdependence & Awareness

What This Looks Like	How to Support It
<ul style="list-style-type: none">➤ Awareness of participation trends➤ Curiosity and Questions➤ Recognition of relationship to other teams & structures➤ Respectful Disagreement about <u>ideas</u>➤ Revisiting purpose (student focus)	<ul style="list-style-type: none">➤ Utilize varied ways to give input➤ Use of clarifying questions➤ Structure challenging conversations➤ Attention to language<ul style="list-style-type: none">➤ “I see it a different way”➤ Use of “third points”

Shared Air & Welcoming Diverse Perspectives

“The researchers concluded that what distinguished the ‘good’ teams from the dysfunctional groups was how teammates related to each other. The right norms, in other words, could raise a group’s collective intelligence, whereas the wrong norms could hobble a team, even if, individually, all the members were extremely bright.”



What Google Learned From Its Quest to Build the Perfect Team

Charles Duhigg,
NYT Magazine
(Feb. 2016)

Shared Air & Welcoming Diverse Perspectives

Two most important factors in team success:

- Equality in distribution of conversation turn-taking – “As long as everyone got a chance to talk, the team did well.”
- Higher social sensitivity – “They were skilled in intuiting how others felt based on their tone of voice, their expressions and other nonverbal cues.”

Dynamics of Effective Teams

Psychological Safety	Team members feel safe to take risks and be vulnerable in front of each other
Dependability	Team members get things done on time and with an expected level of quality
Structure & Clarity	Team members have clear roles, plans, and goals
Meaning	Work is personally important to team members
Impact	Team members think their work matters and creates change

Dynamics of Effective Teams

“The safer team members feel with one another, the more likely they are to admit mistakes, to partner, and to take on new roles...Individuals on teams with higher psychological safety are less likely to leave..., they’re more likely to harness the power of diverse ideas from their teammates, [they are more productive], and they’re rated as effective twice as often [by supervisors].”

The 5 Keys to a Successful Google Team

Psychological Safety

Team members feel comfortable taking risks to: ask questions, offer ideas, admit mistakes or challenges, and ask for help.

Measuring Psychological Safety

Positive Indicators

- Members of this team are able to bring up problems and tough issues.
- It is safe to take risks on this team.
- No one on this team would deliberately act in a way that undermines my efforts
- Working with members of this team, my unique skills and talents are valued and utilized.

Problem Indicators

- If you make a mistake on this team, it is often held against you.
- People on this team sometimes reject others for being different.
- It is difficult to ask other members of this team for help.

Amy Edmondson, Harvard University [Ted Talk](#)

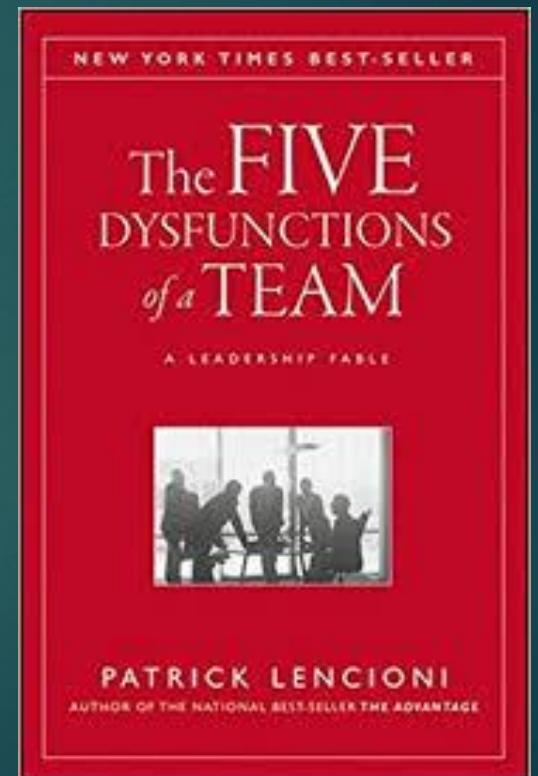
Fostering Psychological Safety

What This Looks Like	How to Support It
<ul style="list-style-type: none">➤ Openness & Vulnerability➤ Consultation Requests➤ Evidence in Working Agreements➤ Use of Group Norms➤ Debrief Meetings or Team Events➤ Honor “not knowing”➤ Laughter➤ Attention to body language & non-verbals	<ul style="list-style-type: none">➤ Inclusions & Closings➤ Build in consultation protocols➤ Revisit & “un-pack” working agreements➤ Address issues as they arise<ul style="list-style-type: none">➤ public vs. private➤ Strive to seek understanding➤ Survey/assess it

Psychological Safety & Identity

- ▶ Our personal sense of “risk” is influenced by:
- ▶ Past experience
- ▶ The inclusivity of “norms” or ways of working
- ▶ Perceived (or real) hierarchy or power differentials
- ▶ Personal connections to “content”
- ▶ Awareness of team members (precondition for trust)

Trust Matters



Organize & Integrate

Turn to a neighbor and exchange a brief reflection:

This makes sense to me because

Growth Oriented

What This Looks Like	How to Support It
<ul style="list-style-type: none">➤ Time for reflection about group➤ Integrate new practices or protocols➤ Publicly recognize growth and progress➤ Flexible mindsets - openness to change<ul style="list-style-type: none">➤ Invest in team members - we are all capable of growth & change	<ul style="list-style-type: none">➤ Check-out; “How did we do today?”➤ “Vibes Watcher” Role➤ Appreciation Rounds➤ Revisiting goals & noting progress➤ Use strategic questions to mediate low energy or sense of low efficacy➤ Build partnerships that inspire new ideas

Review & Apply

Look back at your notes...

Identify one idea that you would like to try to put into practice in the coming months.

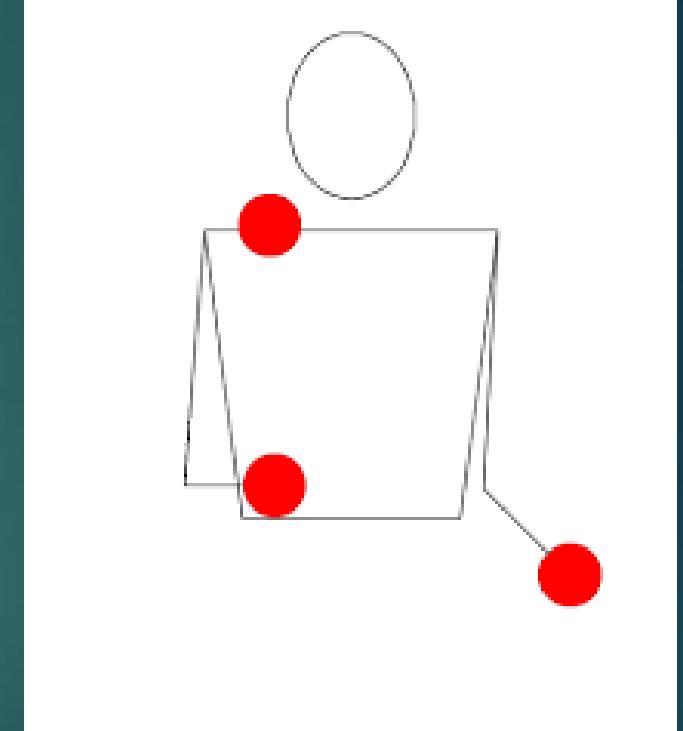
Meeting Facilitation Essentials

The power of the group to produce results is rooted in the quality of the **relationships** among the participants.

Adaptive Schools, Organizing Principles for Successful Meetings

Facilitating Successful Meetings

- Task
 - What we are trying to do
- Process
 - How we do it
- Group Development
 - Connecting, growing, building skill as a team



Task & Process Supports

Collective Efficacy is Supported By:

- ▶ Clear Outcomes
- ▶ Outcomes define the “tasks”
- ▶ Tasks inform the processes
- ▶ Process scaffolds reflect group capabilities & content

Shared Voice is Supported By:

- ▶ Shared Agenda
- ▶ Processes and facilitation support conversation turn-taking
- ▶ Balanced Participation
- ▶ Group Member Roles
- ▶ Decision Making & Process Clarity

Agenda Design Principles

- ▶ Make it what your specific team needs (match the who and the what)
- ▶ Reference team purpose or overarching objectives
- ▶ Build in routine “topics” based on team needs
- ▶ Identify key topics and “owners”
- ▶ Clarify outcome of each topic (Decision? Discussion? Idea Generation?)
- ▶ Be real about time
- ▶ Take notes that make sense
- ▶ Summarize Action items
- ▶ Share it: make sure everyone can access it

Balanced Participation

“If you have 12 individuals in a meeting, you want 12 minds engaged.”

“The door is open for member participation”

Adaptive Schools Seminar Learning Guide (p. 82)

- ▶ “Take a moment and jot down your ideas before we start sharing.”
- ▶ “Turn to a neighbor and review our agenda - what might we be missing?”
- ▶ Pair-Square
- ▶ Corners Activity
- ▶ Card Sort, Group Themes, Gallery Walk

Process Clarity

Facilitator Supports Group Ownership & Focus:

- ▶ Topic - what are we talking about?
- ▶ Process - how are we doing it?

“Right now we are talking about...”

“Our first agenda item is... for this we'll be making a decision about...”

“Is that something that we can wait on? Let's put that on our agenda for next week”

“Are we ready to make a decision or do we need more conversation?”

“We have three more agenda items and 10 minutes left – how might we want to prioritize our time?”

Common Challenges

If Your Team Struggles With...	Check on...	
Wandering, off-topic conversations Getting things done	Clear team purpose? Purposeful inclusions Do you have a shared agenda? Does someone(s) "facilitate"? Do you summarize actions and owners?	Decision making clarity? Note-taking systems Communication plans
Negative energy	Working agreements Decision making clarity Does the group have skill or knowledge it needs? Are you tending group development?	
Attendance &/or Participation	Clear team purpose? Clear rationale for membership? Structures to support balanced participation & shared voice	
Conflict	Working agreements Clear process structures Apply compassion	Use of third points Address it (smartly) Get curious

A few resources...

BOOKS:

- The Art of Coaching Teams (Elena Aguilar)
- Turning People into Teams (David & Mary Sherwin)
- The Adaptive School: A Sourcebook for Developing Collaborative Groups (Garmston & Wellman)

WORKSHOPS:

- Adaptive Schools Seminars (Thinking Collaborative)

OTHER:

- Harvard Business Review – Organizational Development & Team Efficacy Research
- Google's re:Work site – team assessments & articles

Thank You!

Questions?