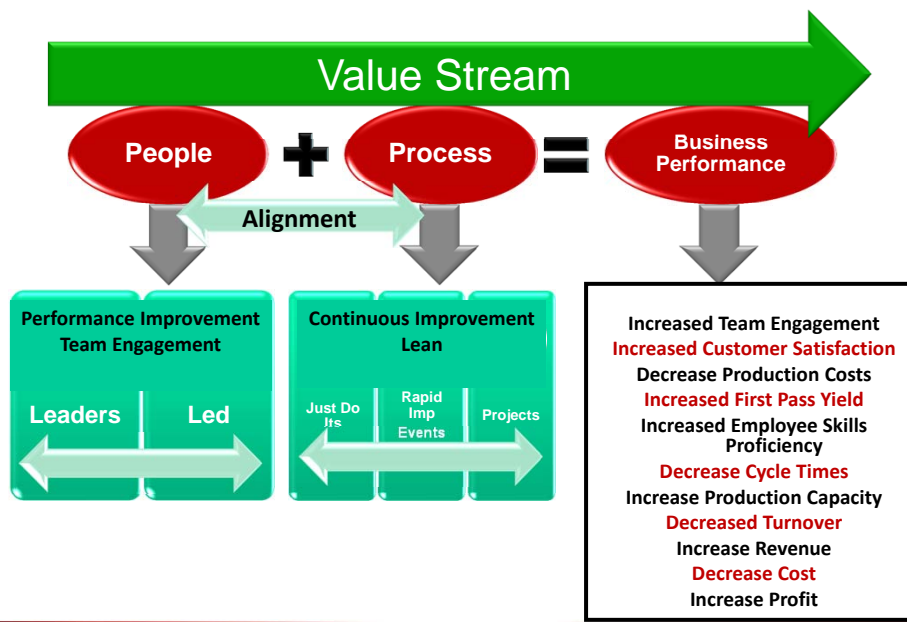


Building Dream Team Cultures

Team Engagement: the 5th Metric

Virginia SPQA
Richmond, VA
September 8, 2011

Big Picture Thinking



The 5th Metric

- Cost
- Schedule
- Quality
- Safety
- ??????

3

The 5th is the FIRST

- **PEOPLE**
- Cost
- Schedule
- Quality
- Safety

4

Who Before What

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The Power of People: Increasing Team Engagement to Create High Performance Teams

Team Engagement Theory

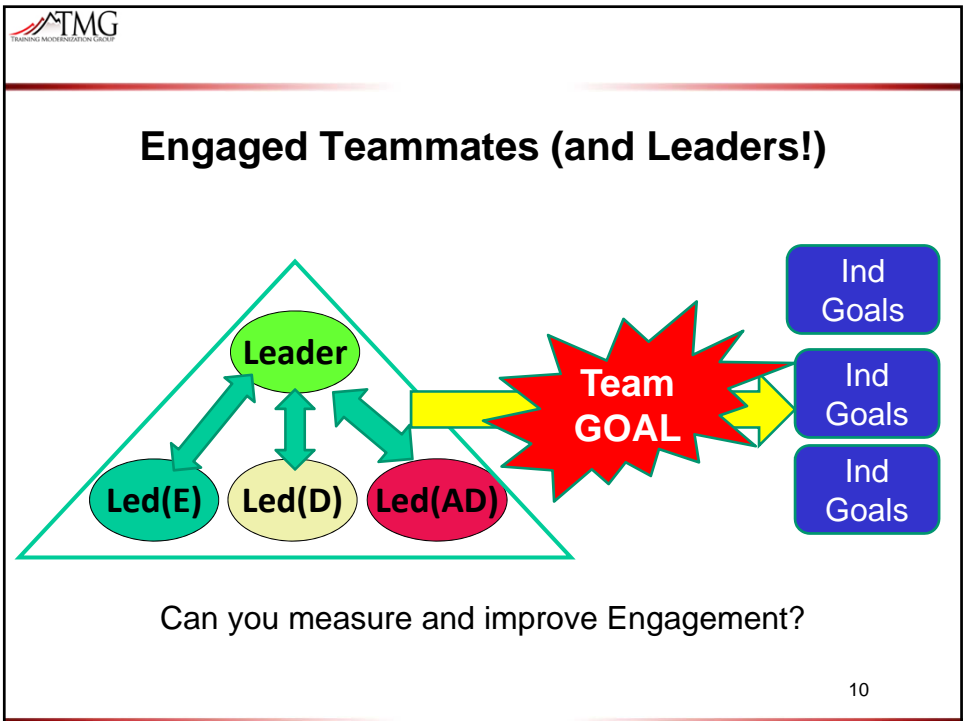
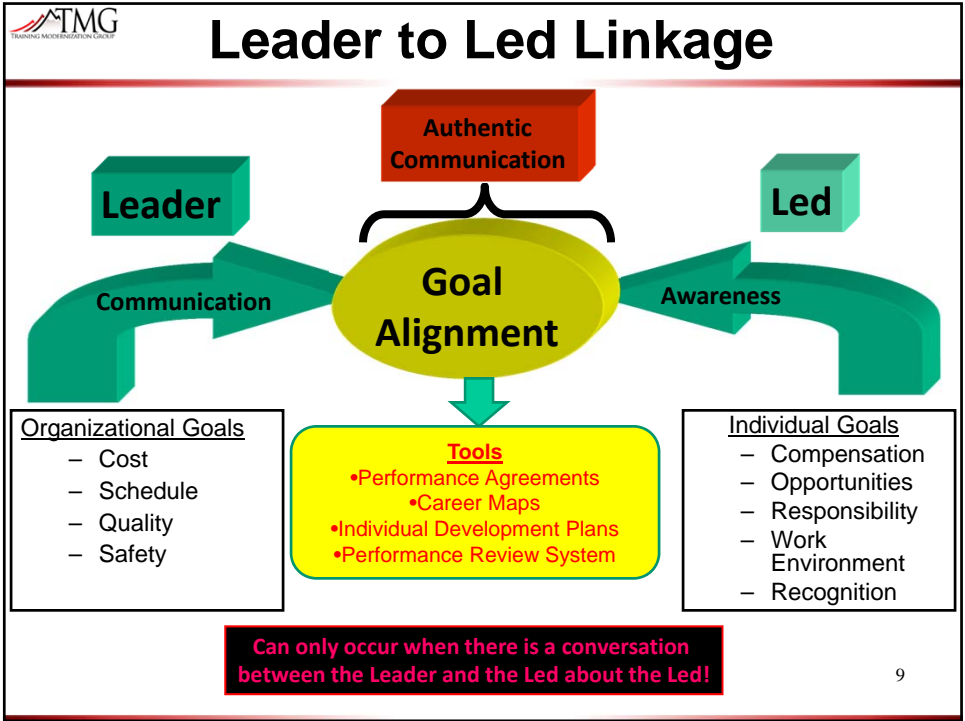
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- What is Engagement?
 - The Theory
- How do you measure it?
 - Engagement Assessments
- How do you improve it?
 - Methods and Best Practices

Vertical Dyad Linkage Theory

The Linkage Power Depends On...

1. Leaders Managing Personal Relationships
 - Vertical Dyad: Leader ↔ Led x number of direct reports
 - Teammate performance, productivity, and engagement depend on their relationship with their **IMMEDIATE** Supervisor
2. Leader and Led continuously Creating Shared Mutually Supportive Goals
 - The Teammate's Goals and Needs
 - The Organization's Goals and Needs as articulated by the Leader
 - Requires continuous Goal Alignment within Developmental Plans and continuous Feedback



Signs of Engaged Teammates

- High Trust
- Low Task Definition Needs
- High Relationship Needs
- Psychologically committed to the company
- Consistent levels of High Performance
- Innovative and a drive for efficiency
- Intentionally build supportive relationships
- Clear about role outcomes expected
- Passionate, high energy, and enthusiastic
- Never run out of things to do
- Loyal to workgroup and company
- Broaden what they do and build on it
- Positive constructive criticism

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Signs of Actively Disengaged Teammates

- Low Trust
- High Task Definition Needs
- Low Relationship Needs
- Physically present but psychologically absent
- “What can I take” rather than “what can I give”
- Share unhappiness about work with peers
- “I’m OK but everyone else is not”
- Service prevention rather than service provision
- Not productive but always has excuses
- Inability to move from problem to solution
- Normal reaction starts with resistance
- Low commitment to company
- Might sabotage or manipulate solutions
- Isolation, low trust


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Signs of Dis-Engaged/Satisfied Teammates

- Meeting the Basics
- Confusion or inability to act with confidence
- Low risk response
- No real sense of achievement
- Making up their own game
- Not always committed
- Show negativity but not underground
- Situationally Engaged

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Step 1: Current Team Status? Team: _____

Leader: _____ **TEAM ROSTER** Date: _____

(Led)

<div style="border: 2px solid green; border-radius: 50%; width: 150px; height: 150px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p style="margin: 0;">Engaged</p> </div>	<div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 15px; margin-bottom: 5px;"></div>
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Developing an Engaged Team Strategy

- Increase the Engaged Group
- Decrease the Actively Disengaged Group

Facts:

- Little movement from Out to In
- More movement from In to Out due to Leaders breaking the Goal Alignment Contract/Agreement

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The Key to Success Disengaged/Middle Group

1. **New Employees** make a decision within first 48 - 72 hours from introduction to immediate supervisor.
2. **Dis-Engaged Employees** are those "...just putting in my time" but not actively doing harm. They may be Situationally Engaged. They can be influenced by Leaders and their Engaged Teammates.

Strategy:

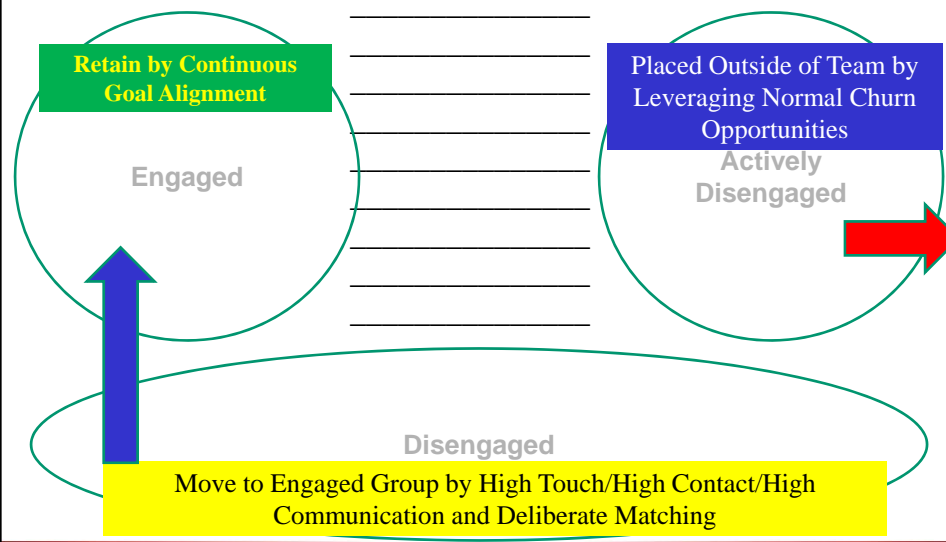
Focus on the **Disengaged/Middle Group** to move them into the **Engaged/In Group** as quickly as possible.

What is your plan to create Engaged teammates? One at a time!

Team: _____

Step 2: Where do you want to be?

Leader: _____ **TEAM ROSTER** Date: _____
(Led)



Engagement Improvement Tools

1. Change your Leadership techniques based upon Engagement Assessment results/insights
2. Better matching to job which leverage strengths vs. mechanical job assignment
3. Use your Engaged Teammates to recruit Disengaged Team Mates
4. Task Based Coaching
5. Provide Training
6. Focused Leadership under normal operational circumstances
7. Leverage internal Churn Opportunities
8. Take advantage to external Turnover
9. Focus on New Teammates to create Engaged Teammates Quickly
10. Improve Leader to Led matching; especially with New People
11. Allow subordinate Leader input/selection
12. Improve Team Stability
13. Train Teammates in key engagement skills
14. Personnel Actions as required
15. Change the Batting Order
16. Build a Better Plan

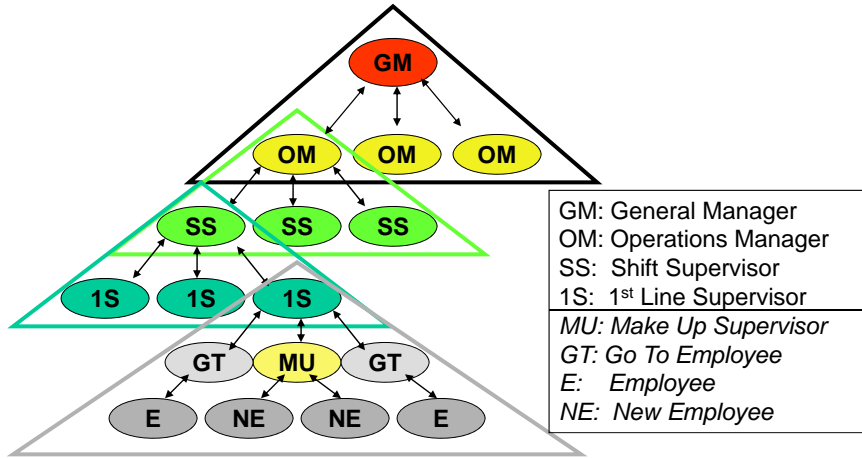
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Dream Team Hypothesis

If we align the organization and improve leader behaviors then we will increase team engagement and improve business performance.

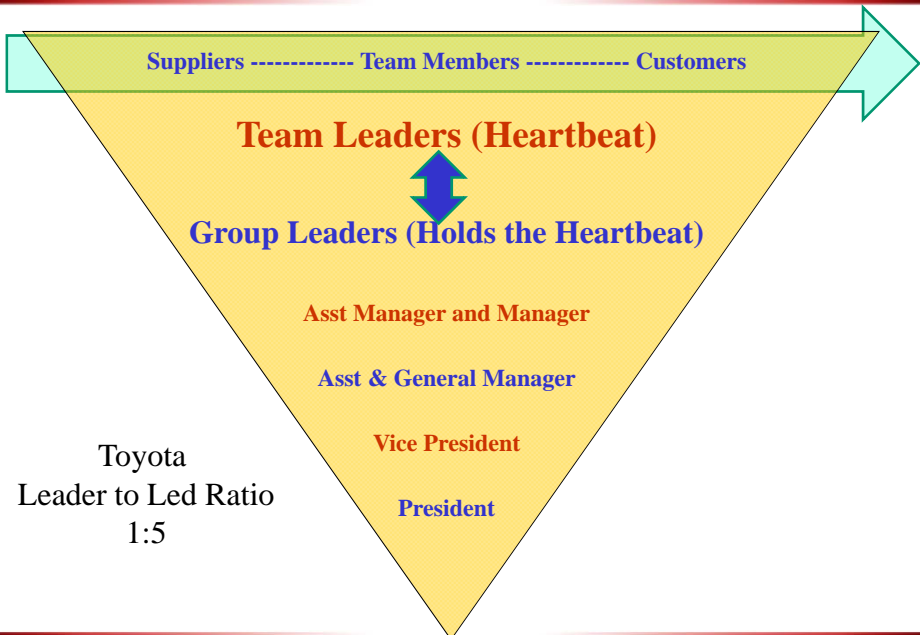
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Organizational Scheme



↔ Vertical Dyad Linkage

Servant Leadership Toyota Style



Must Knows

- Which Leader is the “Heartbeat” of your business everyday?
- Which Leader holds the “Heartbeat” Leader in the palm of their hands?
- Have you created an environment where they can Win?

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Measuring Team Performance

What does **Right** Look Like?

What does **Wrong** Look Like?

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1. Alignment:

(SIPOC Alignment System)

- Organizational Scheme: Heartbeat Focus
- Business 101
- Roles and Responsibilities: Lanes
- Conflict Resolution
- Operating Focus
- Overtime Management

(\$\$, FTE, Headcount, Names)

25

2. Leader Behaviors:

- Current Leaders – Current Responsibilities

(Leader Performance Improvement System)

- High Performing:
- Developmental:
- Dysfunctional:

- Benchstrength

(Leader Identification, Selection, Training, and Competency System)

- Time to Competency
- Openings vs. Applications

- Leader Churn

- Internal Churn
- External Attrition

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3. Team Engagement:

(Engagement Improvement System)

- Engaged:
- Disengaged:
- Actively Disengaged:
- Leader to Led Goal Alignment/Communications
- Workforce Churn
 - Internal Churn
 - External Attrition
 - Absenteeism

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4. Business Performance:

- Team knows the Score and how to move the needle
- Near Perfect Situational Awareness and focused problem solving and permanent barrier removal

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Team Performance Assessment

- Competing/Engaged: Playing to Win!
 - **We** Own the Business: Ownership
 - Customer Focus
 - How good can we be?
- Participating/Disengaged: Playing
 - **You** Own the Business
 - Boss Focus
 - We are doing fine, “Why Change?”
- Blaming/Actively Disengaged: Watching others Play
 - I am Entitled to my pay check
 - **ME** Focus
 - You OWE me

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High Performance Teams...

- Opportunity: How good can we be
- Personal Accountability: I own the challenge
- Validation: My leader values me
- Inclusion: I don't hate changing– I hate being changed
- Community: We win and lose together

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Army Basketball Team 1976-1977



Trust and Commitment

31

Task Force 2-4 Cavalry Tactical Operations Center Team Feb 21, 1991 - Northern Saudi Arabia



Ethos (Credibility) -- Pathos (Passion) -- Logos (Logical)

32

1st Armored Division: MG Mark Hertling 2008 - Northern Iraq



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36



The Heartbeat of Our Army

Who is the Heartbeat of your Business?

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What do we do everyday to help them Win?

Competing or Participating?



Not Today

WHO before WHAT

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Thanks... and Good Luck!

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