Teaming is the norm today
...but that doesn’t mean it’s easy
Types of Headache

- Migraine
- Hypertension
- Stress
- Group Project
Some teams come together for a higher purpose
Often we have different ideas about team effort
Teamwork makes things happen
7 New Rules of Teamwork

1. Show *all* the way up
2. Rally people around a cause
3. Train people how to see you
4. Don’t be talked over
5. Make it psychologically safe
6. Leverage the magic ratio
7. Avoid “collabotage”
Rule #1
Show *All The Way Up*
What are the signs/signals that someone is fully engaged in a meeting?
Show *All* the Way Up:

1. RSVP, then fully commit
2. Generously listen
3. Know what hat you’re wearing in advance
4. Keep things on track; hold others accountable
5. Endorse your own ideas
   - I propose…
   - I recommend…
   - I question…
   - I have a problem with…
   - I’d prefer…
Energizers are higher performers & more likely to be heard and see their ideas acted upon.

Source: The Hidden Power of Social Networks by Cross and Parker
“Energizers are not entertainers, or even necessarily very charismatic or intense. Rather, they bring themselves fully into an interaction.”

Source: The Hidden Power of Social Networks by Cross and Parker
Rule #2

Rally People Around a Cause
“Hyper-successful projects have a palpable cause. Rallying teams around this shared sense of purpose means tapping into their hearts.”

“When the entire team builds an identity around a cause, the project transcends ‘work’ and becomes a mission.”

# Goal vs. Cause

<table>
<thead>
<tr>
<th>Example</th>
<th>Goal</th>
<th>Cause</th>
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<tbody>
<tr>
<td>Sojourner Rover</td>
<td>Land a rover on Mars.</td>
<td>Do the impossible.</td>
</tr>
<tr>
<td>First iPhone™</td>
<td>Enter the wireless phone market.</td>
<td>Build a phone people will fall in love with.</td>
</tr>
<tr>
<td>Obama 2012 Tech Team</td>
<td>Win the election.</td>
<td>Hack the campaign.</td>
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Source: Deloitte, *The Cause Effect*
Some Questions to Help You Create a ‘Cause Effect’:

- What feelings should the cause evoke?
- What stories, metaphors, symbols or visuals can win people’s hearts in the cause?
- How can you emotionally connect people to the ultimate benefit?

Source: Deloitte, *The Cause Effect*
Think of an important team project you’re working on…
Think of an important team project you’re working on…

1. Why is that thing important?
2. Why is that thing important?
3. Why is that thing important?
4. Why is that thing important?
5. Why is that thing important?
Think of an important team project you’re working on…

1. Why is that thing important?
2. Why is that thing important?
3. Why is that thing important?
4. Why is that thing important?
5. Why is that thing important?
Our behavior teaches people how to treat us.
Rule #3

Train Other People How To See You
Weave in credentials

Use “Drop-in’s”
You’re the Expert
Exercise Instructions:

1. Pair up; appoint Person A & B
   • Person A = the foremost expert on her topic
   • Person B = non-expert.
2. Person B asks Person A questions.
3. Person A answers questions with total authority.

Questions:
• Tell me about the origin of [selfies].
• What does the future look like for [selfies]?
You’re the Expert

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You’re the Expert

Exercise Instructions:

1. In same pairs:
   • Person B = the foremost expert on her topic
   • Person A = non-expert.
2. Person A asks B questions.
3. Person B answers questions with total authority.

Questions:
• How did you become an expert in [chihuahuas]?
• What’s a disruptive change facing [chihuahuas]?
You’re the Expert
Exercise Instructions:

1. In same pairs:
   • Person B = the foremost expert on her topic
   • Person A = non-expert.
2. Person A asks B questions.
3. Person B answers questions with total authority.

Questions:
• How did you become an expert in [chihuahuas]?
• What’s a disruptive change facing [chihuahuas]?
You’re the Expert
Deferential
You & I vs. The Problem

(Photo Courtesy: 20th Century Fox)
Rule #4

Don’t Be Talked Over
U. of Washington research found women are far more likely than men to be interrupted, by both sexes.
• Talk louder
• Raise a finger
• Issue a warning: “Let me finish” or “I’m not done”
• Appoint an ally
• Call it out
Don’t Be Talked Over

Insist on objective criteria

Ask pointed questions
How did you arrive at that conclusion?

Is that really true?

How are decisions like these determined?

Where are you coming from with that…?

Can you back up a step?

Are you willing to debate that point?

What’s the rationale behind that?

Hm, can you say more about that?

I’d like to better understand X… please explain.

Ask deepening questions.
Think of a team scenario you observed where people held back and didn’t fully contribute.

What caused that behavior?
Rule #5

Make it Psychologically Safe
Promote Psychological Safety

Google’s definition:
Team members feel safe to take risks & be vulnerable in front of each other.
The 2 Pizza Rule
The Connector:

Share a crucial task you had to leave to attend this conference/session.

The result: participants have a deeper understanding of one another’s work, which contributes to trust and mutual respect.
Rule #6

Leverage the magic ratio
Top performing teams give 5 positive comments for every 1 criticism.

Take them at their word. Speak well of others. Call out what works.

Encourage.
Appreciate.
Recognize.
Fist bump.
Celebrate.
Thank.
The Framing Effect
Instructions:

1. Appoint Partner A & B.
2. Partner A recounts something negative/stressful that happened recently.
Instructions:

1. Appoint Partner A & B.
2. Partner A recounts something negative/stressful that happened recently.
3. Partner A shares the same experience again, focusing only on the positive aspects. Partner B helps explore the silver lining of the bad experience.
The Framing Effect
Rule #7

Avoid Collabotage
Boost collective intelligence

• Collective intelligence and performance increase as groups become more diverse in personality.

• Invite diverse perspectives to the table.
The Airport Test

Source: Suzanne Vickberg, PhD, Deloitte
# Consider Work Style

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<td>Framing change as shockingly new; rushing</td>
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Adapted from Crestcom Leadership
Speed Guessing: Which Work Style Am I?
“When I’m hungry, I eat. When I’m thirsty, I drink. When I feel like saying something, I say it.”

“A lot of people are afraid to say what they want. That’s why they don’t get what they want.”

“Better to live 1 year as a tiger, then 100 as a sheep.”

“...everyone is entitled to my opinion.”

Madonna

BE LEADERLY

DIRECTOR

ANALYST? CONNECTOR? DIRECTOR? EXPLORER?
“I listen to proposals, ideas, and advice. Then I go with…what my heart feels most strongly.”

“Surround yourself with only people who are going to lift you higher.”

“For all the major moves in my life…I’ve trusted my instincts.”

“Listen. Pay attention. Make the connection.”

Oprah
“I don’t like to gamble…”

“Ever since I was an introverted kid, I’d get on stage and be able to break out of my shell.”

“I get nervous when I don’t get nervous.”

“If you don’t take time to analyze your life, you’ll never realize the dots that are connected.”

ANALYST? CONNECTOR? DIRECTOR? EXPLORER?
“If I have a plan, I’m limited to today’s options.”

“What would you do if you weren’t afraid?”

“...the world needs you to change it.”

“If you’re offered a seat on a rocket ship, don’t ask what seat. Just get on.”
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<td>Build rapport; humanize; ask questions; share the impact</td>
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<td>Framing change as shockingly new; rushing</td>
<td>Being “all business”; ignoring the human element</td>
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The Risks When One Type Dominates:

- **Unrealistic, Reckless**
- **No Buy-in, Tunnel vision**
- **Slow, Close-minded**
- **Indecisive, Conflict-averse**

Adapted from Crestcom Leadership
Preventing ‘Collabotage’

How to Compensate for a Missing Type:

1. Roleplay
2. Be a storyteller
3. “Occupy” it
4. Play the “Believing/Doubting” Game
7 New Rules of Teamwork

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7. Avoid “collabotage”
What’s 1 thing you’ll do to make shift happen?
Team Meetings:
a coming together of two or more people, by chance or arrangement
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a coming together of two or more people, by chance or arrangement

an ongoing audition for the job you want
The WORLD is not changed by people who SORT-OF care.
—Sally Hogshead
Today’s slides, bonus articles, and our newsletter signup can be accessed by text message!

Text *Selena* to 444999

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