



# TEAMING: HOW TO WORK EFFECTIVELY AND EFFICIENTLY ON THE FLY

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## BEST TEAM

In the chat box, tell us the best team you've been a part of and what made it great.

Work team, sports team, choir, theatrical troupe, volunteer group, military, etc.



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## WHAT IS TEAMING?

Amy Edmundson, Ph.D., Professor at Harvard University, Author of *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*

“Teaming is teamwork on the fly. Coordination and communication, with people often across disciplinary or functional boundaries, to get work done.”

“Teaming is recognizing that not all work in today's organizations can or should be done in stable teams.”

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## WHAT IS TEAMING?

Strategize, Practice, & Perform



vs. Gather & Perform



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# WHERE DO WE SEE TEAMING IN A MUNICIPAL SETTING?

Place your responses in the chat box.

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## TEAMING EXAMPLE

- Tornadoes in Tennessee, Kentucky, and Illinois December 10-11, 2021
- Local and State First Responders
- FEMA
- Businesses (local & national)
- Non-Profit Groups (local & national)

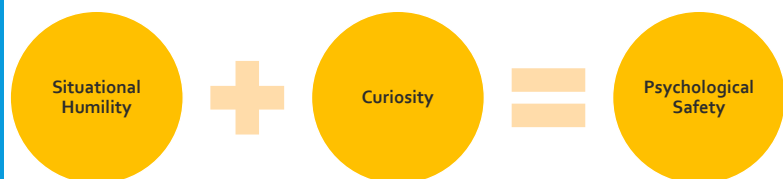
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## FORMULA FOR GOOD TEAMING

- Clearly stated goal
- Humility that no one person has all the answers
- Curiosity about what others bring to the table
- Willingness to take risks
  - Think outside the box
  - Ask hard questions
  - Ask for feedback

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## FORMULA FOR GOOD TEAMING



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## SITUATIONAL HUMILITY

*“For it is impossible for anyone to begin to learn that which he thinks he already knows.”*

– *Epictetus, Greek Philosopher, circa 100 AD*

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## CURIOSITY

*“I don't like that man. I must get to know him better.”*

- Abraham Lincoln, US President  
1861-1865

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## PSYCHOLOGICAL SAFETY

*“A shared belief that the team is safe for interpersonal risk taking. The perceived freedom to bring up relevant information, ask questions, and admit to mistakes without fear of negative consequences.”*

- Amy Edmundson, Ph. D., Harvard Professor, Author of *Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy*

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## CREATING PSYCHOLOGICAL SAFETY

- Frame work as a learning problem
- Invite all voices into the challenge
- Questions are encouraged
- Acknowledge own fallibility
- Model curiosity

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## PHRASES THAT CREATE PSYCHOLOGICAL SAFETY

- This is a complex issue. This problem requires a complicated solution.
- We need all hands on deck. Everyone be thinking about this.
- Does this make sense? What could go wrong?
- No one person has all of the answers. The solution requires all of us to contribute.
- Tell me more about that. Has anyone here seen something similar?

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## POTENTIAL CONFLICTS WHEN TEAMING



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## TASK-BASED CONFLICT

- Who is doing what?
- What are the deadlines?
- Psychological safety does not suspend the need for accountability.
- Psychological safety and accountability work together to create high performing teams.



Edmondson, Building a psychologically safe workplace, TEDxHGSE, May 4, 2014  
<https://www.youtube.com/watch?v=LhoLuuiaqX8>

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## LEADERSHIP CONFLICT

- Who is in charge? Is there any shared responsibility?
- How much authority does the leader have?
- What kind of requests can they make of the team?
- How is the team work communicated upstream?

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## WORKSTYLE CONFLICT

- Communication and sharing preferences
  - Email/phone/meeting/zoom
  - Dropbox/Google Docs/OneDrive/Shared Drive
  - Access to software
- Adherence to the clock.
- When is the project complete?

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## PERSONALITY CONFLICT

- Everyone provides equal strengths to the team
- Members must recognize the strengths the others provide
- Abraham Lincoln quote

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## PSYCHOLOGICAL SAFETY

- Allows room for awkward conversations
- Helps team move through conflicts
- Get the team back on task

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## SOME PEOPLE NEED MORE GRACE THAN OTHERS

- People are just people.
- Most of the time, a person's unhappiness, anxiety, or edginess, is not about us.
- We should not internalize their reactions.
- Agree on the goal.
- Agree on the path forward.
- Get the job done.

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## NEGOTIATING

We only have 40 hours in a work week.

Saying yes to one thing, means saying no to something else.

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## ACQUIESCING

A technique used in improvisation acting, acquiescing is leaning into the adventure together.

Your partner throws you an idea.

You catch the idea and throw back more.

It becomes a collaboration. You are building a story together.

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## NEGOTIATE WORKLOAD

- At another time
- Place on list/queue
- Yes, but limit time commitment
- Just part of the job
- Agree on responsibilities
- Ask requestor for help or resources
- Ask for funding
- Level of detail/word count

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## NEGOTIATE WORKLOAD: PHRASES FOR ACQUIESCING

- Can we do that this afternoon?
- I'll add it to my list. When do you need that by, is Friday okay?
- Can we knock this out in 15 minutes?
- I can do the outline if you write the content.
- If you can pull the data, I can make some charts.
- Can you write down the steps needed, and we'll meet Thursday and decide who does what.
- Can anyone else on the team help us with this?
- We could purchase a sample ordinance from [CityOrdinance.com](http://CityOrdinance.com) if we could spend \$50. (not a real site)
- I can do a short article, is 300 words okay?
- Its not going to be great, but it will do the job.

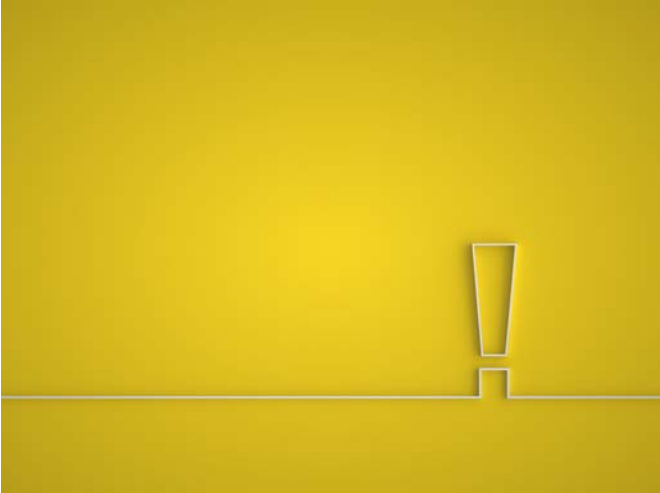
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## NEGOTIATING A DEADLINES

Phrases for Acquiescing when you are not the project lead

- I'd like to better understand this due date. What's driving it?
- Can you tell me where my part fits into the bigger project?
- This week isn't good for me, can we sit down Monday and discuss?
- Is there anyone on the team we should pull in to help with this?

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## WHAT NOT TO DO

Bad Teaming Behavior

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## BAD TEAMING BEHAVIOR

- Not following team communication norms
  - How information is shared on the team
  - How information is communicated to stakeholders
- Not completing deadlines
- Not communicating a mistake or a delay in the timeline
- Trying to *one-up* your colleagues
- Prove you are smarter than everyone else
- Jokes that go too far


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# TEAMING MINDSET

Your attitude can make all the difference.

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## HOW YOU SHOW UP MATTERS

- Positivity study among nurses
- Created a cycle of positivity
- Better health outcomes for patients

**Nurse with smile: Does it make difference in patients' healing?**

National Institutes of Health, US National Library of Medicine, [www.nih.gov](http://www.nih.gov), first published in Industrial Psychiatry Journal, 2021 Jan-Jun; 30(1): 6–10

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8395552/>

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## TEAMING MINDSET EXAMPLES

Scenario	Negative Mindset	Teaming Mindset
1) Collaborating with a peer who has frustrated you in the past.	1) Different day, same problem. OR This is going to be a mess.	1) New day, this is a chance to start over. OR I'm going to stay positive and focus on the goal.
2) Being partnered with a coworker who has a bad reputation.	2) I'll just avoid them as much as possible. OR I'm going to have to do this all myself.	2) I'll find out their strengths and figure out how to partner.

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YOUR ATTITUDE  
CAN MAKE  
ALL THE  
DIFFERENCE

“Life is 10% what happens to you and 90% how you react to it.”

– Charles R. Swindoll, Pastor, Author

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## TRAINING FOR LWMMI INSURED MEMBERS

### Management Topics:

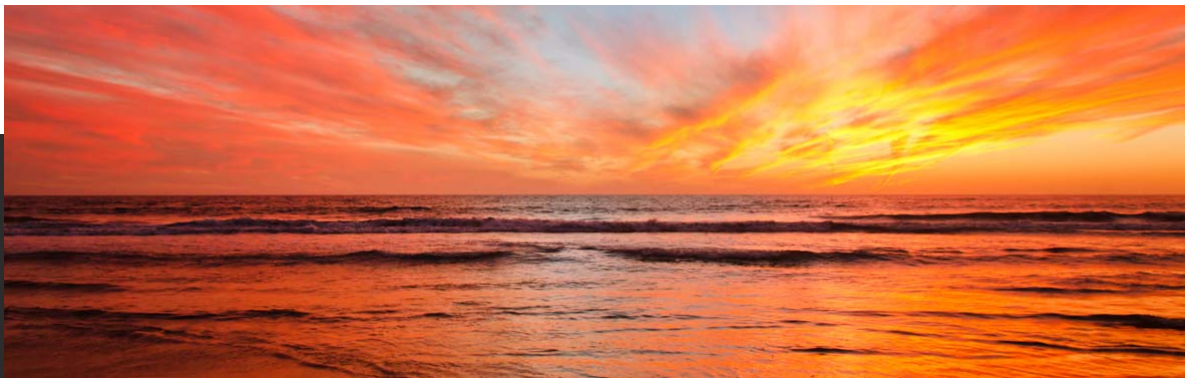
- Leading High Performing Teams
- Giving Employees Feedback
- What is Progressive Discipline?
- Behavioral and Situational Interviewing

### Team Topics:

- Prioritizing Your Work
- Teaming: Working on the Fly
- Whole Wellness
- Creating a Culture of Service



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THE END

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# QUESTIONS

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