



Anatomy Of Happy, High-Functioning Teams



My Goal



- 4 common interpersonal traits
- Leave you with at least one PERSONAL a-ha moment

You Should Leave With



- **01** Understanding of how to connect through trust
- **02** Simple format for stronger collaboration
- **03** Skill to improve intuitive listening
- **04** Prompts for difficult conversations
- **05** Tools to increase emotional intelligence



Teamwork Makes The Dream Work



Once Upon A Time ...

- A group of strangers
- Rally around the **WHAT**
(mission/vision)
- Everything was perfect
- The end

Sound Familiar?

**“We’re all here for the same reason,
working toward the **same mission**.
Why can’t we all just get along?!?!”**



The Fairy Tale Leaves Out

- Agree on the HOW
(strategy, tactics, processes, budgets)
- Navigate the WHO
(people)

Common Challenges On Teams

- Lack of trust
- Conflict & tension
- Misaligned goals
- Lack of transparency
- Lack of accountability
- Poor communication
- Gossip
- Unclear boundaries

The Stats

Only 3% of managers & project leaders rated technical knowledge & skills as being more important than interpersonal skills.

(Center for Management and Organization Effectiveness)

Only 15% of an employee's career success is based on expertise.

85% is the result of their interpersonal skills.

(SHRM)



This Suggests

- Individual career success requires continual interpersonal skill development
- Team success requires continual interpersonal skill development
- Soft skills are not soft

Anatomy of Happy, High- Functioning Teams

1

Relationally connected

2

Work to increase emotional intelligence

3

Advanced communicators

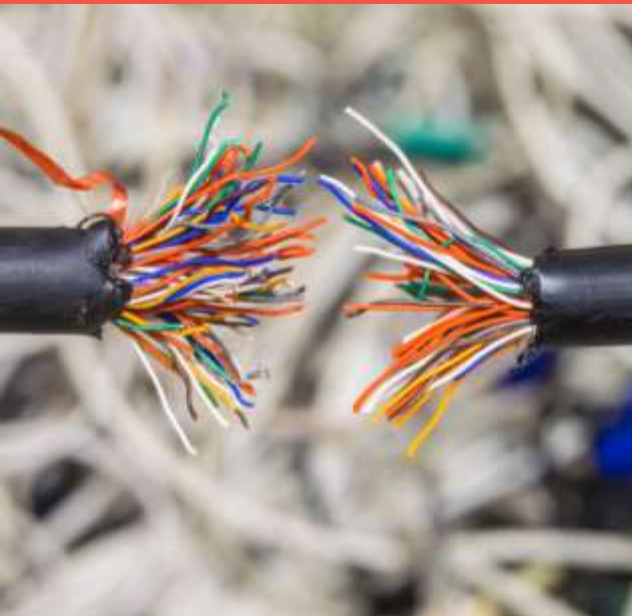
4

Intentional about collaboration

A photograph of three people laughing and eating pizza. A man in a red checkered shirt is in the center, laughing heartily. To his right, a woman in a dark blue polka-dot shirt is also laughing and holding a slice of pizza. On the left, the back of a woman's head and shoulder is visible. They are gathered around a table with an open pizza box. The background shows a window with light coming through. A semi-transparent red banner is overlaid across the middle of the image, containing the text "Relational Connection".

Relational Connection

Types of Connections



Disconnected



Transactional



Relational



Transformational

Relational Connection

I relate to & respect:

- You as a **person** & as a **colleague**
- Your **ideas** as viable options for success
- Your **objectives** as important to meeting our shared mission
- Your **background** as what shapes you & makes you valuable
- Your personal **values** as what guides you & what's important to you

Relational Connection Improves Teams

Organization-Level

- More connected to mission/work
- Less turnover
- Improved quality of work
- Increases innovation
- Impacts bottom line
- Navigate change

Individual-Level

- Increased job satisfaction
- Greater sense of belonging
- Lower stress
- More help with your work
- Less undermining
- Life-long network



The Key To Connection: *Mutual Trust*

“Trust is choosing to make something important to you vulnerable to the actions of someone else.”

- Charles Feltman



BRAVING

Brené Brown: The anatomy of trust

A group of hikers is silhouetted against a sunset sky as they ascend a rocky mountain. Some hikers are at the top, celebrating with their arms raised, while others are still climbing, with one person reaching out to assist another. The scene is filled with a sense of teamwork and achievement.

BOUNDARIES

RELIABILITY

ACCOUNTABILITY

VAULT

INTEGRITY

NON-JUDGEMENT

GENEROSITY

The Roadmap For Trust

- **Boundaries** – Clear about what is okay/what is not okay & why
- **Reliability** - Do what you say you are going to do ... over & over again
- **Accountability** - Own your mistakes. Apologize. Make amends
- **Vault** – Acknowledge & hold confidences

The Roadmap For Trust

- **Integrity** – Choose courage over comfort; choose right over what’s fun, fast or easy; practice your values (don’t just profess them)
- **Non-Judgement** – Allow people to fall apart, be in struggle & ask for help without judgement
- **Generosity** – Assume the most generous things about other’s words, intentions & behaviors



Check Your Connection

- Who do you connect with?
- Who's off limits in your mind?
- Who thinks you are off limits?
- Not connecting by choice?
- Transactional vs. relational?



Connection Isn't Always Fast

Quick Connectors

- I can only trust when I'm connected
- You have my trust until you lose it

Paced Connectors

- I can only connect when I trust
- You must earn my trust

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BOUNDARIES

RELIABILITY

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INTEGRITY

NON-JUDGEMENT

GENEROSITY

A woman with curly hair is shown in profile, looking towards the right. She is wearing a light blue top and a grey cardigan. The background is blurred, showing what appears to be an office or meeting room setting. A semi-transparent red banner is overlaid across the middle of the image, containing white text.

Actively Work To Increase
Emotional Intelligence

Emotional Intelligence Is NOT

- Consistently being 'emotional'
- Being nice, pleasant, agreeable
- Always being happy or positive
- Consistently feeling calm, confident & steady

What Is Emotional Intelligence

The ability to **recognize, understand & utilize** your emotions (& the emotions of others) to make decisions & take action.

Why Talk about Emotions

Humans are emotional creatures.

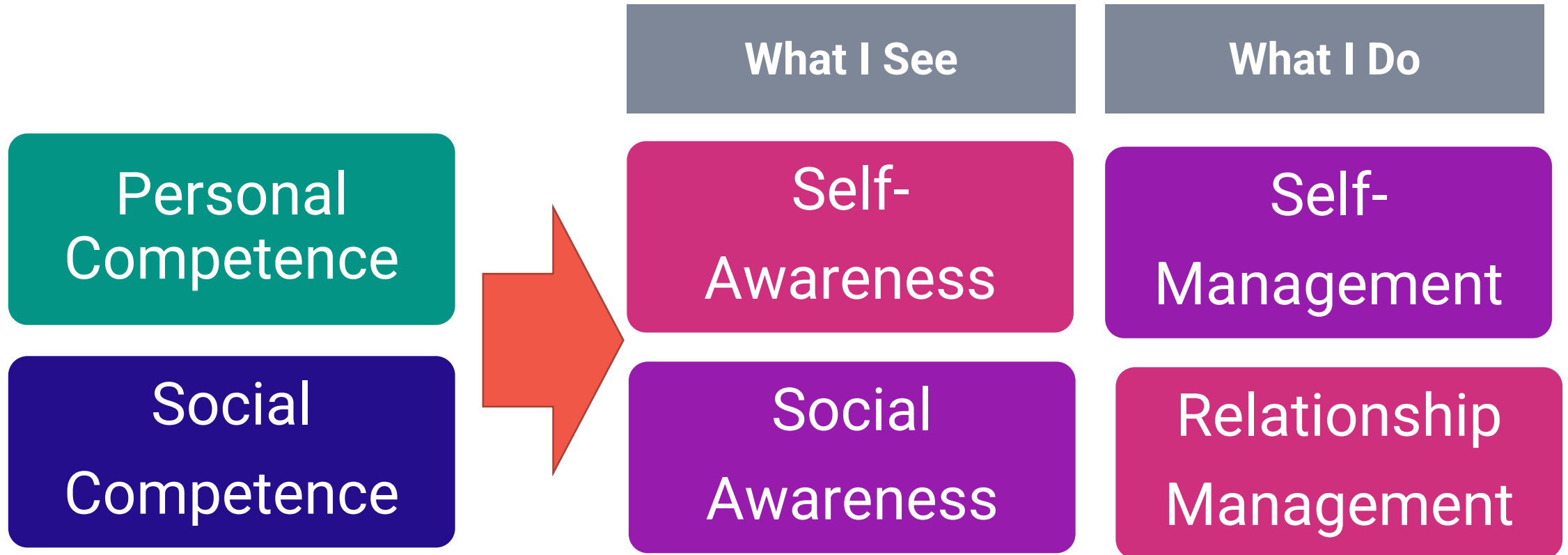
Emotions drive our decisions & actions.

Emotions affect all areas of life ... including work.

Emotions Affect

- Decision making
- Attention span
- Relationships
- Physical/mental health
- Creativity
- Innovation
- Performance
- Problem solving

Traditional Model





Self-Awareness

1. Understand what you're feeling; why you're feeling it; how it impacts your actions
2. Understand how others perceive & respond to you



Self-Management

Ability to manage your thoughts, emotions & behaviors in a conscious & productive way.



Social Awareness

1. Recognize the emotions of others
2. Understand dynamics around you
3. Practice empathy



Relationship Management

Ability to build valuable relationships with others.

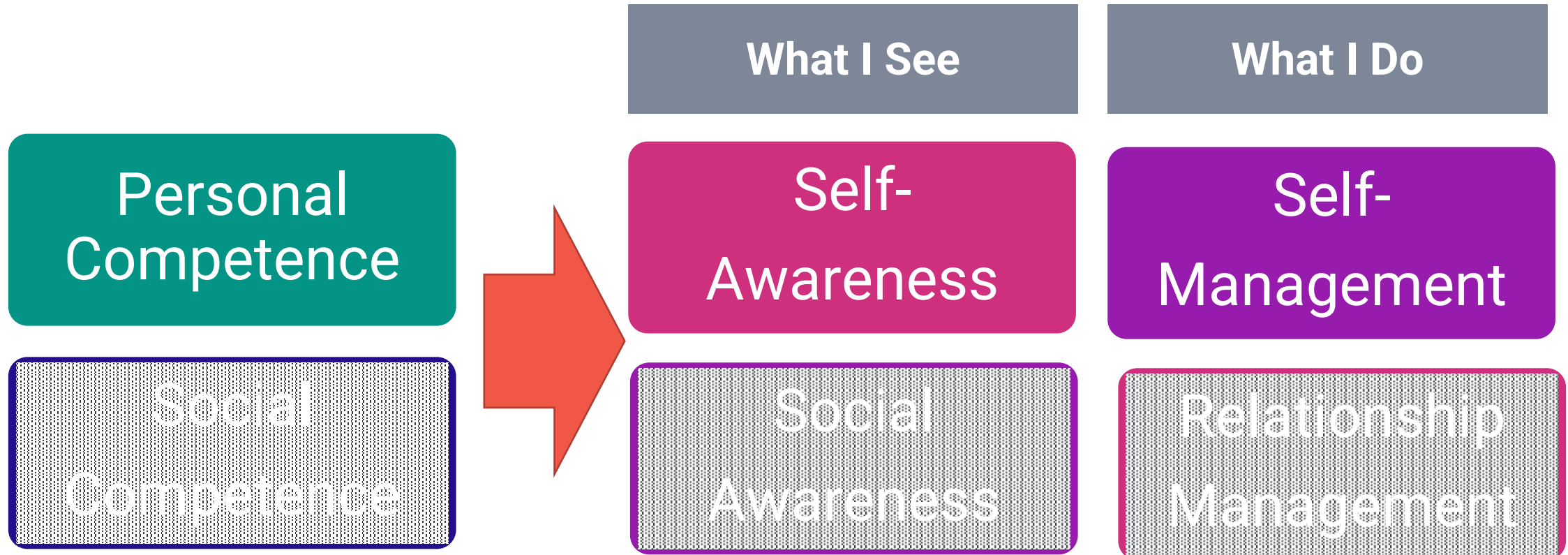
Emotional Intelligence on Teams

- Aware of individual values & how they impact the team
- Manage conflict vs. avoid conflict
- Understand their role & acknowledge their strengths & limitations
- See the value other people & teams bring to the organization
- Practice empathy & self-compassion

Emotional Intelligence on Teams

- See “failure” as feedback & strive to learn from it
- Team norm is to give & receive feedback
- Seek external viewpoints
- Lean toward curiosity & away from judgement
- See self-care as a business strategy

Increase Emotional Intelligence

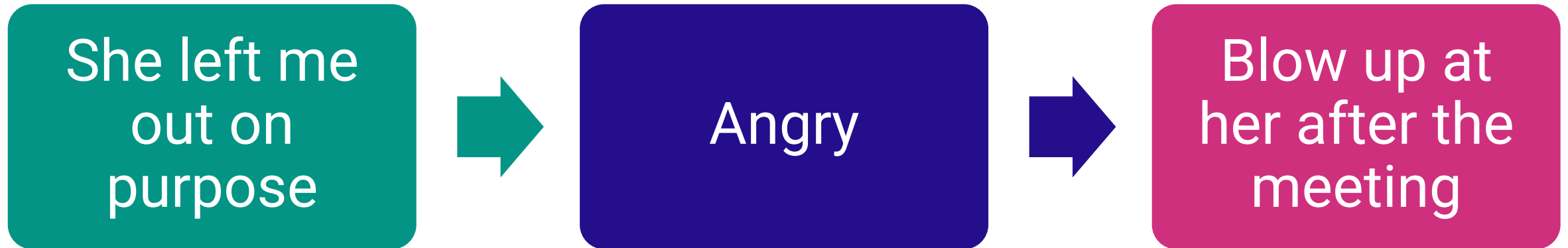


Think, Feel Do



Think, Feel, Do

Situation: Colleague downplayed my contributions on a project



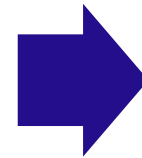
Think, Feel, Do

Situation: Colleague downplayed my contributions on a project

She leaned in
to her work
out of comfort



Disappointed



Calmly explain
that I felt left
out

Think, Feel Do Exercise

Anxious

Excited

Hurt

Sad

Belonging

Fear/Scared

Jealous

Shame

Blame

Frustrated

Joy

Surprised

Curious

Gratitude

Judgement

Vulnerability

Disappointed

Grief

Lonely

Worried

Disgust

Guilt

Love

Embarrassment

Happy

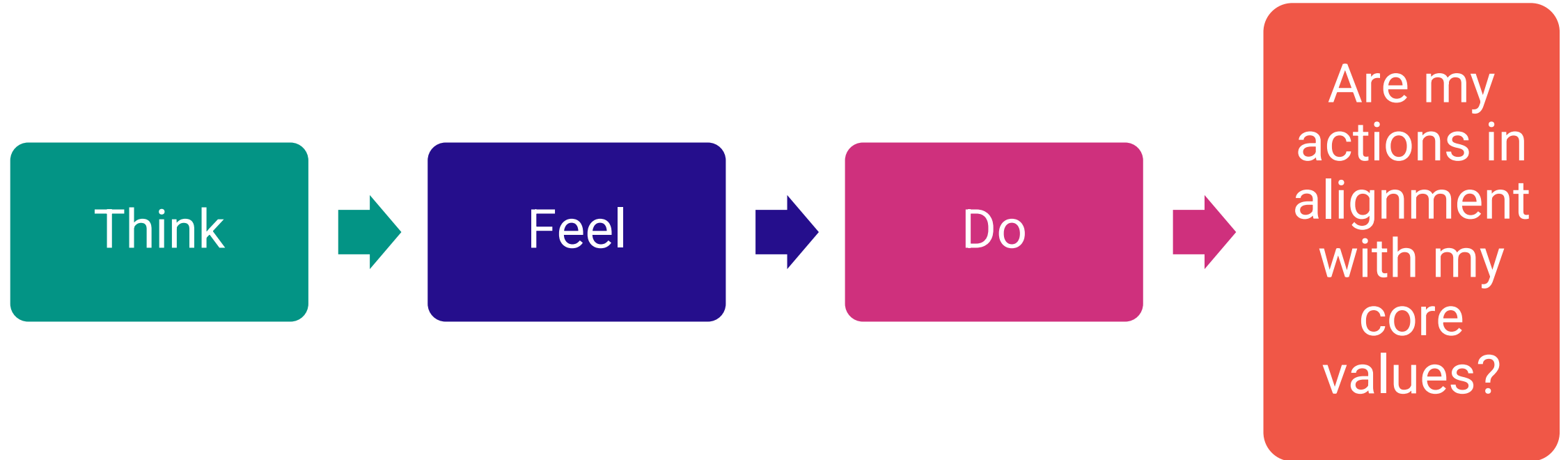
Overwhelmed

Empathy

Humiliation

Regret

Think, Feel Do ... Filter





What Are Core Values?

- Traits, qualities & guiding principles that guide your decision making & determine how you engage in life
- Represent your highest priorities & deepest beliefs
- Internal GPS system

Authenticity	Faith	Leadership	Respect
Adventure	Fame	Learning	Responsibility
Authority	Friendships	Love	Security
Balance	Fun	Loyalty	Self-Respect
Beauty	Growth	Meaningful Work	Service
Citizenship	Happiness	Openness	Stability
Community	Honesty	Optimism	Success
Competency	Humor	Peace	Status
Contribution	Influence	Pleasure	Trustworthiness
Creativity	Inner Harmony	Poise	Wealth
Curiosity	Justice	Popularity	Wisdom
Determination	Kindness	Recognition	
Fairness	Knowledge	Reputation	

LUNCH





Discussion

- What did you learn about yourself?
- Can you think of a time when a value felt violated by someone crossing a boundary?
- Can you think of a time when your values were honored in your work?

A photograph of three women sitting at a wooden table in a meeting. The woman on the left has curly hair and is wearing a dark top. The woman in the middle is wearing a blue polka-dot top. The woman on the right is wearing a dark blazer. They are all looking towards the left. A semi-transparent red banner is overlaid across the middle of the image, containing the text 'Advanced Communication' in white.

Advanced Communication

The Most Effective Communicators

- Flex their style & delivery
- Listen intuitively
- Masters the art of “difficult” conversations

Style & Delivery

- Style is what you say & how you say it
- Delivery is the vehicle/method through which you communicate

Communication Styles



Data-Driven
(Analytical)



Big-Picture
(Intuitive)



Process-Oriented
(Functional)



Relationship-Driven
(Relational)



Data-Driven

- Use data to support your message
- Avoid leaning on emotion
- Ensure your ideas are thought out
- Give time to think, respond & decide



Big-Picture

- Focus on high-level concepts
- Don't give too many details
- Use visuals
- Focus on strategy & results over process & tactics



Process-Oriented

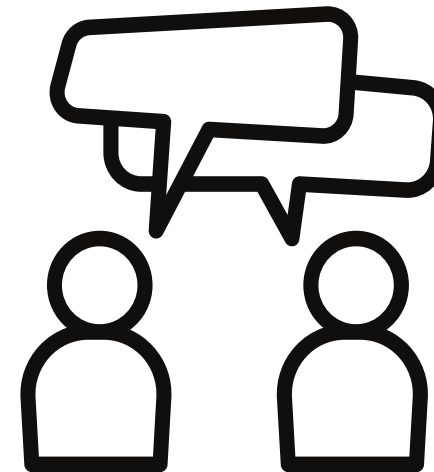
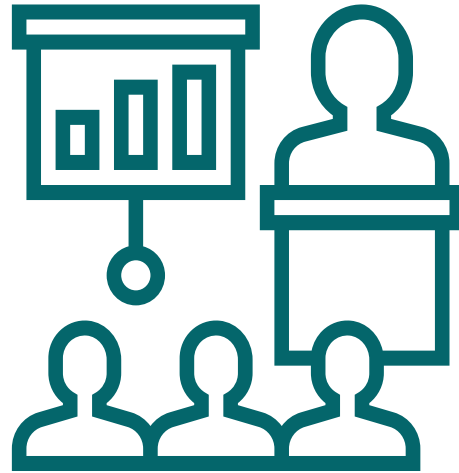
- Don't just tell them where you are going ... show them how you will get there
- Keep communication clear & orderly
- Lean on existing processes & practices



Relationship-Driven

- Connect, then communicate
- Communicate with authenticity
- Listen & remain open to input & consultation
- Exercise diplomacy

Communication Delivery



Written Words Have Energy

- Written communication often defaults to a negative tone
- Leaves much to interpretation
- Forgoes tone of voice, body language, facial expression
- Emojis aren't a replacement

Written Words Have Energy

I DIDN'T SAY YOU HAVE AN ATTITUDE PROBLEM.

I DIDN'T SAY YOU HAVE AN ATTITUDE PROBLEM.

I **DIDN'T** SAY YOU HAVE AN ATTITUDE PROBLEM.

I DIDN'T **SAY** YOU HAVE AN ATTITUDE PROBLEM.

I DIDN'T SAY **YOU** HAVE AN ATTITUDE PROBLEM.

I DIDN'T SAY YOU HAVE AN **ATTITUDE** PROBLEM.

I DIDN'T SAY YOU HAVE AN ATTITUDE **PROBLEM**.

Consider

- What is your preferred style & delivery method?
- What are the styles & methods of your colleagues?
- How & when can you flex your style to connect, communicate & collaborate better?



**It's ironic
that the most
important part
of communication
is the part:**

- 1. We use the least**
- 2. Are the worst at**

Levels Of Listening

- 3 **Intuitive listening** - listening for real message
- 2 **Objective listening** – listening; not connecting
- 1 **Subjective listening** – my agenda / my needs
- 0 **Intrusive listening** - interrupting
- 1 **Not listening** – [looks at phone]



Skill:

Acknowledging & Validating

- Acknowledging shows you are listening
- Validating honors everyone's right to feel (emotionally) what they feel
- It **isn't** agreeing with the person

Components of A&V

Acknowledge

- Let me see if I'm understanding ...
- In other words ...
- It sounds like ...
- Based on what you shared ...

Validate

- Its understandable to feel that way because ...
- I know ___ is important to you. So, it makes sense you feel ___.

Excercise

- Partner up
- Each person will take two minutes to talk
- Listener doesn't interrupt (focus on what is being said & any emotions that are shared)
- Listener acknowledge & validates

A wooden speech bubble graphic with a light-colored wood grain texture, set against a background of a light-colored brick wall. The bubble has a white interior and a pointed tail at the bottom. The text is centered within the bubble.

Difficult Conversations
in the workplace ...

... 70-80% of us **aren't** having
them.



Interpretations

Judge intent

Don't share emotions

Never think we are the problem

Want to be right

Winners & losers

Struggle to separate the person from the issue

See each other on opposite sides of the table





Success Based On

- Your preparation
- How you start the conversation
- Your ability to listen
- Your willingness to sit on the same side of the table

Before Your Conversation

- **Consider** – is this my battle & is today the day
- **Identify your goals** – what do you want as a result
- **Clear your thoughts** – what do you think/what do you need to think
- **Feel your feelings** – how do you feel/how do you want to feel
- **Commit to action** – what action will you take during/after conversation
- **Practice** – considering all sides of the conversation



The 3-Part Start

1. Signal the conversation
2. Plant a seed of success
3. Give the person a chance to opt-in



The 3-Part Start

1. I'd like to talk with you about _____.
(signal)
2. This is an important conversation, and I think it will end well. (seed)
3. Are you open to that? (opt-in)



Be Direct

- When ____ happened I felt...
- It made me think ...
- I really want ...
- What are your thoughts?

Press Pause

A woman with long brown hair, wearing a white button-down shirt, is pointing her right index finger towards a semi-transparent grey circular button. The button has the word "PAUSE" written in bold, black, uppercase letters in the center. The background is a solid red rectangle.

PAUSE

- Let them process & speak
- Practice intuitive listening
- Practice acknowledging & validating
- Seek to understand



Forward Movement

- Don't get stuck in debate
- Move to resolution
- From the same side of the table
- Take a break if needed

Word Choice Matters

Unhelpful

- That's not true.
- I don't get it/you.
- That doesn't matter.
- You need to get over it.
- [ignoring, rushing, interrupting]

Helpful

- I understand your perspective.
- Will you help me understand?
- That sounds important to you.
- How can we move forward together?
- I hear you. Will you tell me more?

The image is a collage of business meeting scenes. The top half shows a group of people around a wooden table with papers, a tablet displaying charts, and coffee cups. The bottom half shows a person pointing at a laptop screen while others look on. A central red overlay contains the text 'Intentional Collaboration'.

Intentional Collaboration

We Think Collaboration Is ...

... The act of 2 or more people
working together to reach a goal.

So, We Initiate Collaboration ...

... By saying some form of,
“Y’all get together and work on this.”

And, We Wonder Why It Becomes ...

... A confusing, frustrating process
of wasted time, energy, & money
that rarely feels worth the effort.

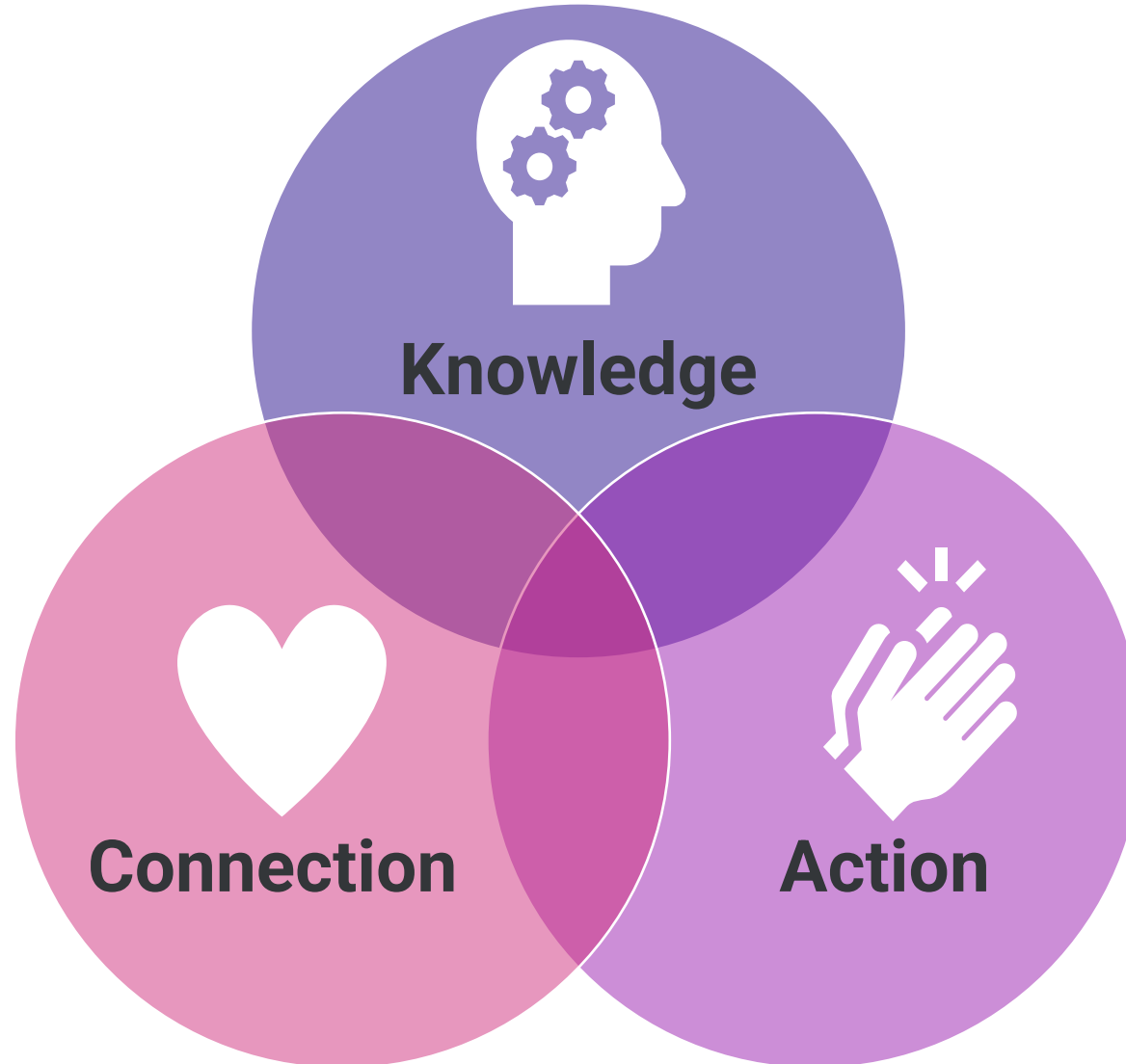
Here's Why

- We treat collaboration as an organic effort
- We over-invest in tools & technology & under-invest in a culture of collaboration with clear rules of engagement & team norms
- Leaders who ask for collaboration aren't skilled themselves

When You Collaborate

- **What & Why:** Understanding of what you are doing & why it is important
- **Who:** Agreement on your role, my role & our role
- **When:** Established timelines
- **How:** Agreement on how the team will hold each other accountable
- **Where:** A pre-selected place & time to celebrate a job well done & review lessons learned

Collaborate With Your Head, Heart & Hands



When You Collaborate With Your Head

Tend To

- Think strategically/overall project
- Look for common solutions
- Connector of ideas & opportunities
- Willing to adapt

Vs.

- Focus only on personal tasks
- Defend self/team interests
- Siloed & inner-focused
- Stuck in old patterns/processes

When You Collaborate With Your Heart

Tend To

- Proactively transparent
- Listen to understand
- Give & expect trust/respect
- View people as assets

Vs.

- Truthful when asked
- Listen to talk (or not at all)
- Expect without giving
- View people as obstacles/vehicles

When You Collaborate With Your Hands

Tend To

- Share responsibility
- Generate solutions
- Understand where role starts/stops

Vs.

- Dodge responsibility
- Generate judgment & problems
- Get into other people's/team's lanes

Emotionally Intelligent Collaboration

Our project was on time, under budget & well-received by the board.

And ...

My colleagues:

- Were frustrated & anxious
- Often confused about status due to lack of communication
- Felt unheard & unvalued
- Not invited into the process

An aerial photograph of a boat's wake in the ocean, showing a long, narrow trail of white foam and churning water extending from the foreground towards the horizon. The water is a deep blue color. The entire image is framed by a white, hand-drawn style border.

Minding Your Emotional Wake

How people feel after interacting with you



Happy

Concerned

Frustrated

Valued

Overwhelmed

Angry

Belittled

Confused

Motivated

Comfortable

Energized

Trusting

How To Mind Your Wake

- **Manage your thoughts** – how might your thoughts impact your wake?
- **Notice your emotions** – emotions are contagious. Do you want the team to catch yours?
- **Set an intention** – what do you want to get from this interaction? What do you want to give it it?

Minding Your Wake

“I care about the impact I have on you.”

Improve Team Collaboration

- Diverse, equitable & inclusive
- Clear roles & responsibilities – based on skills, interests & needs
- Everyone understands the rules of engagement & the norms on the team
- Clear way to manage conflict & hold each other accountable

Improve Team Collaboration

- Fewer (but better managed & higher quality) meetings
- Processes & tools that help vs. hinder
- Safety to try, learn & fail

Simple Collaboration Evaluation

Work product

- What worked?
- What didn't work?
- What will we do differently?

Team Dynamic

- What worked?
- What didn't work?
- What will we do differently?



Put The 'I' Back In Team:
7-day plan for a stronger team

Days 1 - 3

1. Consider (& mind) your emotional wake
2. Connect: reach out to someone 'off limits'
3. Mix up how you communicate; ask people their preference

Days 4-7

4. Practice Think, Do, Feel model
5. Start BRAVING to build more trust
6. Practice intuitive listening
7. Show up for calls, meetings & projects using your head, heart & hands



Let's Stay In Touch



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CauseCollaboration.com

Thank You!

Executive / Leadership / Team Coaching

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Keynotes / Workshops / Facilitation / Training