

# Communicating in Teams to Build Employee Engagement

**IABC World Conference**

Best of Show Webinar

September 20, 2016



International Association  
of Business Communicators



# TEAM CLOCK<sup>®</sup> INSTITUTE



1983 A.L. Western Division Champions



# Teams: the greatest test of communication

Growing up, most of our education is skewed toward individual success.

Set goals

Take initiative

Budget time

Work hard



We assume the same rubric will lead to success in team settings.

*strong individual performance + respect for others = teamwork.*

**Most often, struggle follows.**





Team communication requires more than  
individual talent and kindness.

*Exchange*

*Sacrifice*

*Generosity*

*Compromise*

*Delay of gratification*

*Listening*

*Unselfishness*

*Sharing*

*Collaboration*

*Coordination*

*Negotiation*

*Interdependence*

These are interactional competencies



# Forming, Storming, Norming, Performing?

Teams are messy.

Conflict is unavoidable.

It only takes a couple of actively disengaged teammates to start a mutiny.



WINSTON  
& STRAWN  
LLP

**“[Team Clock] made me think hard - really hard - about what it means to join or lead a group of people.”**

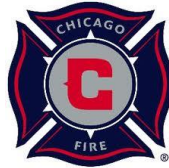
Seth Godin, Bestselling Author, *Tribes*



**“A simple, direct and powerful resource for engaging and leading teams in the new economy.”**

Michael Foster, Chairman and CEO, Human Capital Institute

**UIC COLLEGE OF MEDICINE**



**Selden Fox, LTD.**  
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**“Team Clock is full of applications for every kind of group, from business teams to families.”**

Professor Julie Hennessey, Kellogg Graduate School of Management, Northwestern University



**WIPFLi** LLP  
CPAs and Consultants



**Your Peer Group**



# Leave this webinar prepared to take action to:

## Anchor Workplace Culture

Establish team communication norms.

## Elevate Discovery and Innovation

Use trust as a platform for creativity and exploration.

## Manage Change with Resilience

Embrace change to build employee engagement.



# Healthy Teams are Always Evolving

## Moving good to great, great to greater

Take excellence to the next level.

## Diagnosing problems and opportunities

Determine what drives performance.

## Embracing change management

Own stewardship for healthy transitions.

## Mitigating dysfunction

Don't let broken things stay broken.



# How much sickness is normal in a healthy organization?



# The Three Types of Employees

1

**ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

**NOT-ENGAGED** employees are essentially “checked out.” They’re sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

**ACTIVELY DISENGAGED** employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

## National Norms

(Do the math for your own organization)

**30% of employees are  
*engaged***

**50% are *not-engaged***

**20% are *actively  
disengaged***

Source: Gallup Business Journal





# Think about the players on your team.

Who are your 1s, 2s, and 3s?

1. Engaged
2. Not Engaged
3. Actively Disengaged

What actions might fuel the “engaged”, motivate the “not-engaged,” and propel the “actively disengaged” into engagement?



# What's your team history – past and present?

## Healthy Teams

clear norms and goals

conflict invited & addressed

mutual trust

sense of inclusion

willingness to take risks

resilience during adversity

## Unhealthy Teams

lack of direction

conflict avoided, not discussed

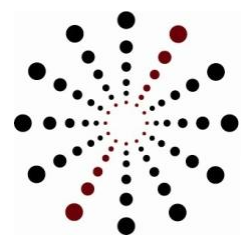
lack of accountability

people feel excluded

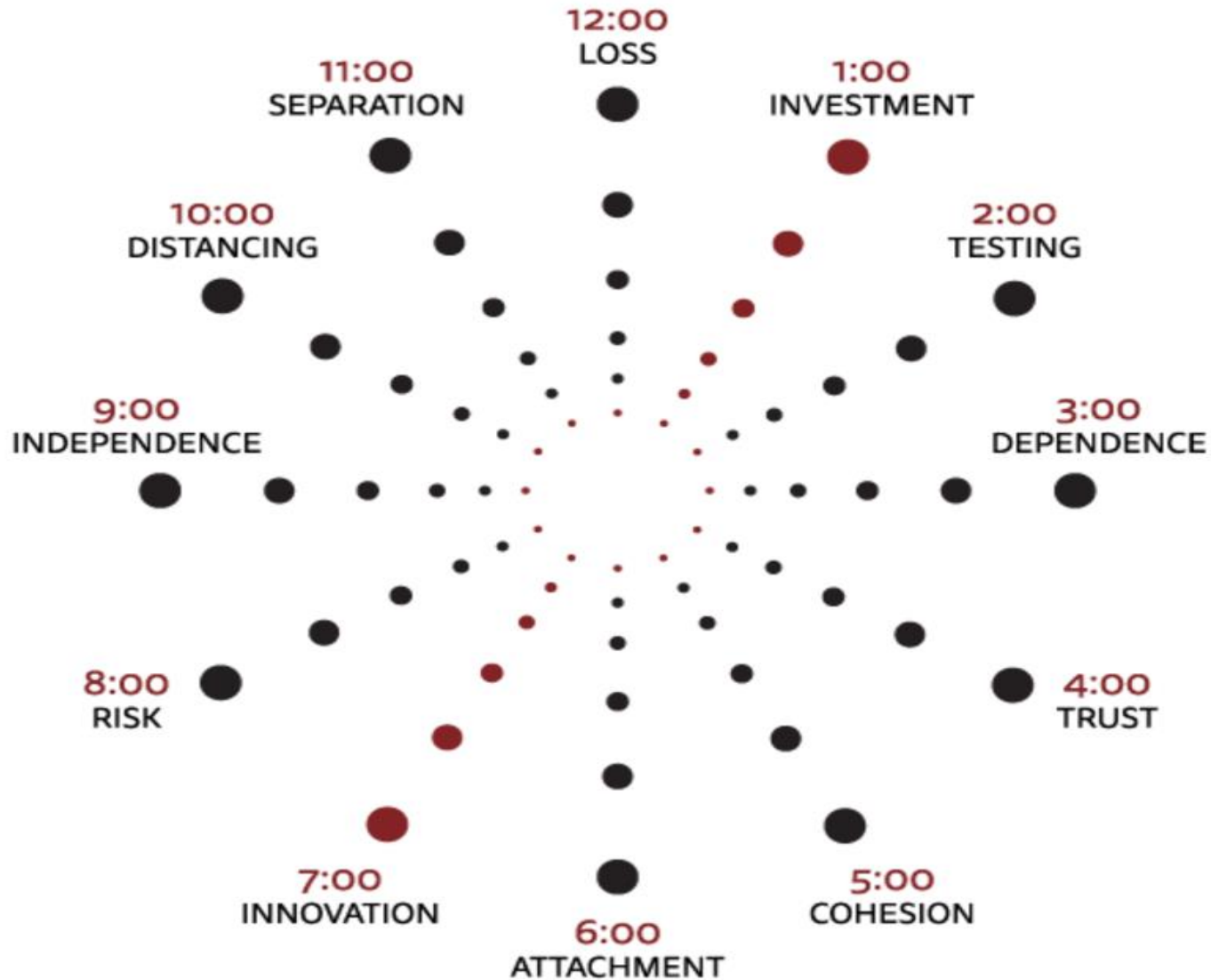
cautious adherence to the status quo

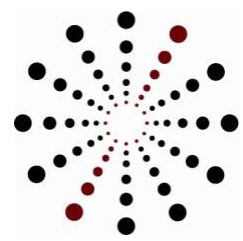
resistance to change



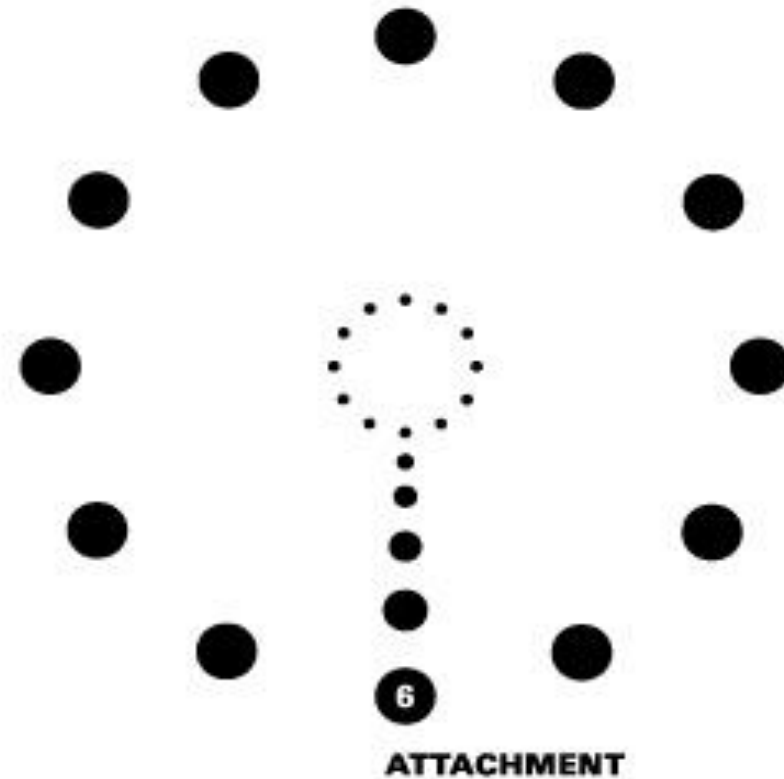


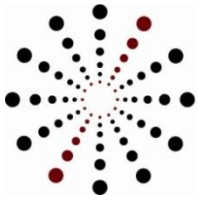
# The Team Clock



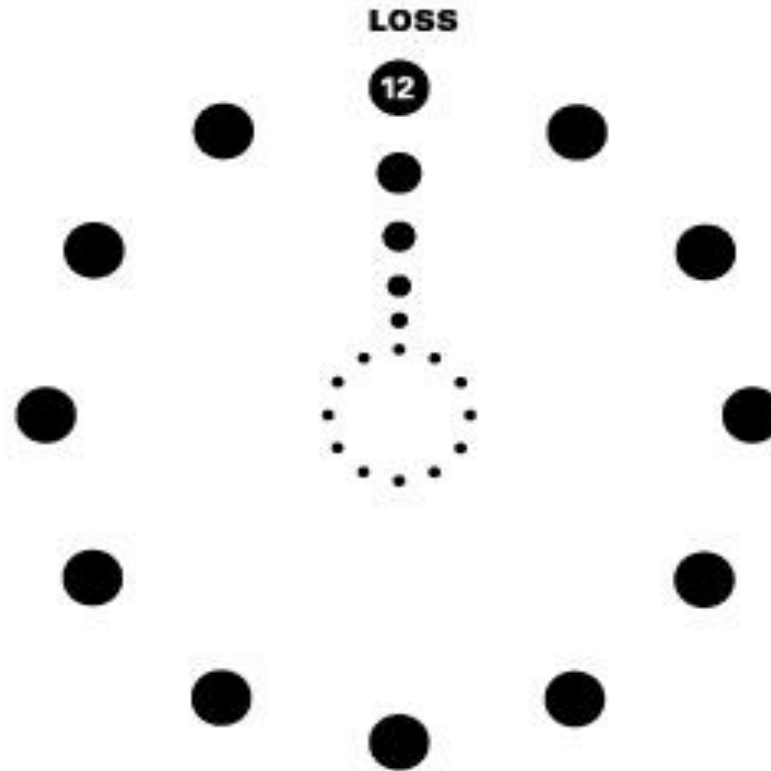


# 6:00 Attachment





# 12:00 Loss

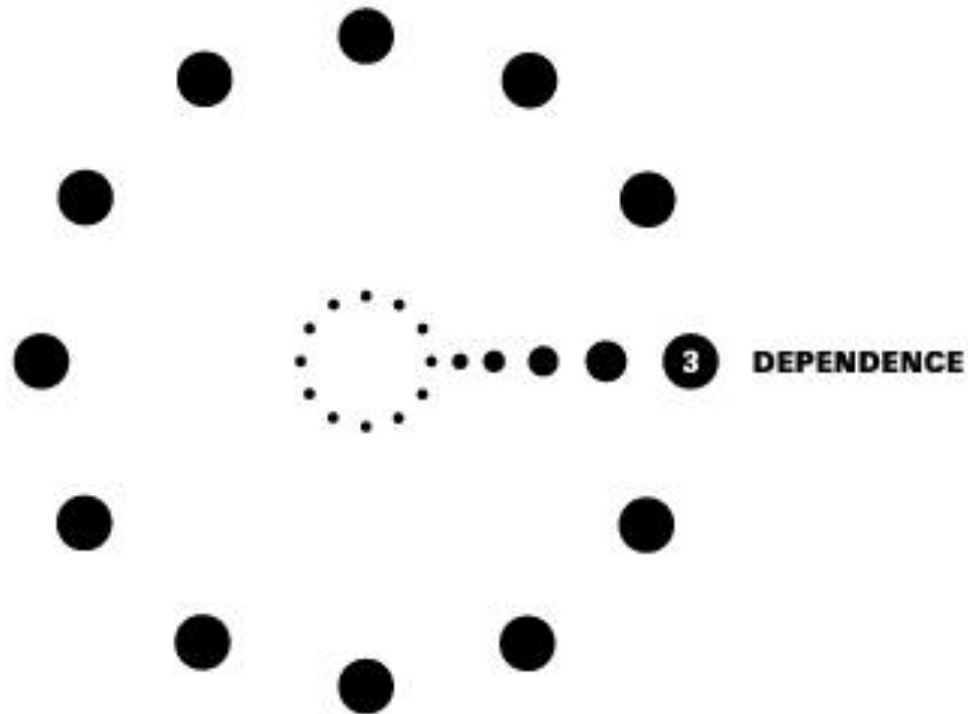




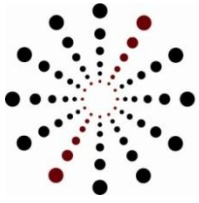
The greater the attachment, the greater the loss.



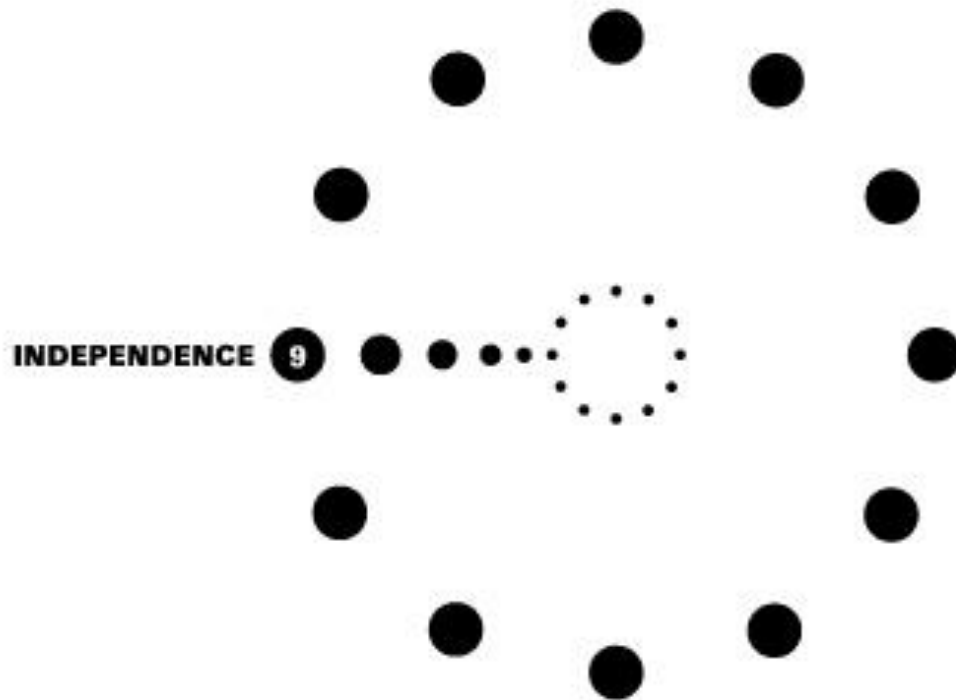
# 3:00 Dependence

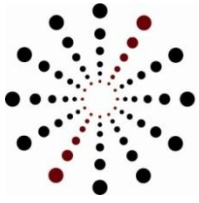




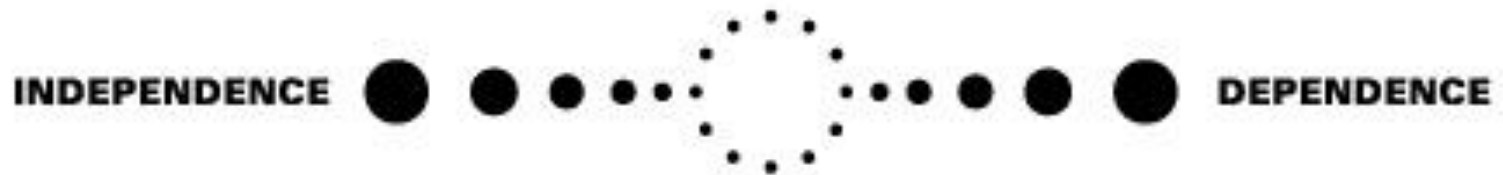


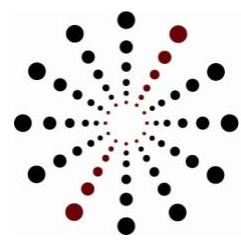
# 9:00 Independence



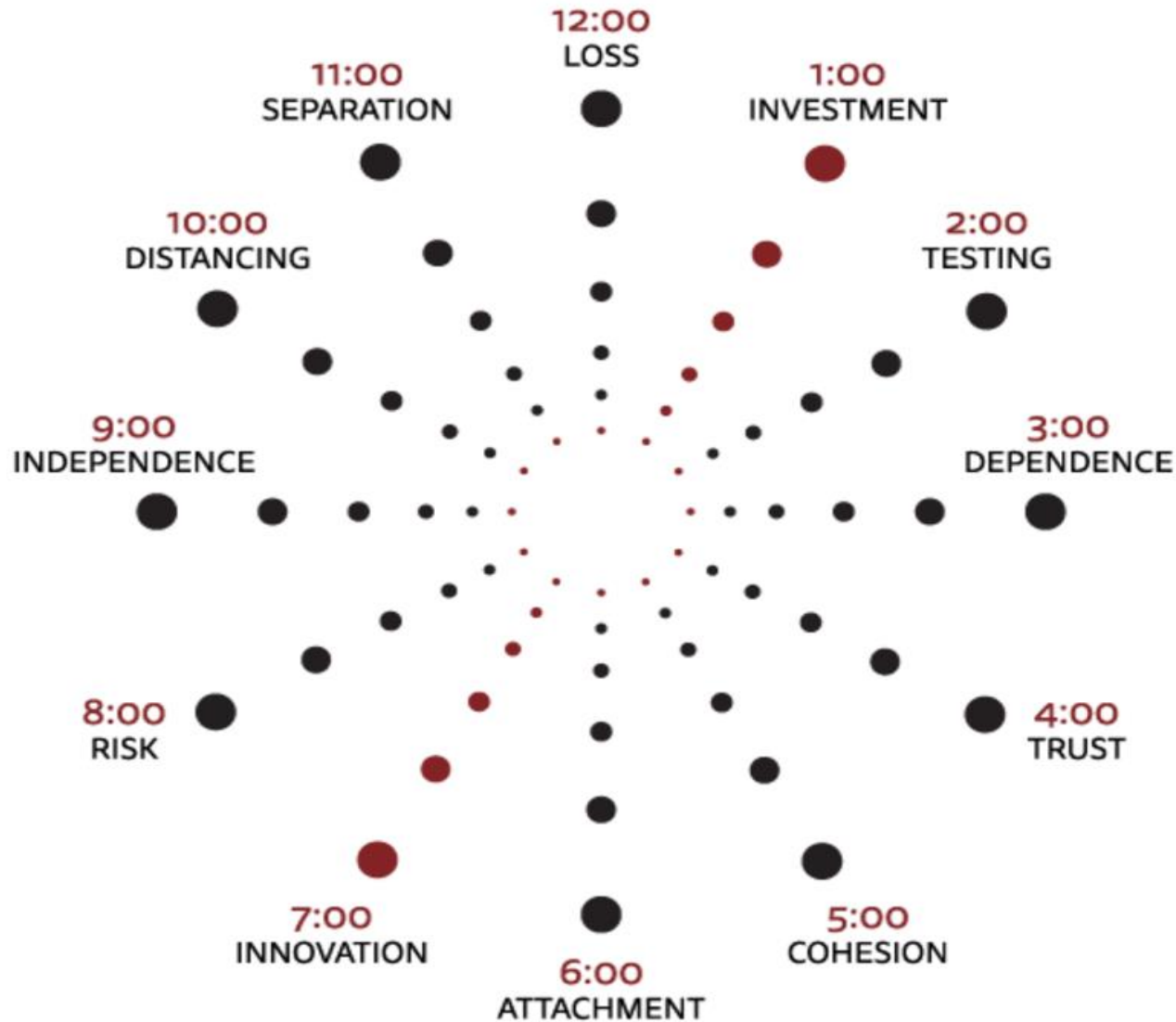


The greater the foundation of dependence, the stronger the support for independence





# A quick walk around The Team Clock





# The Simplified Team Clock

- Mourning
- Refocusing

- Risk
- Leveraging differences



- Norms
- Alignment
- Conflict

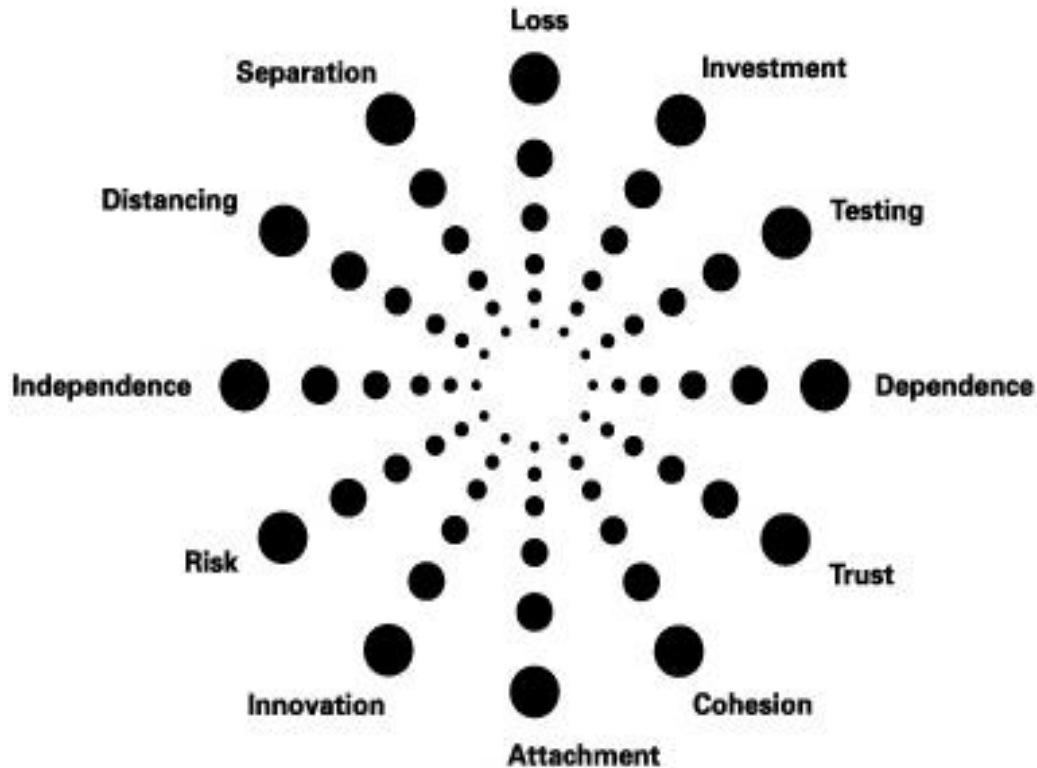
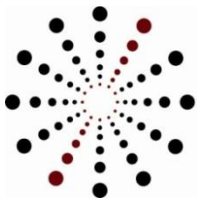
- Personal Connection
- Respect
- Accountability



Team Clock Principle #1:

The cyclical pattern is a natural and ongoing part of all relationships.





## Team Clock Principle #2:

Each stage of the clock is functionally necessary to support the stage opposite to it on the clock.



# Where is your team on the Team Clock?

## Assessment Action Planning Tool



The Simplified Team Clock



1. Where is my team currently on the Team Clock?
2. Why are we in this phase of the Team Clock cycle?
3. What actions would best support our transition moving forward?

# Case Study

Rebooting team investment to empower engagement and enable innovation





# TEAM CLOCK<sup>®</sup>

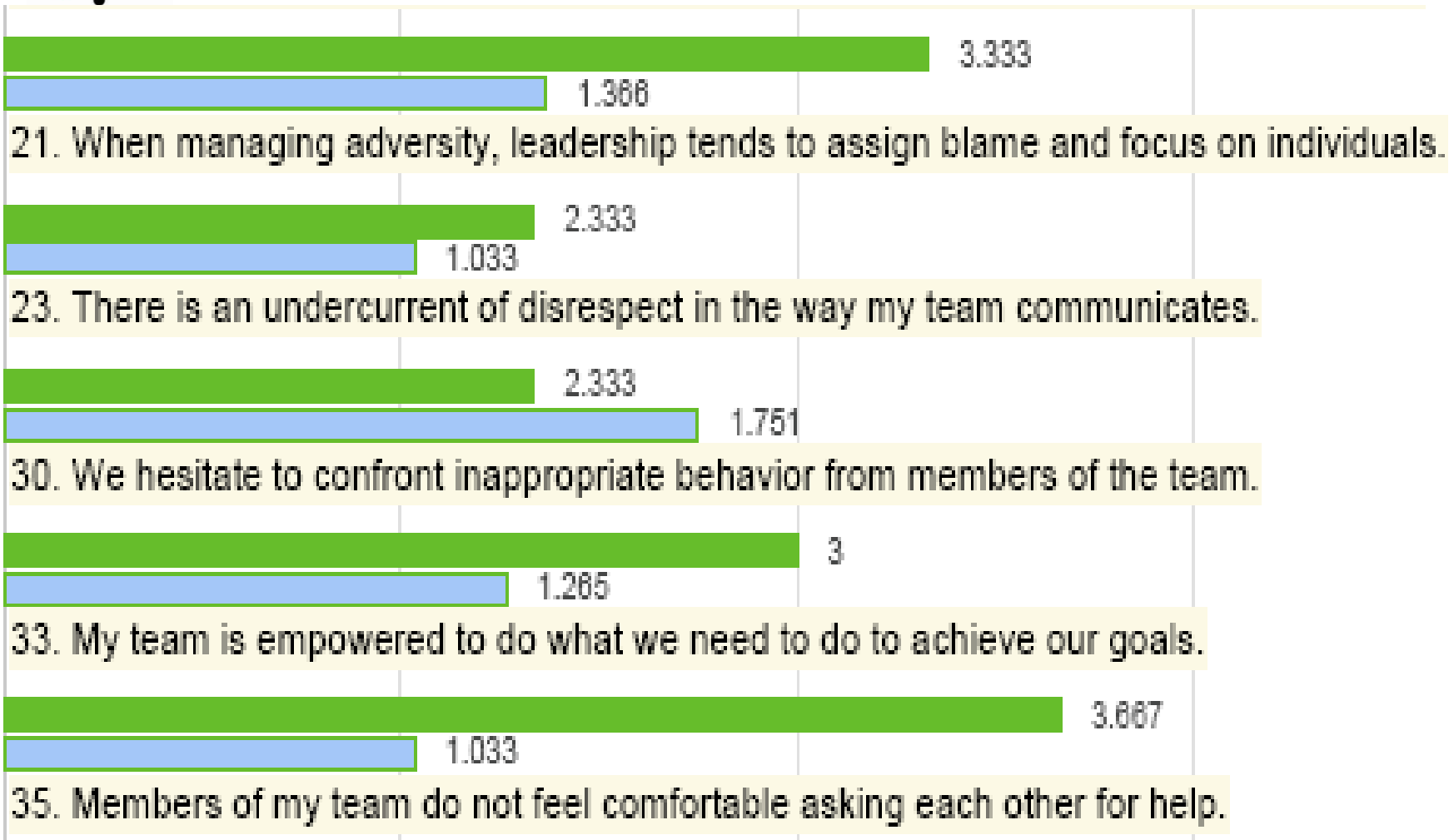
## ONLINE ASSESSMENT

*“Instant insights to propel your team.”*

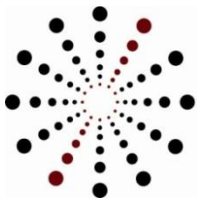




# Targeted Diagnosis







## Strength themes

### Connection\*

We have trusted colleagues within the department.

### Collaboration

We are comfortable asking each other for help.

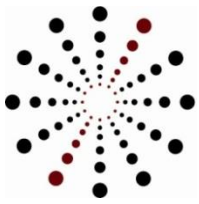
### Adaptability

We are able to refocus and move forward following a significant change.

### Problem-solving

We have sufficient time and resources to support innovation.

*\*two teammates commiserating vs. full team trust (high mean, high standard deviation)*



# Vulnerability themes

## **Low appetite for innovation\***

Common ground is more comfortable than difference in perspectives.

## **Lack of engagement with mission/vision/values**

New leadership and talent turnover has resulted in team factions.

## **Inconsistent accountability/communication**

Our words and behaviors are not true to our mission and values.

## **Unclear roles/boundaries**

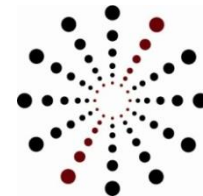
It's difficult to define what is negotiable vs. non-negotiable.

*\*Hesitant to take risks. Unsure about trust/safety on the team (low mean, low standard deviation).*

# ANCHORING TEAM ENGAGEMENT

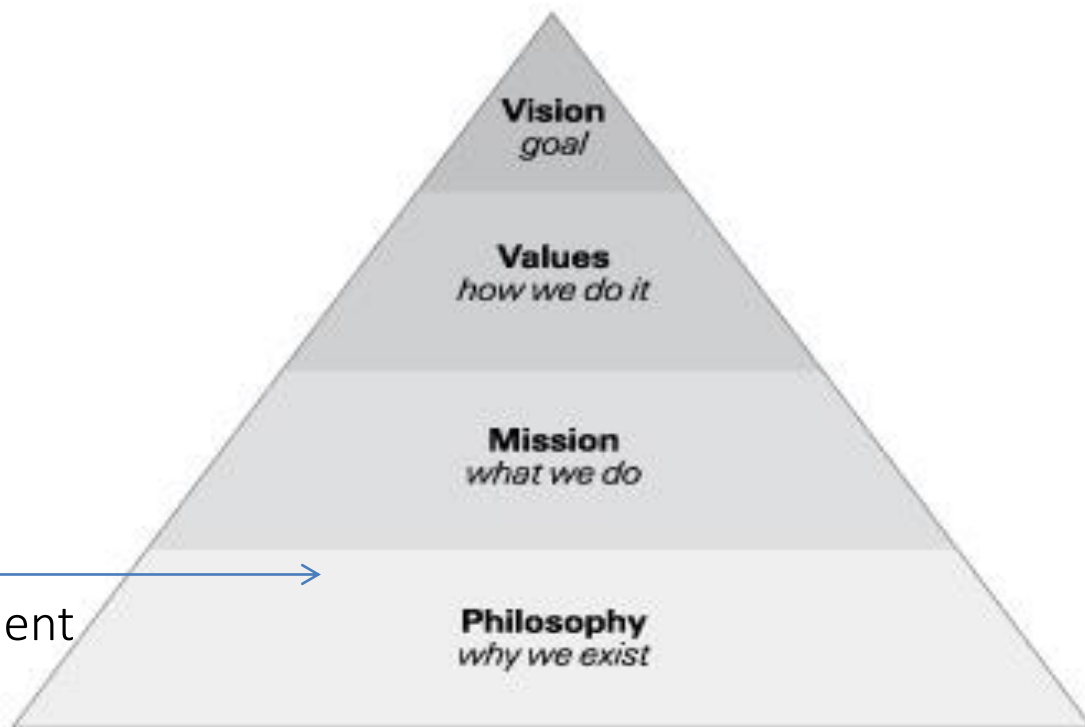
Restate mission to support  
collaboration, integration, and exploration.

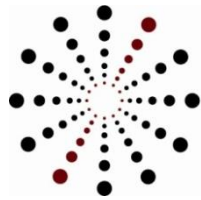




Philosophy  
Why we exist

We have an uncompromising  
commitment to excellence in patient  
service, research, and education.

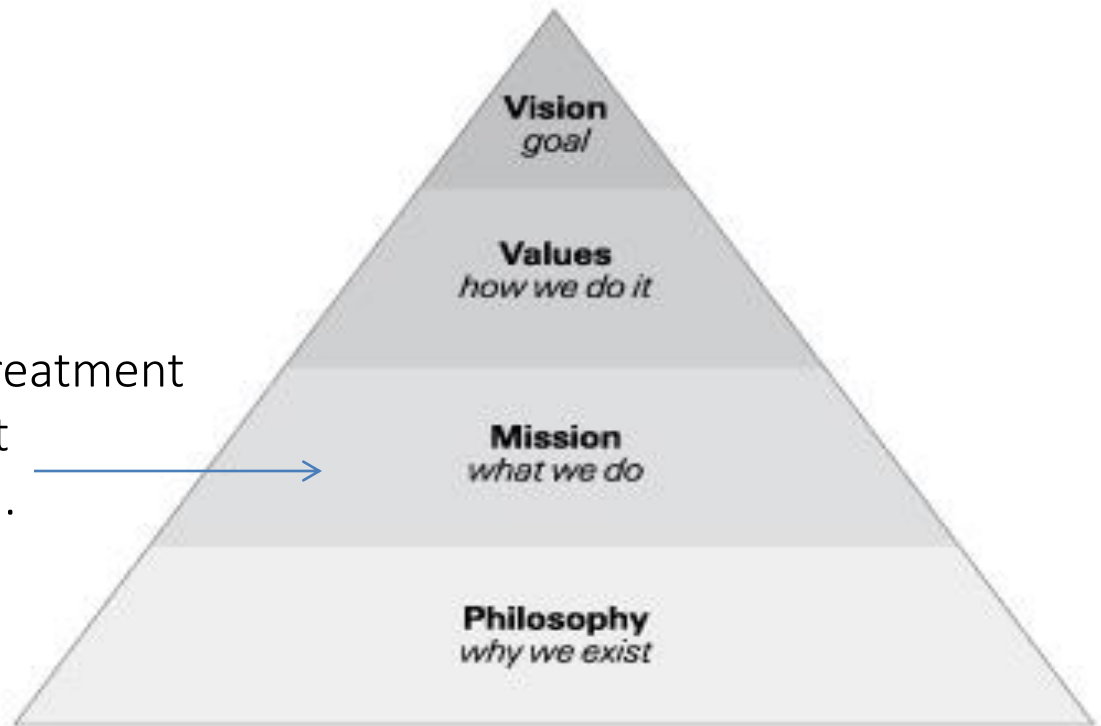


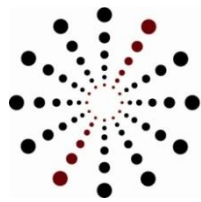


Mission

What we do

We advance the diagnosis and treatment of diseases and educate the next generation of leaders in the field.

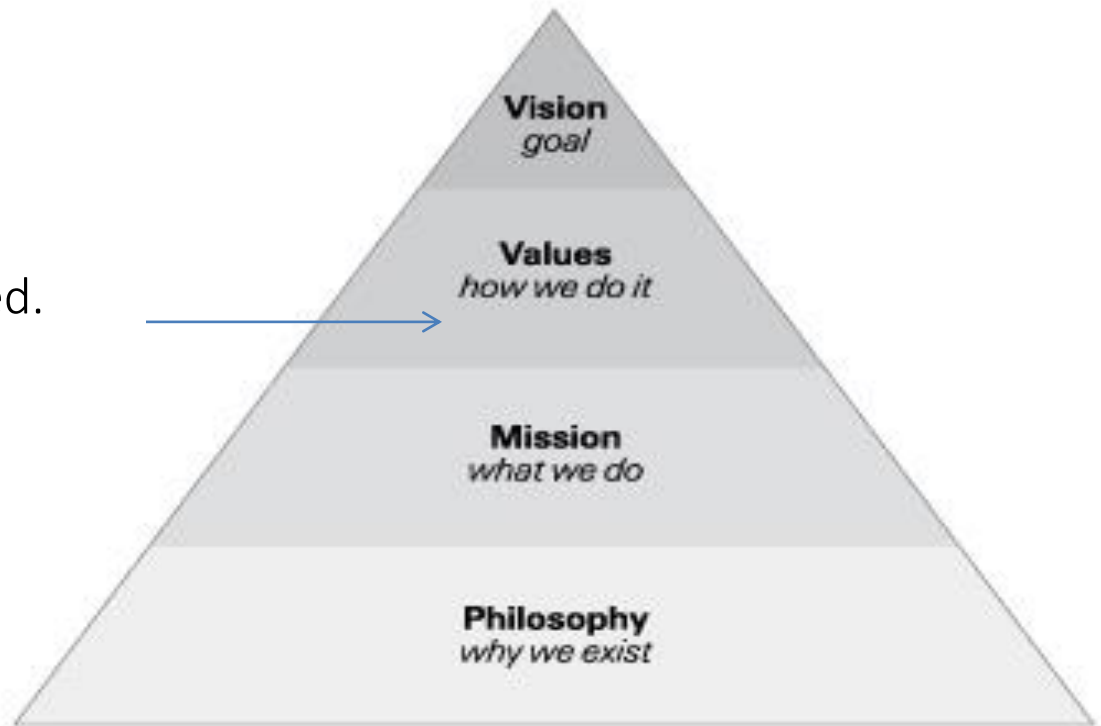




Values

How we do it

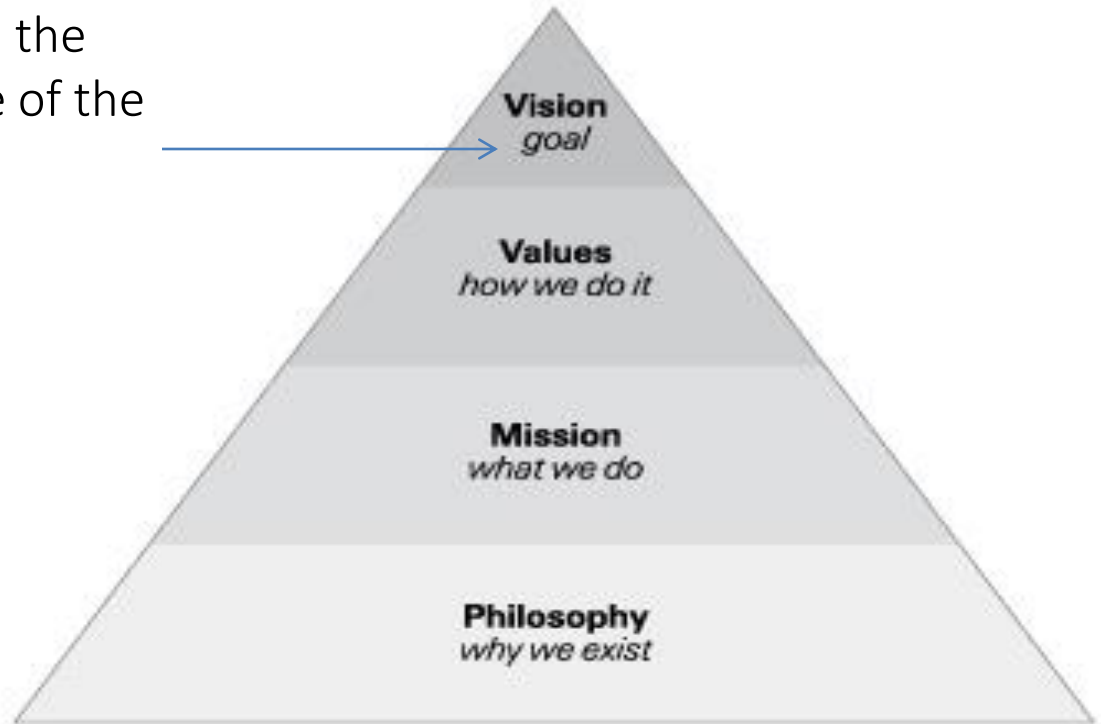
Our approach to clinical care is collaborative and patient-centered.



Vision  
Our goal

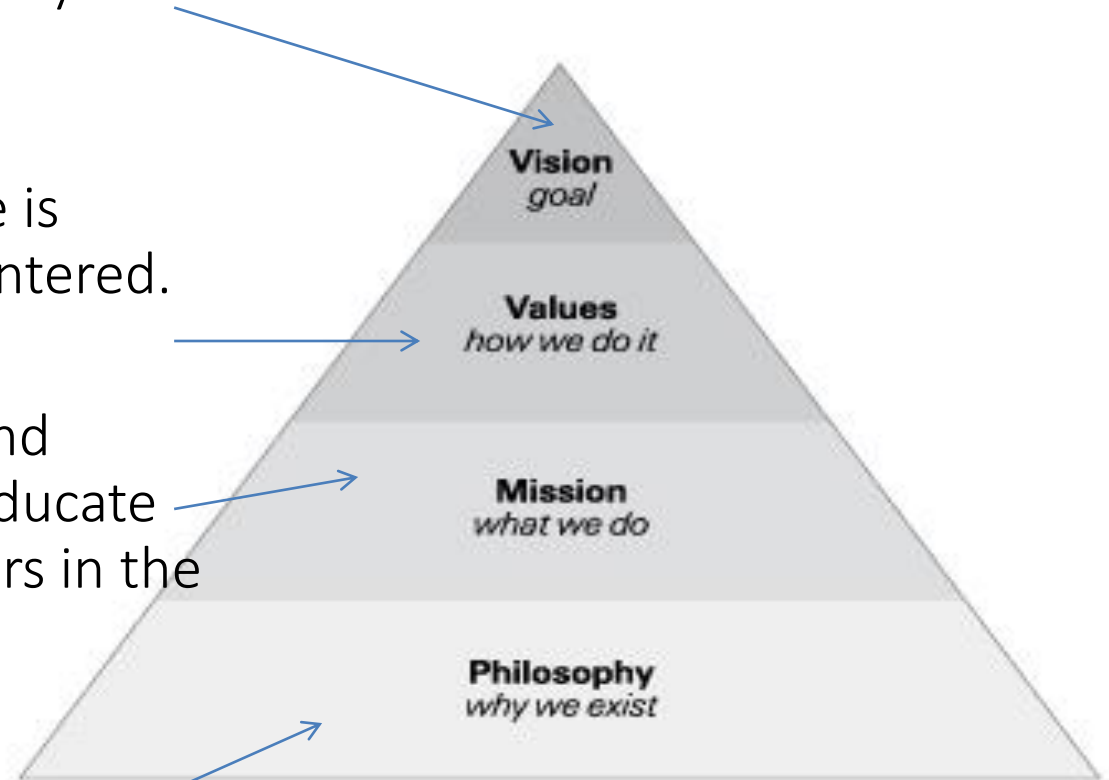


Enable a transformative impact on the health, wellness, and quality of life of the population.





# THE VISION PYRAMID



Enable a transformative impact on the health, wellness, and quality of life of the population.

Our approach to clinical care is collaborative and patient-centered.

We advance the diagnosis and treatment of diseases and educate the next generation of leaders in the field.

We have an uncompromising commitment to excellence in patient service, research, and education.



# What happened next?

Everyone committed to accountability and we got back to work.



## Strategic Plan Worksheet

### Broad Goal

Vision: Leverage the highest quality academic research and discovery to enable a transformative impact on the health, wellness, and quality of life of the population.

### Key Domain Strategies

Patient Care and Clinical Delivery	Interdisciplinary Integration and Collaboration	Marketing and Visibility of Departmental Excellence	Business Growth	Research and Discovery	Education, Mentoring, and Training	Recruitment and Succession
The patient is at the center of everything we do. We need to foster excellence in clinical service. As a department, one of our strengths is that we tend to see things similarly about what is good practice.	Success requires a collaborative attitude. It is our goal to better integrate internally for better external results.	It is challenging to have departmental excellence elevated when being error-free is what keeps you off the radar. How do we showcase the good work we do?	We can't just survive. We need to thrive and grow. This will best happen via revenue production not cost cutting.	Harness a unique group of people with diverse methodology to create an integrated program of discovery that supports the understanding, prevention, and detection of disease.	There have been great improvements in education. Teaching millennial students has new challenges as younger learners want more individualized experiences and home-based flexibility.	Department wide, we enjoy strong leadership, excellent established faculty, and impressive talent in our younger faculty. Our job is to recognize talent, foster it, and work ourselves out of a job as we develop the next generation of physicians..



## Teams that excel have important features in common:

- ✓ They invest in a common vision.
- ✓ They value differences as strengths.
- ✓ They use respectful management of conflict to build trust.
- ✓ They take smart risks to innovate.
- ✓ They adapt to the change and reinvest in the new circumstances.
- ✓ They hold themselves accountable for healthy team structure and productive interactional dynamics.

# *Taking Action to Build Employee Engagement*

## **Nimble Adaptation to Change**

- Acknowledging the value of change
- Maintaining poise during adversity
- Appropriately mourn and refocus on next opportunity.

## **Investing in Healthy Infrastructure**

- Anchoring healthy norms
- Aligning differences, goals and vision
- Sponsoring constructive conflict



## **Innovating through Smart Risk-Taking**

- Discovering best practices
- Daring new ideas
- Leveraging the value of differences

## **Endorsing an Inter-personal Dynamic that Builds Trust**

- Modeling respect/professionalism
- Accountability to norms and vision
- Inviting teamwork & collaboration



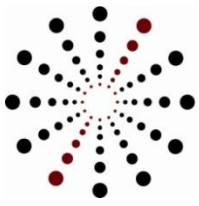
# Employee Engagement Call to Action

## Investment Infrastructure



- ✓ Build a foundation of norms, roles, and responsibilities
- ✓ Secure alignment with mission/values/vision
- ✓ Sponsor constructive conflict

*Improvement in these domains anchors a culture that supports common goals and values differences.*



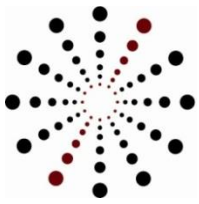
# Employee Engagement Call to Action

## Trust and Interactional Dynamics



- ✓ Support personal connection
- ✓ Practice respect and professionalism
- ✓ Model accountability

*Improvement in these domains empowers safety, engagement, and collaboration.*



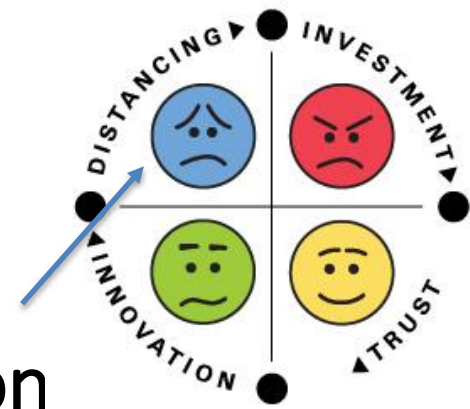
# Employee Engagement Call to Action

## Innovation and Team Effectiveness



- ✓ Leverage differences to create change
- ✓ Take smart risks to grow

*Improvement in these domains enables creativity and exploration.*



# Employee Engagement Call to Action

## Distancing to Enable Resilience and Growth

- ✓ Allow appropriate mourning/regrouping/refueling
- ✓ Refocus on new circumstances and opportunities

*Improvement in these domains strengthens flexibility and adaptation to change. It opens the window to re-engage.*



# Four Steps to Build Employee Engagement

## 1. Assess your team

Identify strengths, vulnerabilities in key communication domains.



## 2. Address key vulnerabilities in triage order

Mission alignment? Conflict? Trust? Innovation? Change management?

## 3. Empower Accountability

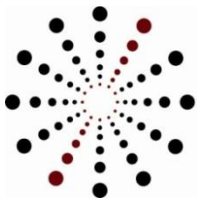
Ensure that words and actions are true to the team culture and goals.



## 4. Repeat

All living entities evolve in cycles. Make sure yours stay healthy!





# Resources

"Short, punchy and powerful!"

—Seth Godin Author, *Tribes*

**TEAM**  
A Guide to  
Breakthrough  
Teams **CL** **CK**<sup>TM</sup>

**Steve Ritter**



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ONLINE ASSESSMENT

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THE TEAM MANUAL

*"The 10 Common Solutions to  
All Team Challenges"*



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