

Communicating in Teams to Build Employee Engagement

IABC World Conference

Best of Show Webinar

September 20, 2016



International Association
of Business Communicators

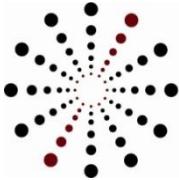


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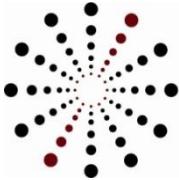


Teams: the greatest test of communication

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

- Set goals
- Take initiative
- Budget time
- Work hard



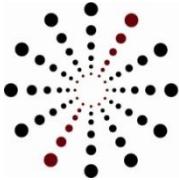


We assume the same rubric will lead to success in team settings.

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

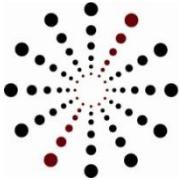
These are interactional competencies



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Forming, Storming, Norming, Performing?

Teams are messy.

Conflict is unavoidable.

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



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“[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

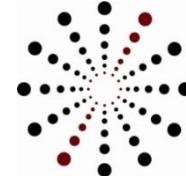


“[Team Clock] made me think hard - really hard - about what it means to join or lead a group of people.”

Seth Godin, Bestselling Author, *Tribes*



Your Peer Group



“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



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.



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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.

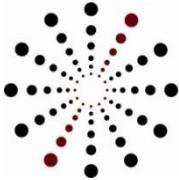
Embracing change management

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*

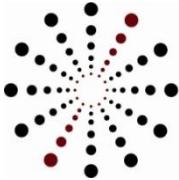
Source: Gallup Business Journal



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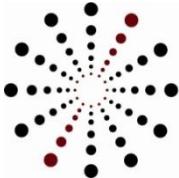
Think about the players on your team.

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

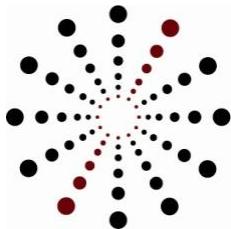
conflict avoided, not discussed

lack of accountability

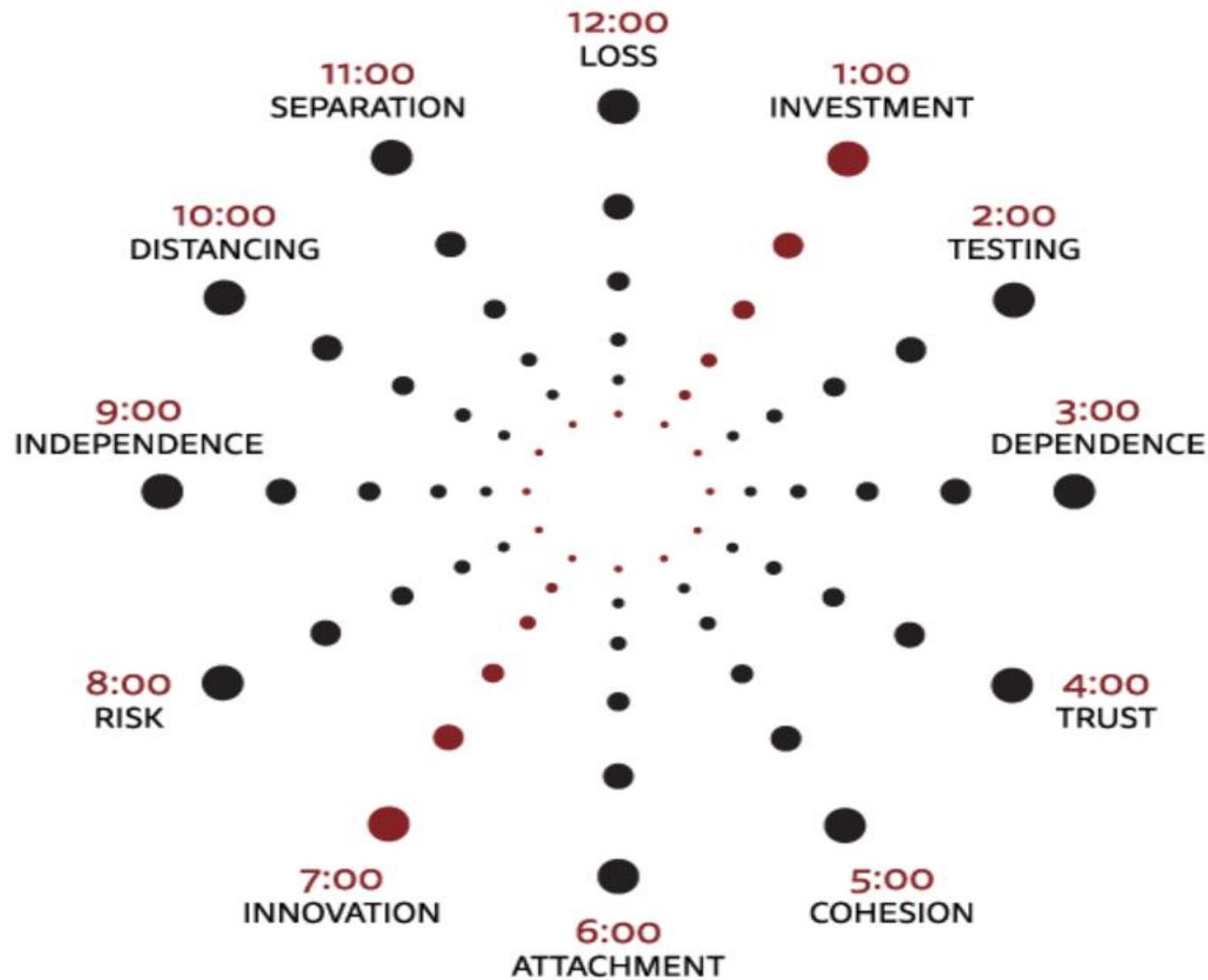
people feel excluded

cautious adherence to the status quo

resistance to change

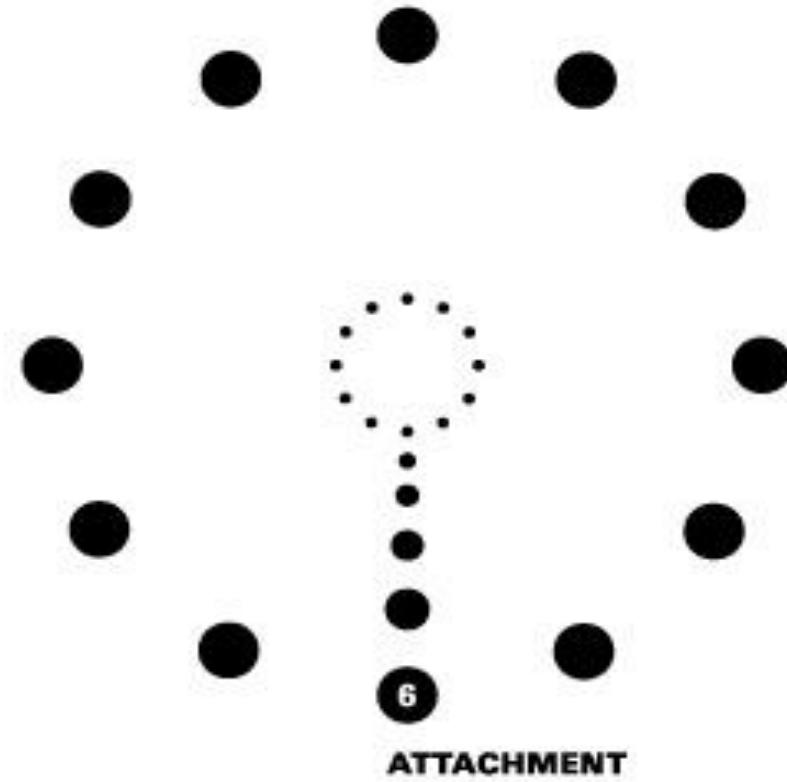


The Team Clock





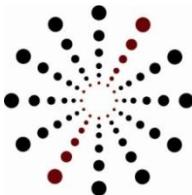
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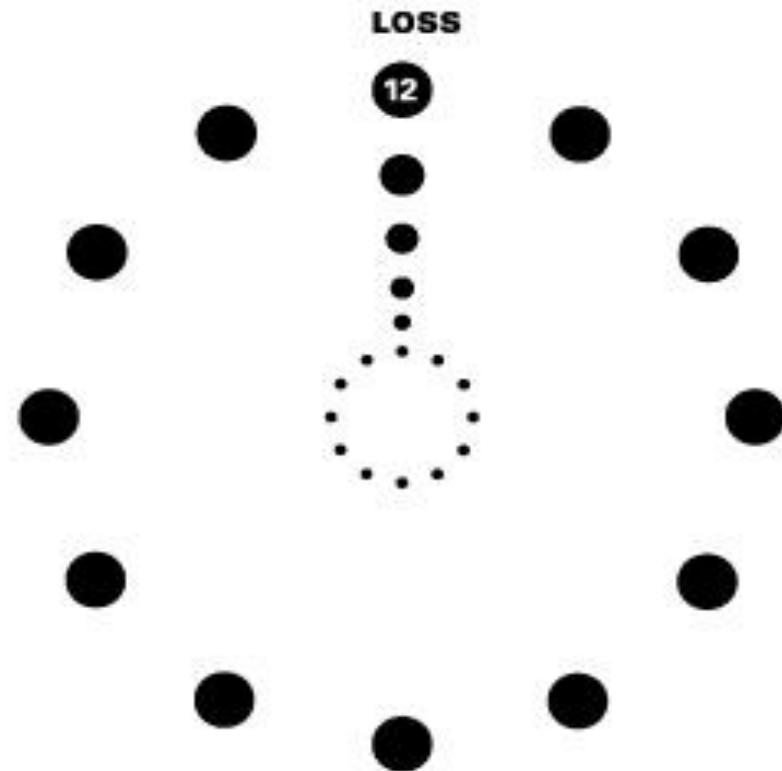
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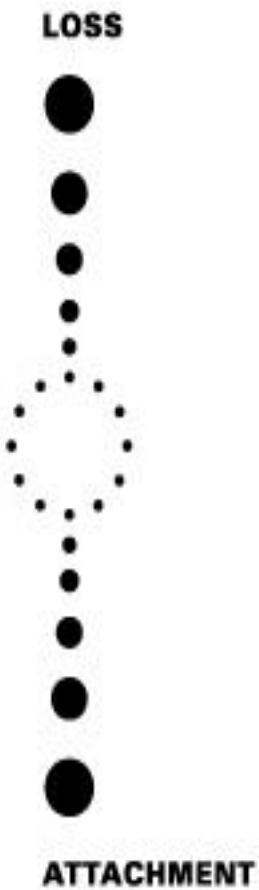
12:00 LOSS



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The greater the attachment, the greater the loss.



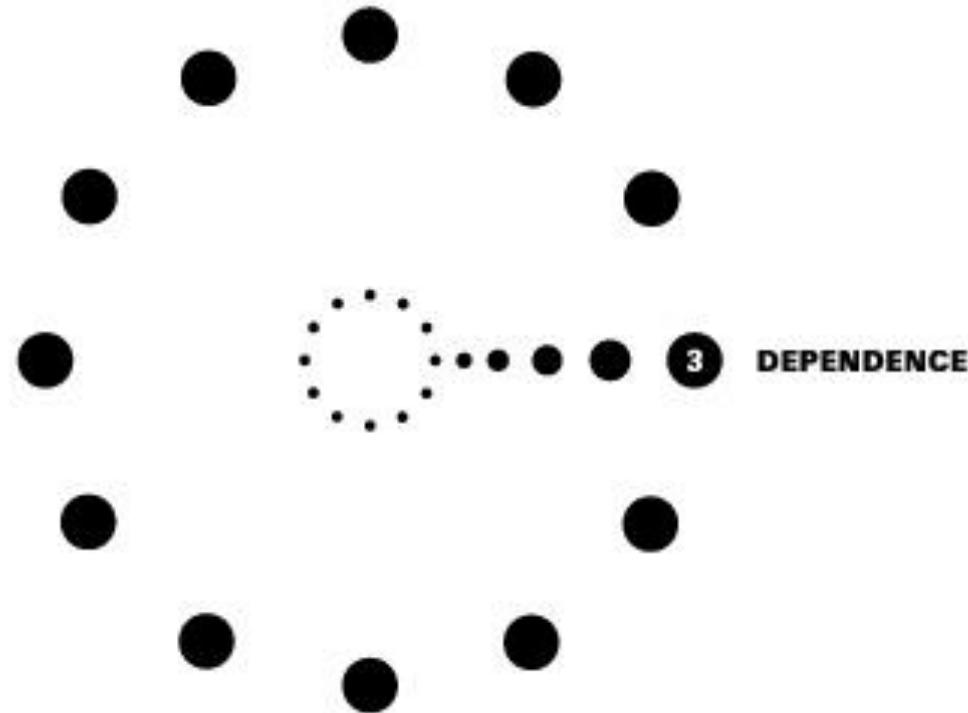
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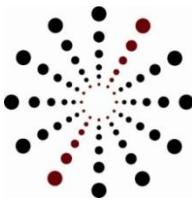
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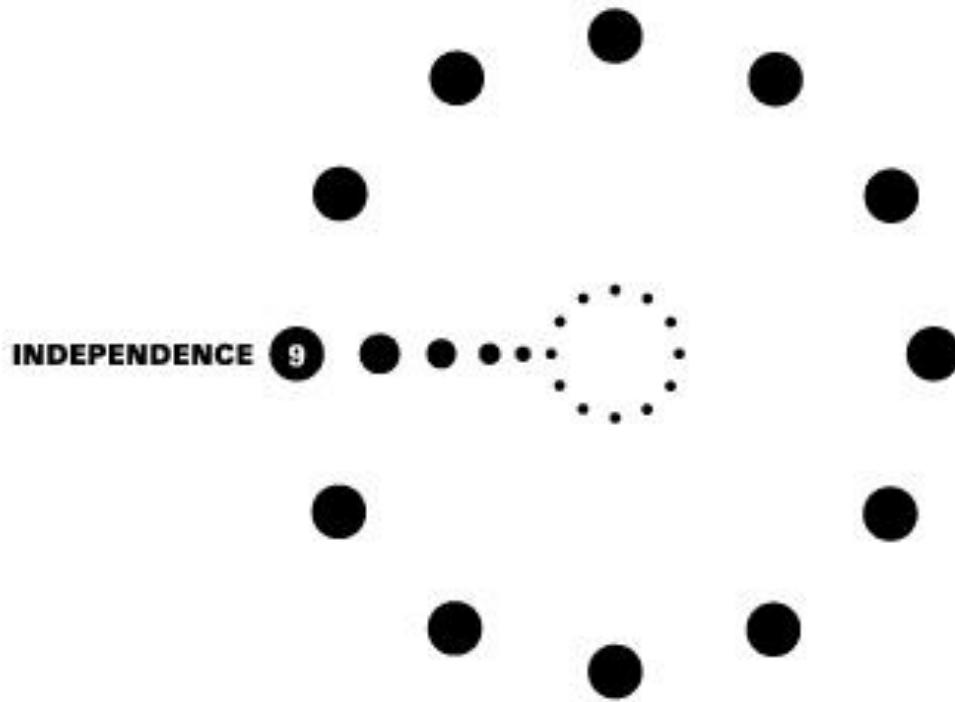


3:00 Dependence





9:00 Independence



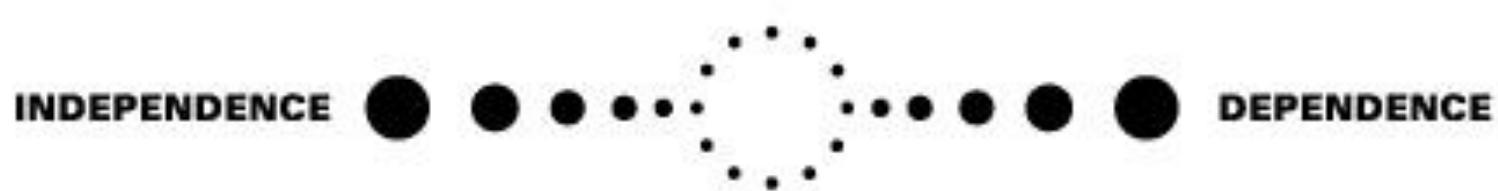
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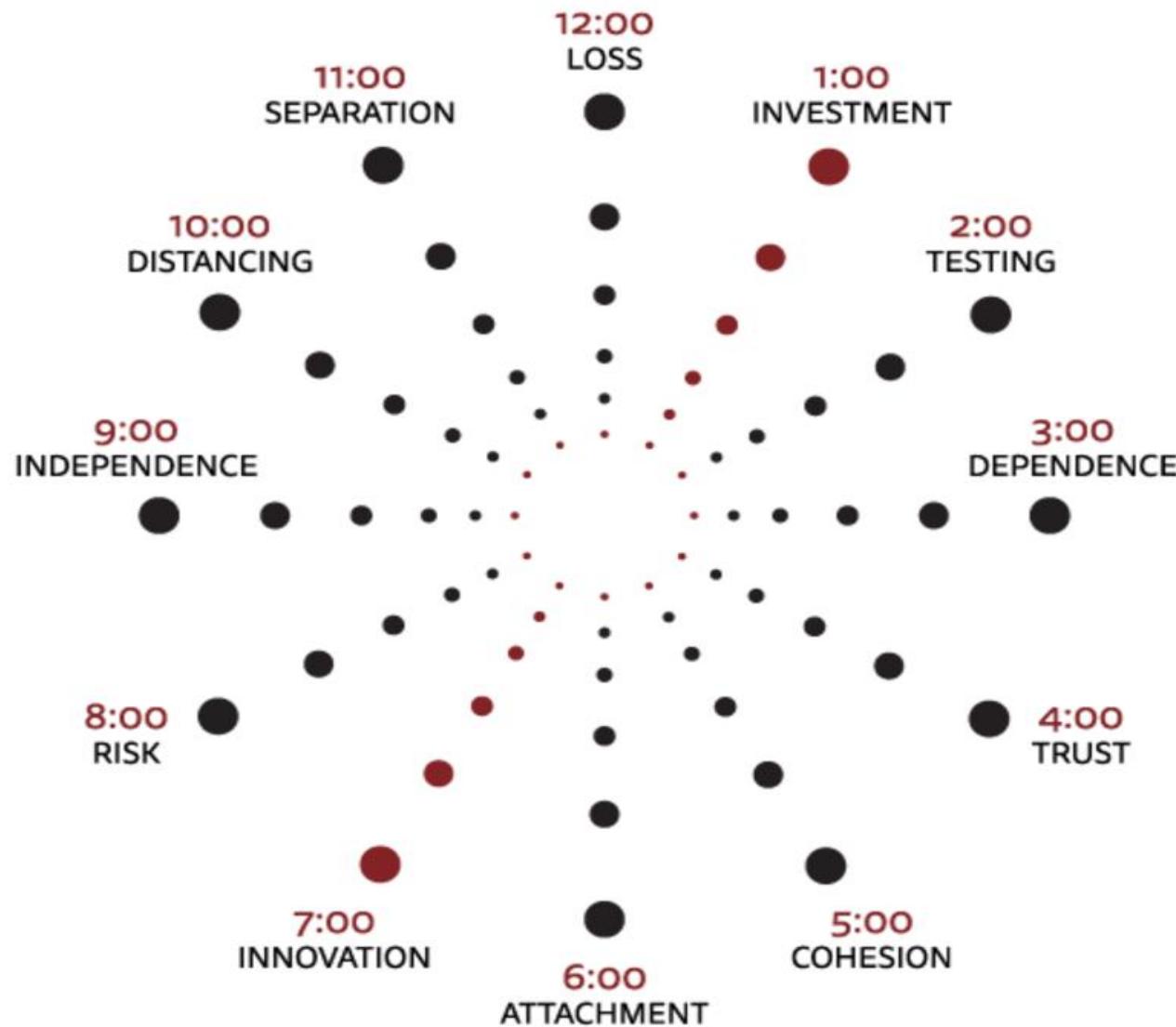


The greater the foundation of dependence, the stronger the support for independence





A quick walk around The Team Clock





The Simplified Team Clock

- Mourning
- Refocusing

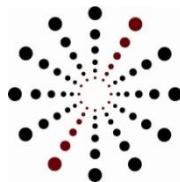
- Risk
- Leveraging differences



- Norms
- Alignment
- Conflict

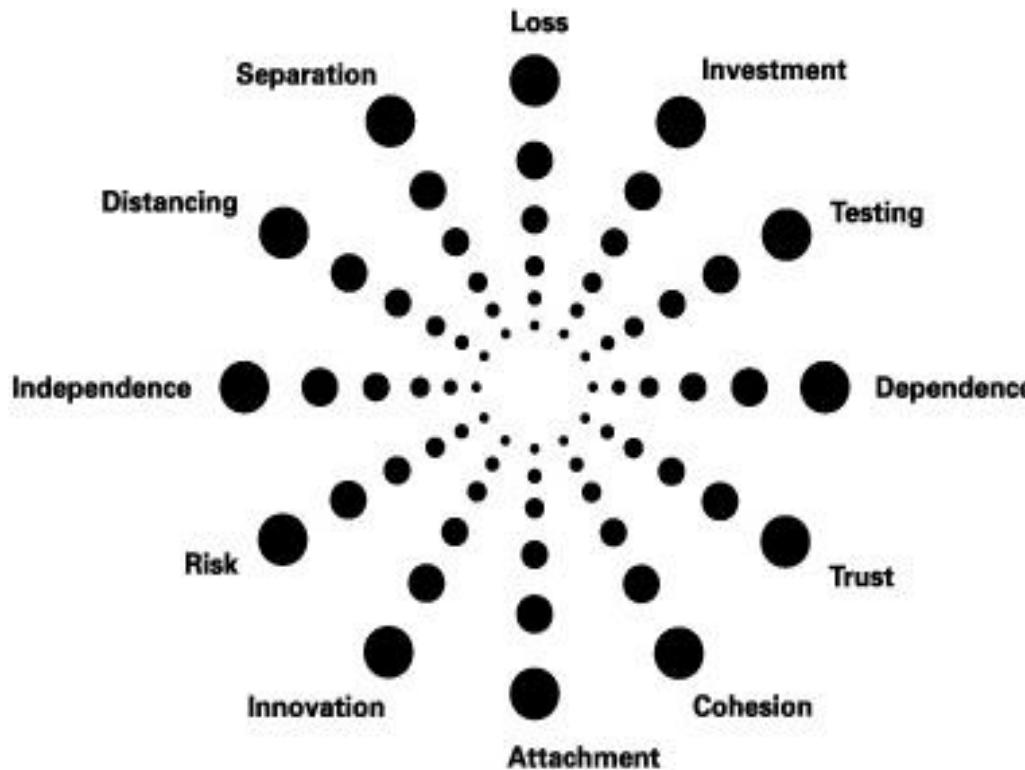
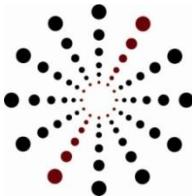
- Personal Connection
- Respect
- Accountability





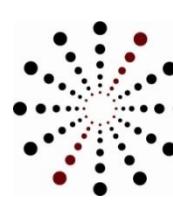
Team Clock Principle #1:

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

- Mourning
- Refocusing



- Norms
- Alignment
- Conflict

- Risk
- Leveraging differences

- Personal Connection
- Respect
- Accountability

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® ONLINE ASSESSMENT

“Instant insights to propel your team.”



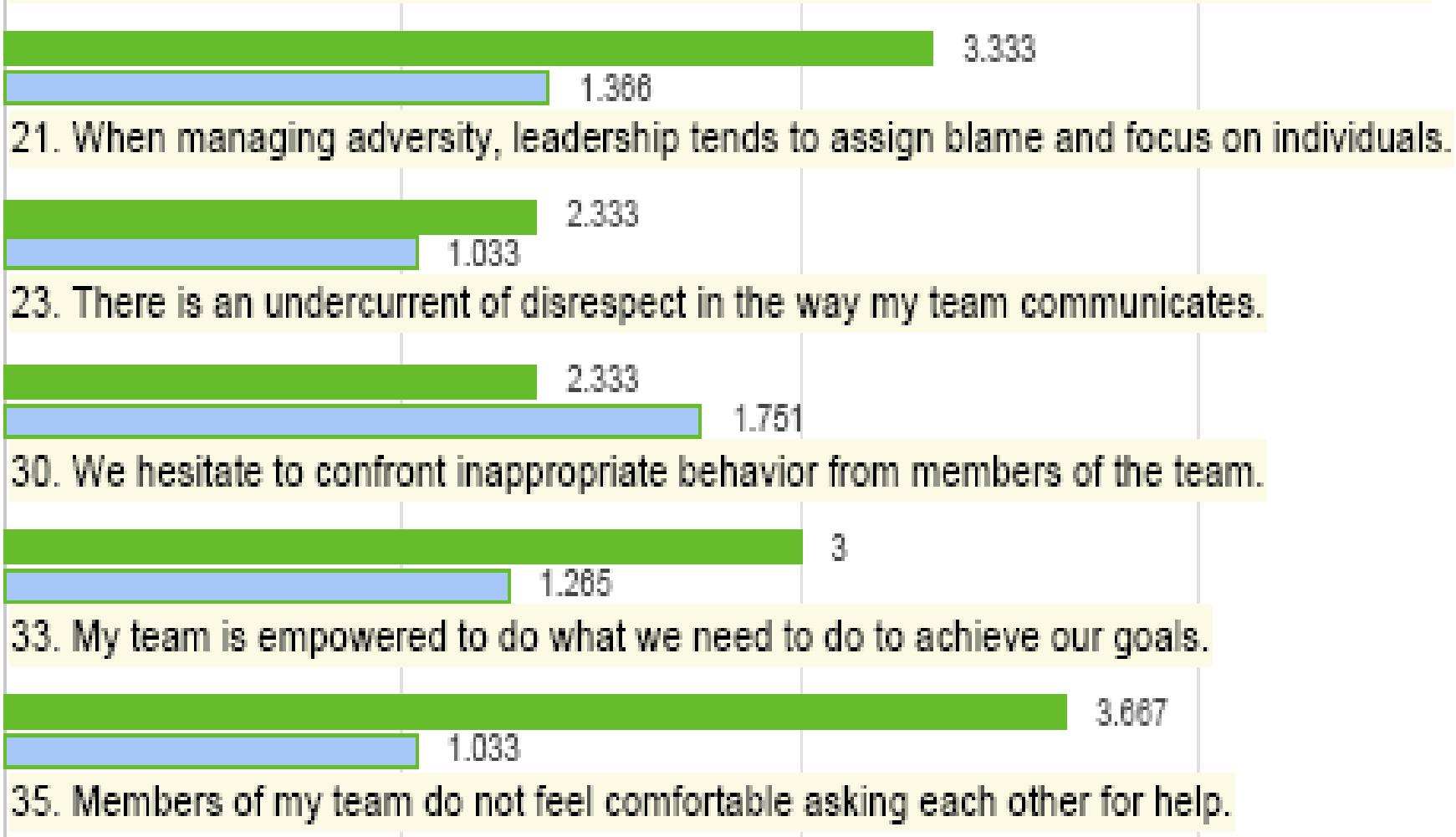
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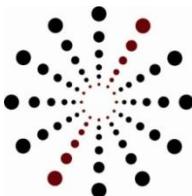
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Targeted Diagnosis





Strength themes

Connection*

We have trusted colleagues within the department.

Collaboration

We are comfortable asking each other for help.

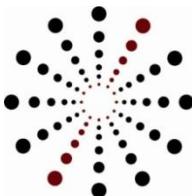
Adaptability

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.

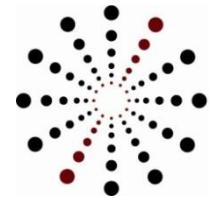
Unclear roles/boundaries

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

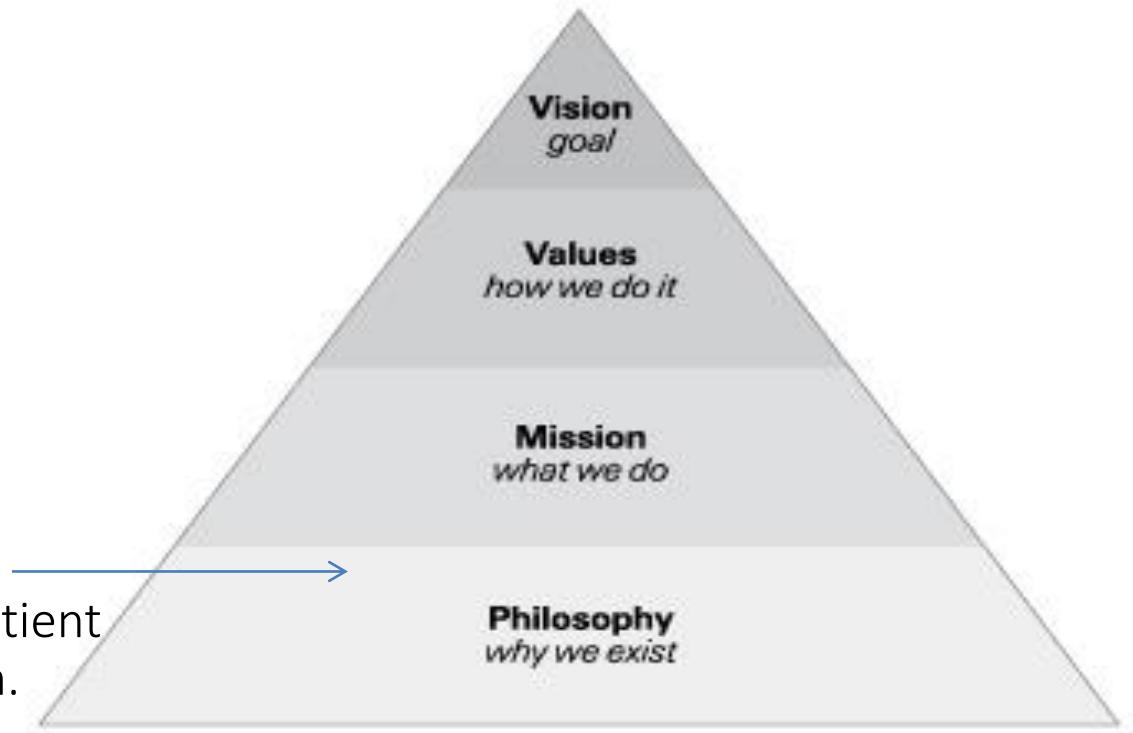
Restate mission to support
collaboration, integration, and exploration.





Philosophy
Why we exist

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



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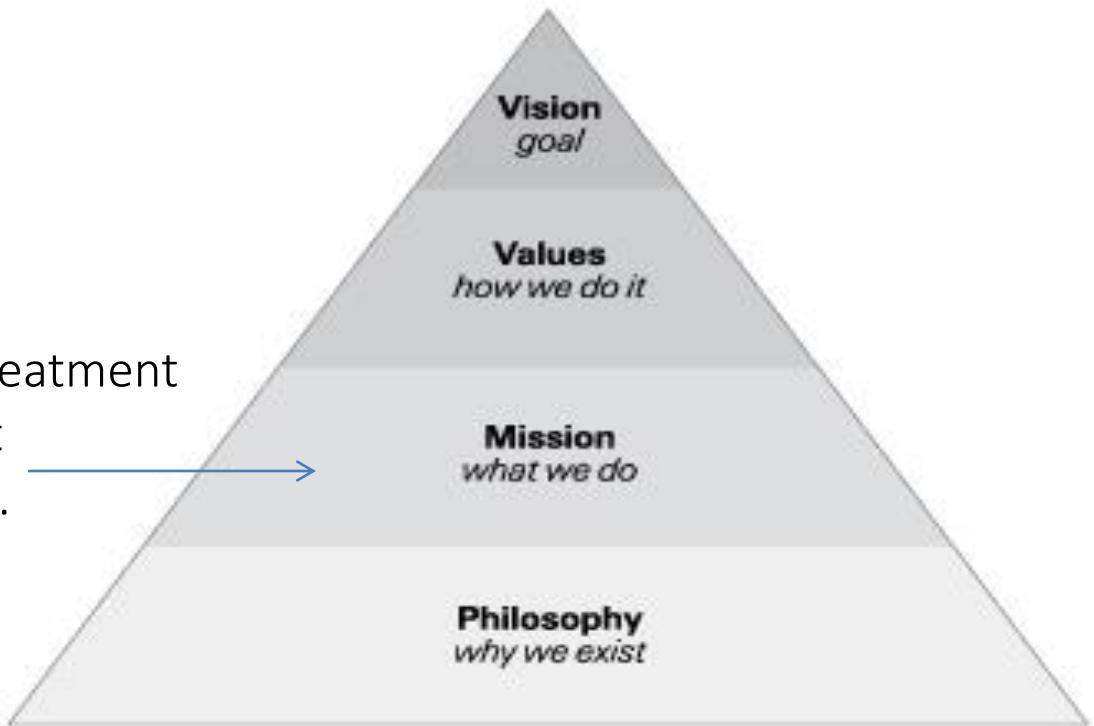
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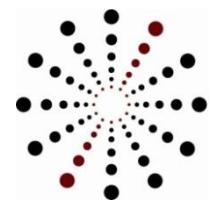
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Mission
What we do

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

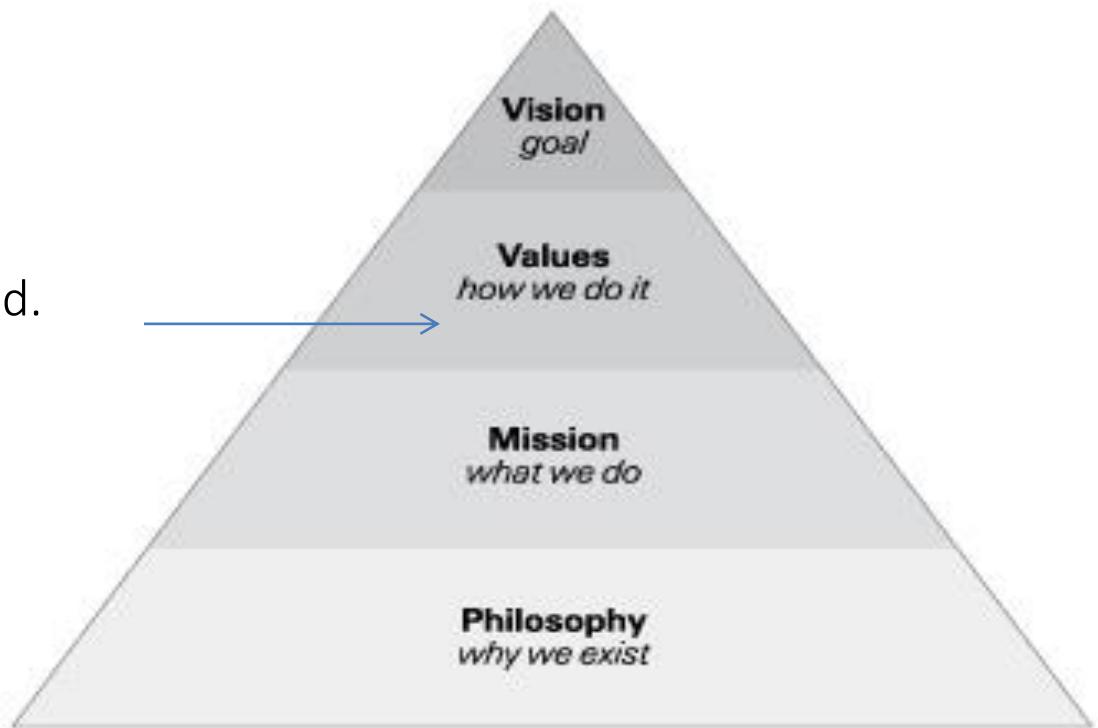




Values

How we do it

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

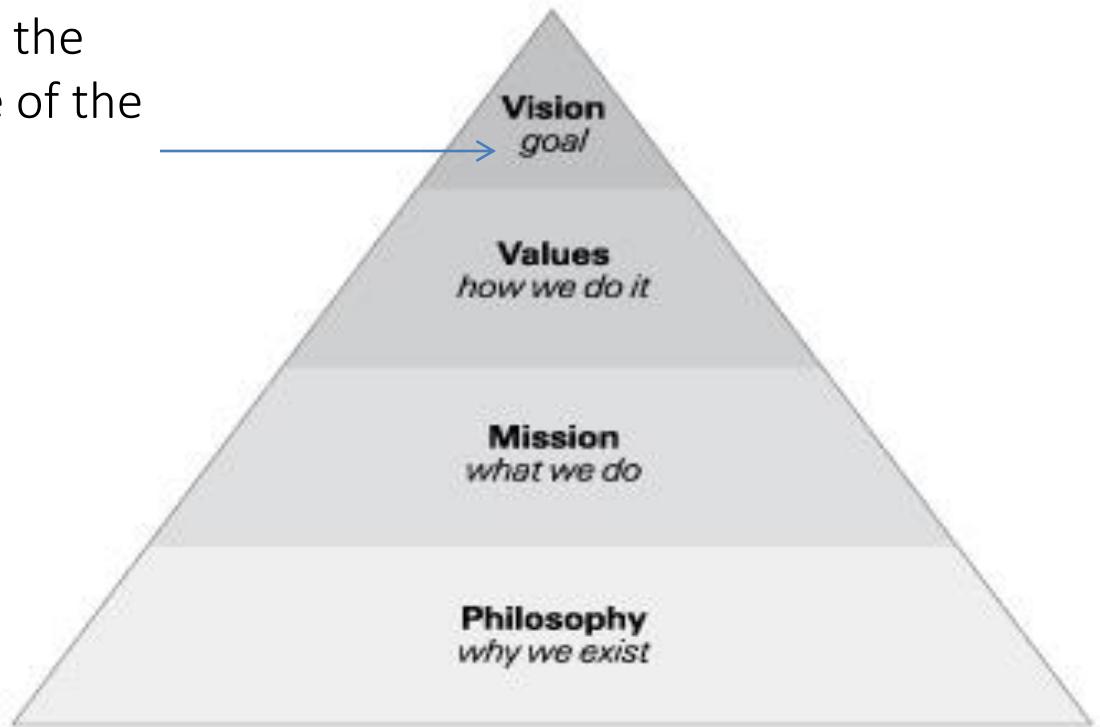


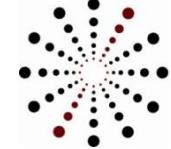
Vision

Our goal

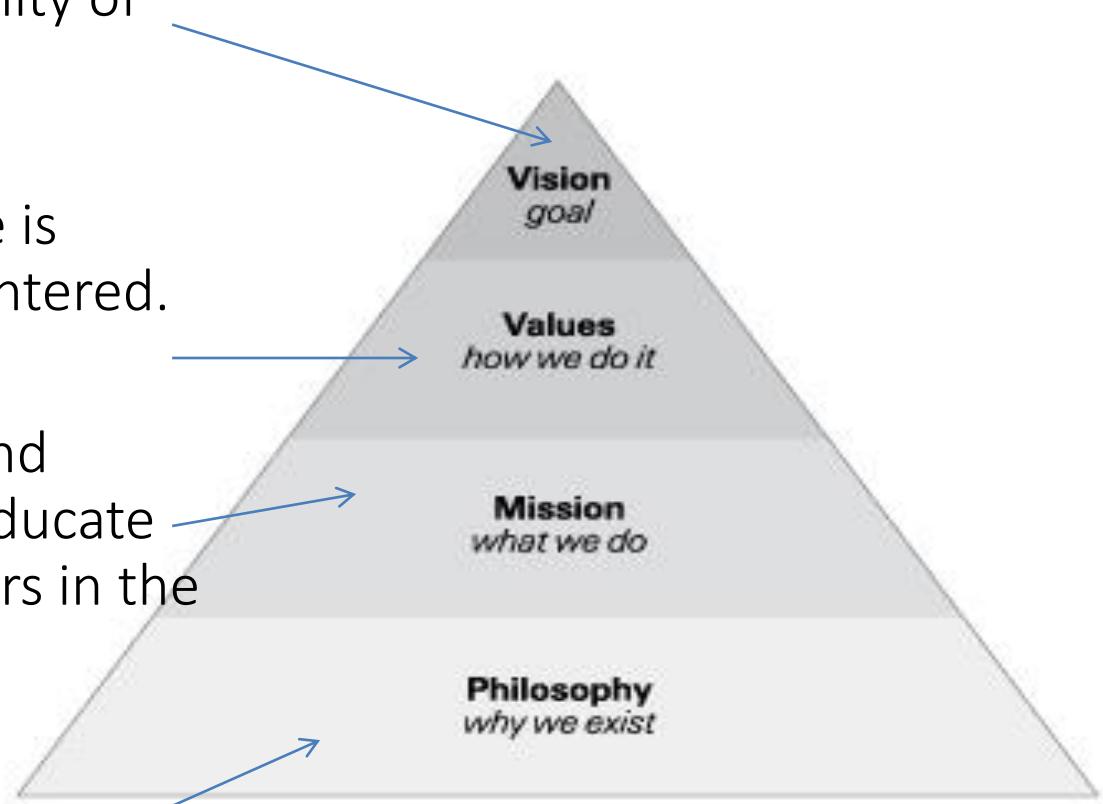


Enable a transformative impact on the health, wellness, and quality of life of the population.





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.



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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
<p>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.</p>	<p>Success requires a collaborative attitude. It is our goal to better integrate internally for better external results.</p>	<p>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?</p>	<p>We can't just survive. We need to thrive and grow. This will best happen via revenue production not cost cutting.</p>	<p>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.</p>	<p>There have been great improvements in education. Teaching millennial students has new challenges as younger learners want more individualized experiences and home-based flexibility.</p>	<p>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..</p>



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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

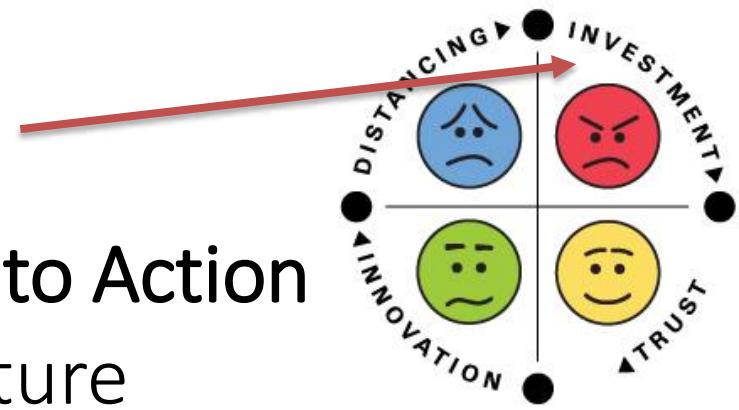
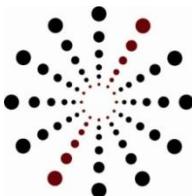
Innovating through Smart Risk-Taking

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

Endorsing an Interpersonal Dynamic that Builds Trust

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



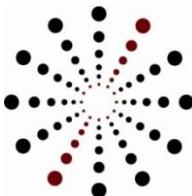


Employee Engagement Call to Action

Investment Infrastructure

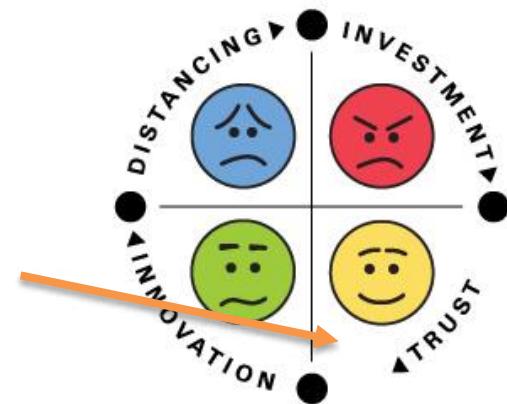
- ✓ Build a foundation of norms, roles, and responsibilities
- ✓ Secure alignment with mission/values/vision
- ✓ Sponsor constructive conflict

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



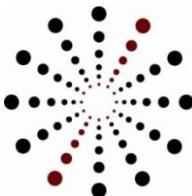
Employee Engagement Call to Action

Trust and Interactional Dynamics



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

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



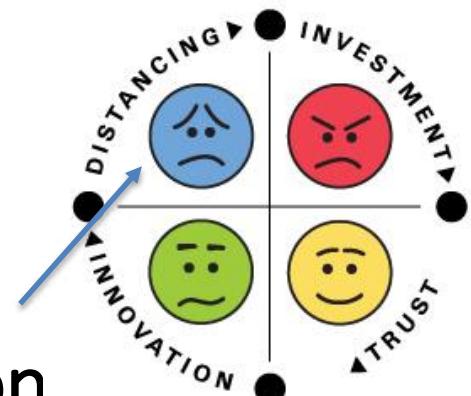
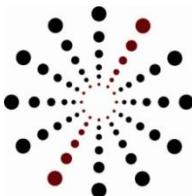
Employee Engagement Call to Action

Innovation and Team Effectiveness



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

Improvement in these domains enables creativity and exploration.

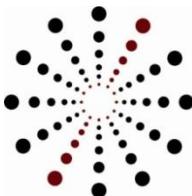


Employee Engagement Call to Action

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

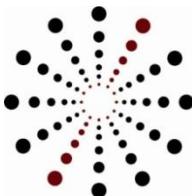
All living entities evolve in cycles. Make sure yours stay healthy!



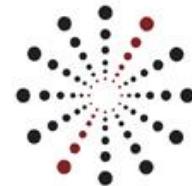
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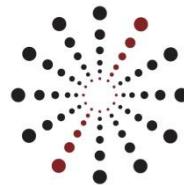


Resources



TEAM CLOCK® ONLINE ASSESSMENT

“Instant insights to propel your team.”



TEAM CLOCK® THE TEAM MANUAL

*“The 10 Common Solutions to
All Team Challenges”*



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