SOLID WASTE Environmental Management System

Committed to Continuous Improvement

Gresham Smith

Genuine Ingenuity

IOWA Department of Natural Resources

Continuous Improvement by Building Trust

Overcoming the 5 Dysfunctions of Teams

Mickey Sullivan & Sara Rayman

11/6/2019

Gresham Smith

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Today's Agenda

Introduction

What are the 5 Dysfunctions?

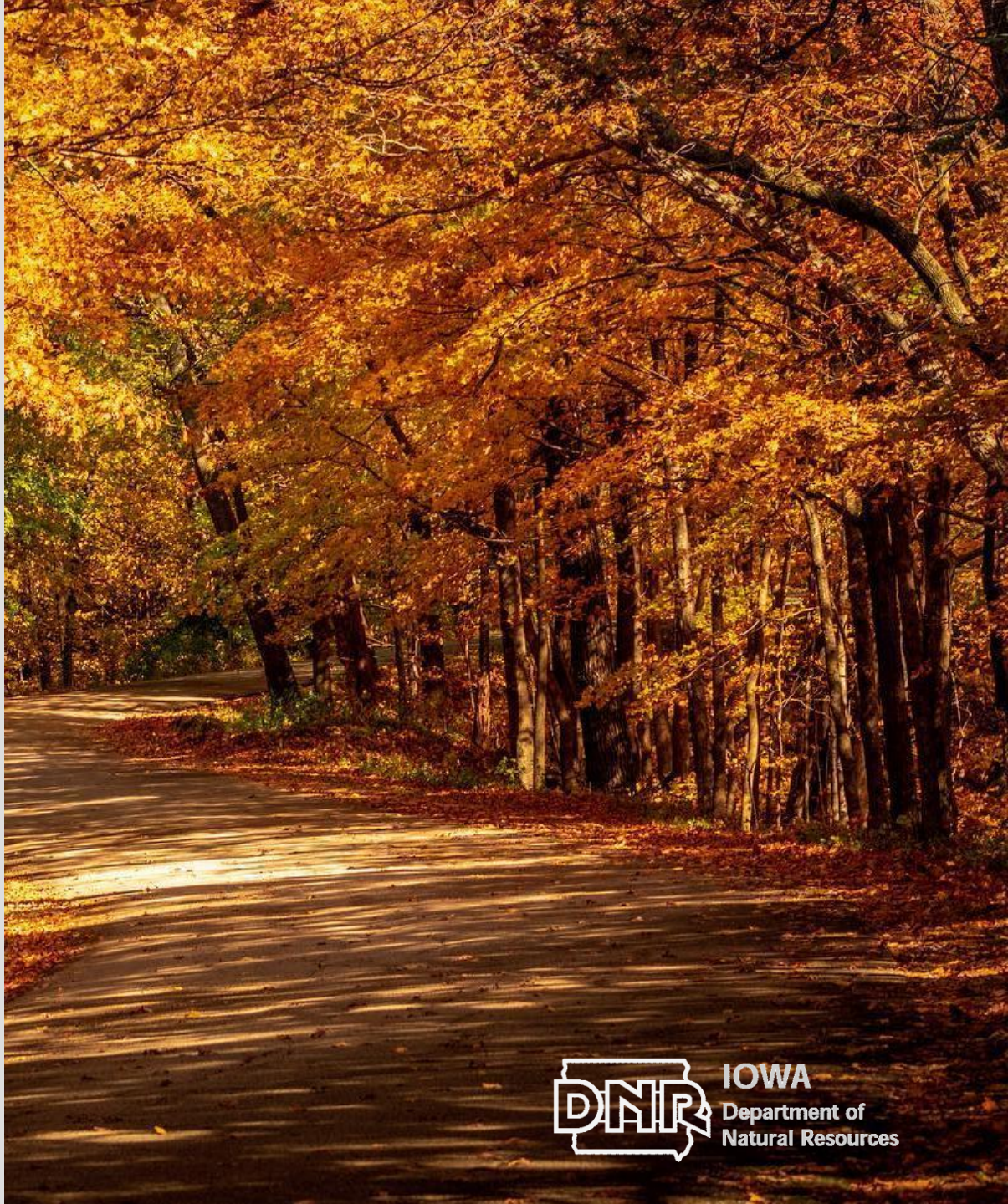
Exercise: What is Trust?

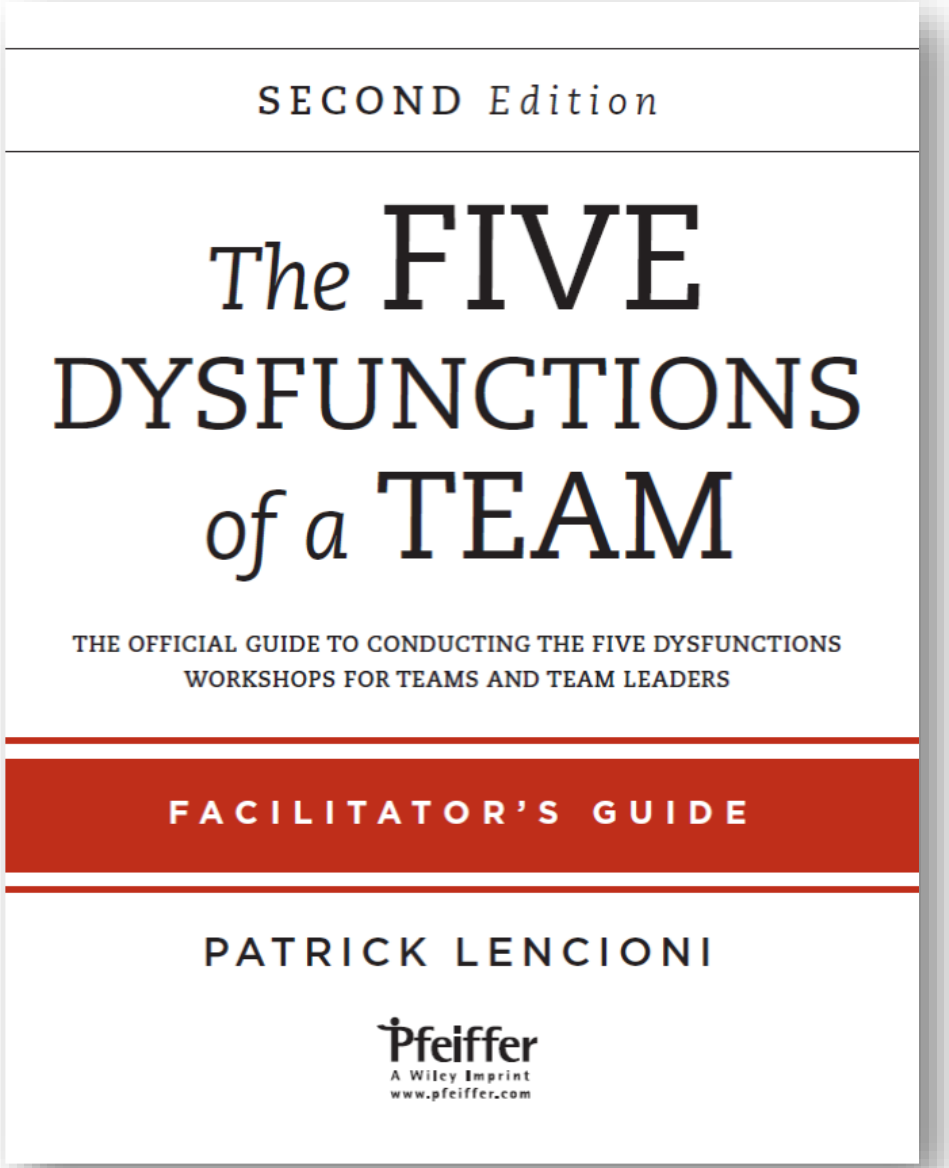
BREAK

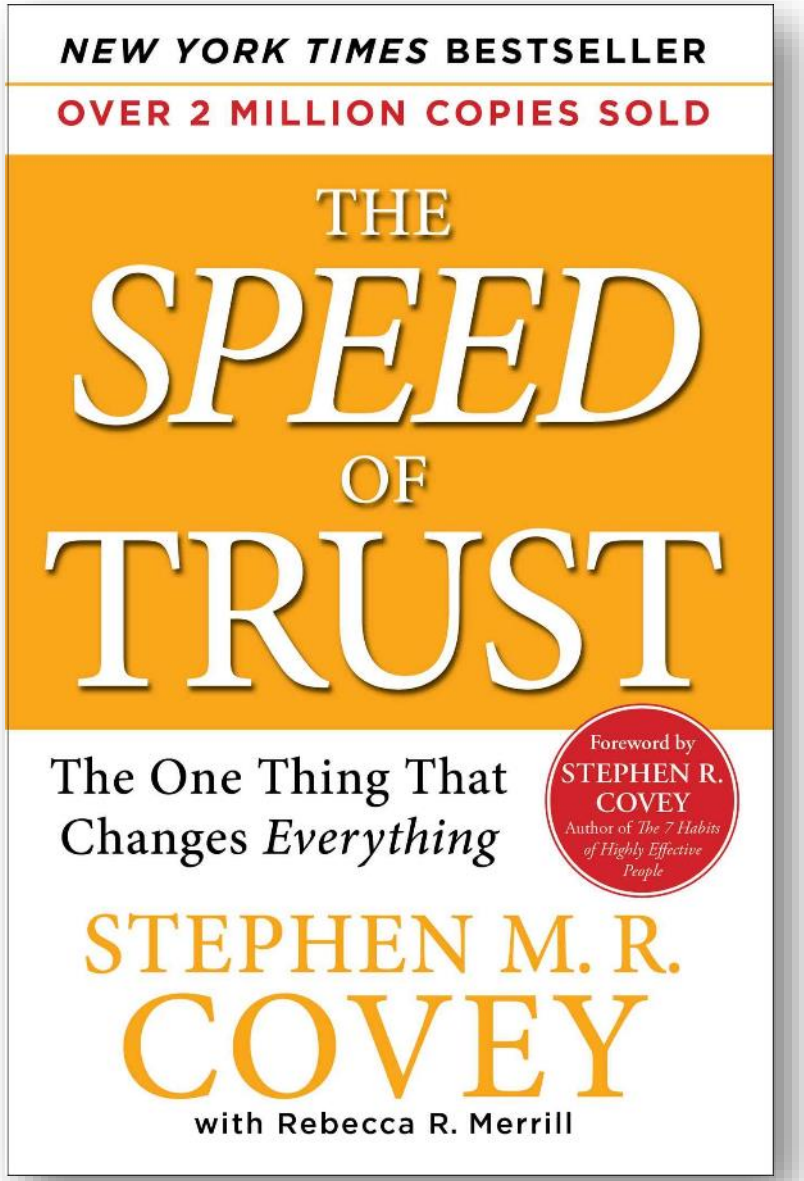
The Speed of Trust

Rising Above the 5 Dysfunctions

Q&A







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The key to Continuous Improvement within teams

- Hard to measure
- Hard to achieve
- Extremely powerful

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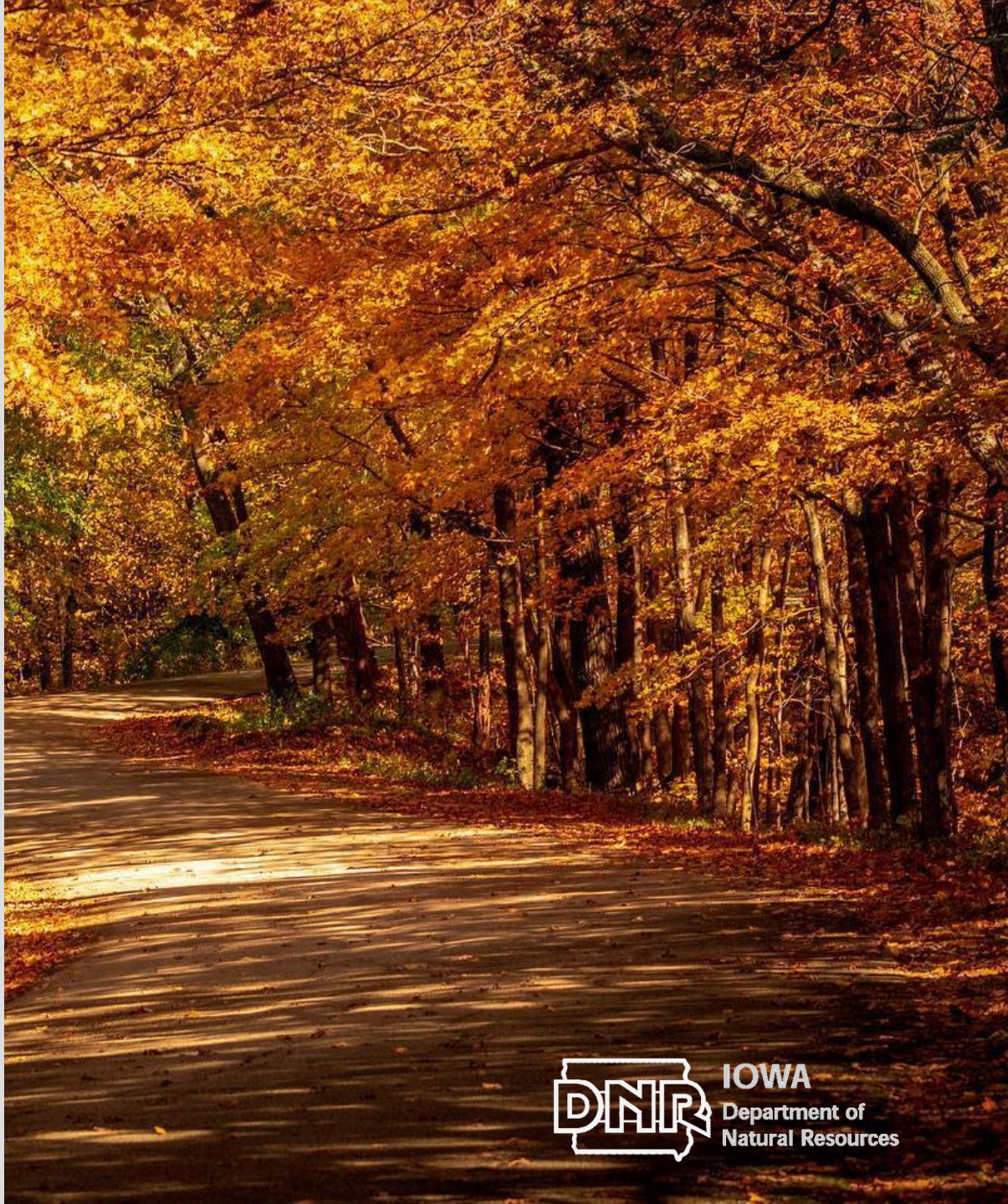

5 Dysfunctions of a Team - Overview

Patrick Lencioni - Author

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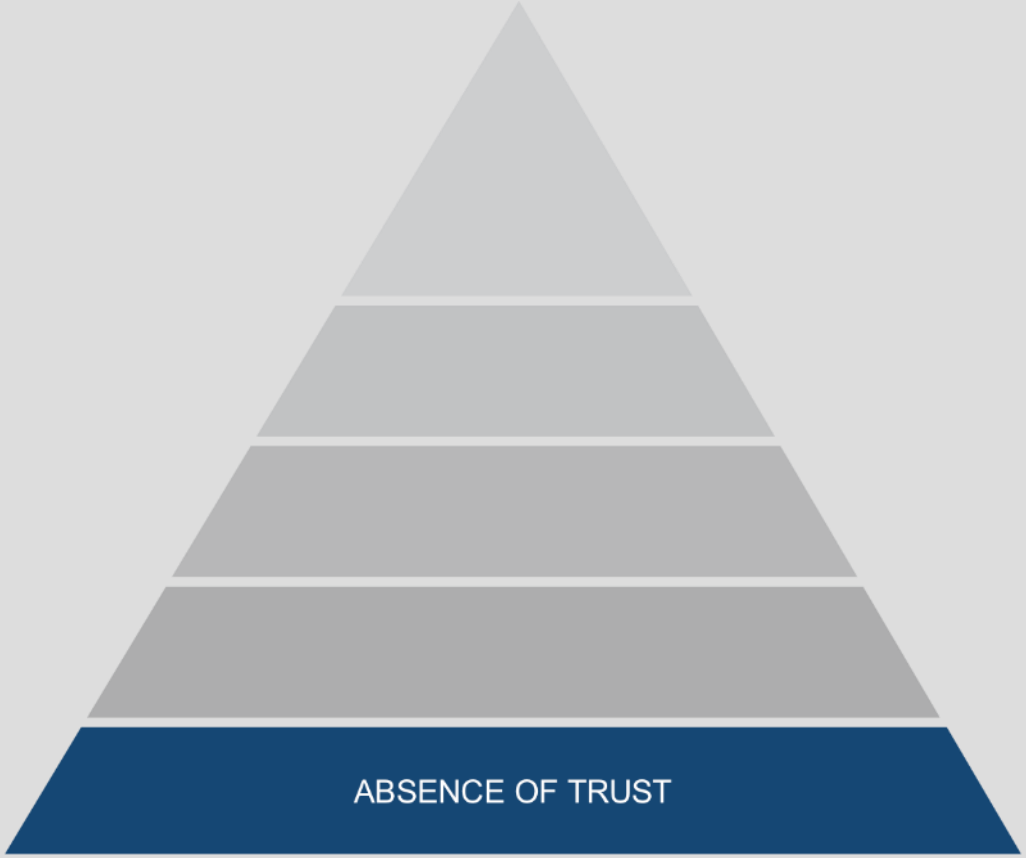
The Five Dysfunctions Model

Absence of Trust



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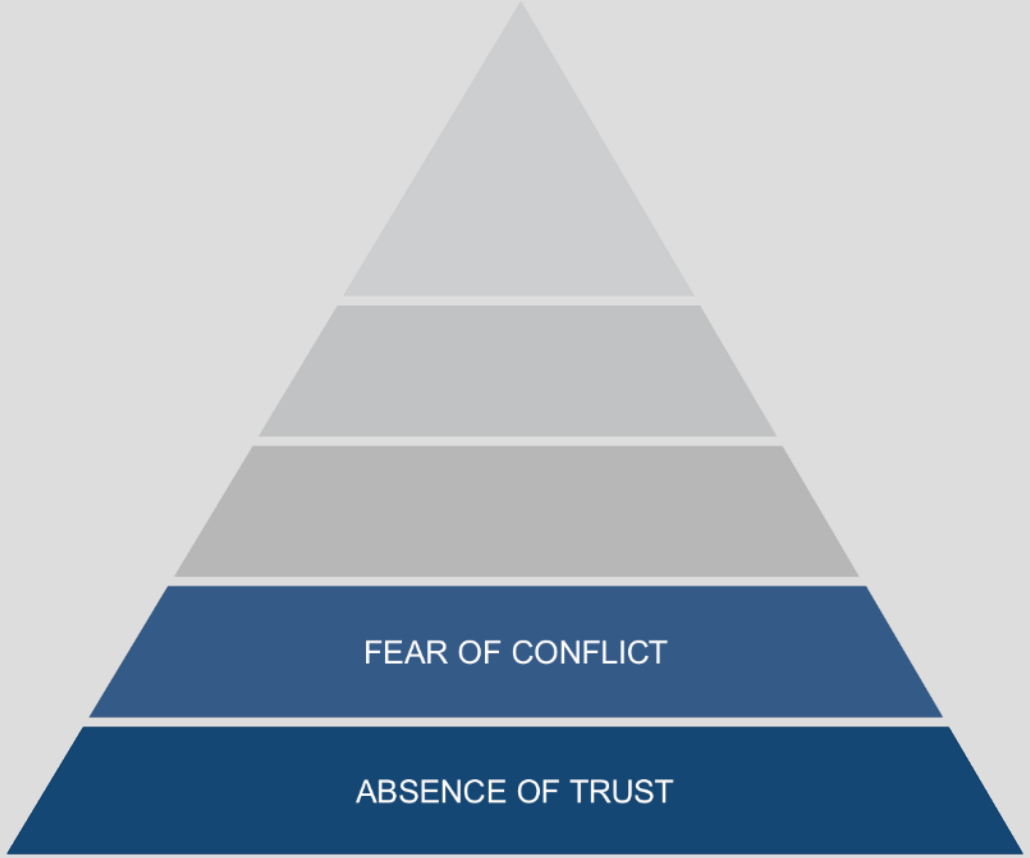
The Five Dysfunctions Model

Fear of Conflict



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The Five Dysfunctions Model

Lack of Commitment

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The Five Dysfunctions Model

Avoidance of Accountability

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The Five Dysfunctions Model

Inattention to Results

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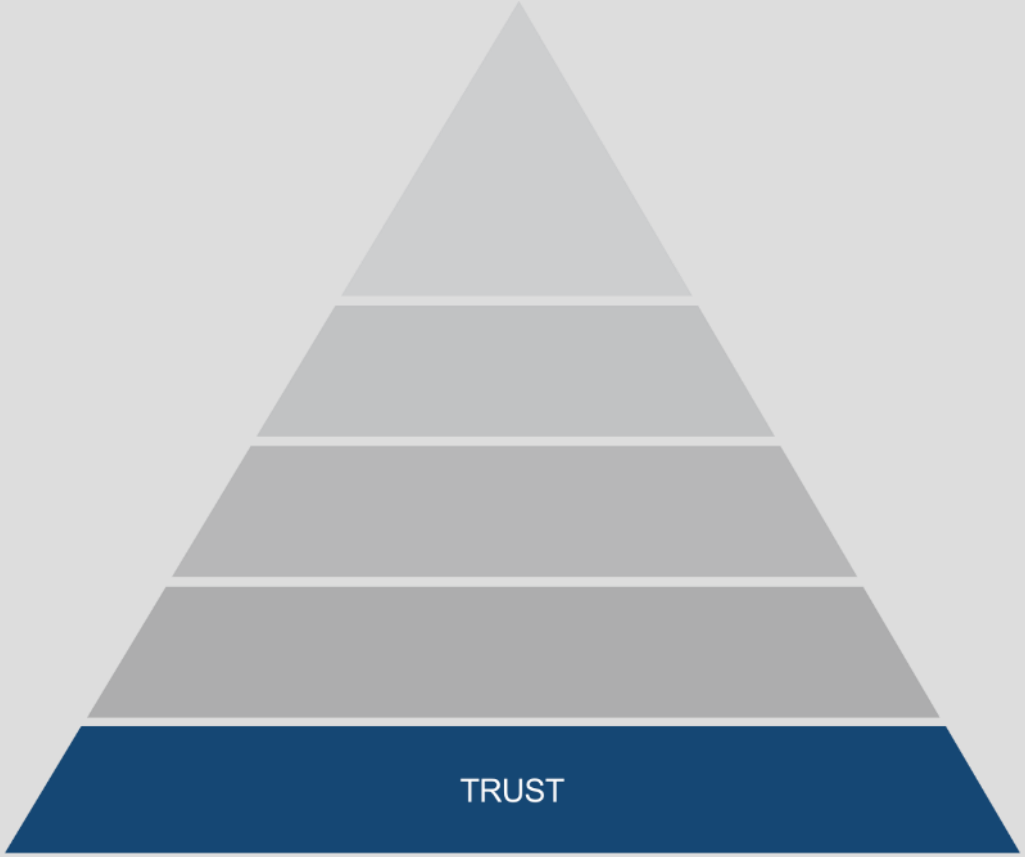
Trust is the foundation

No quality or characteristic is more important than trust.

It is the foundation for building relationships and any kind of teams.

Building Trust



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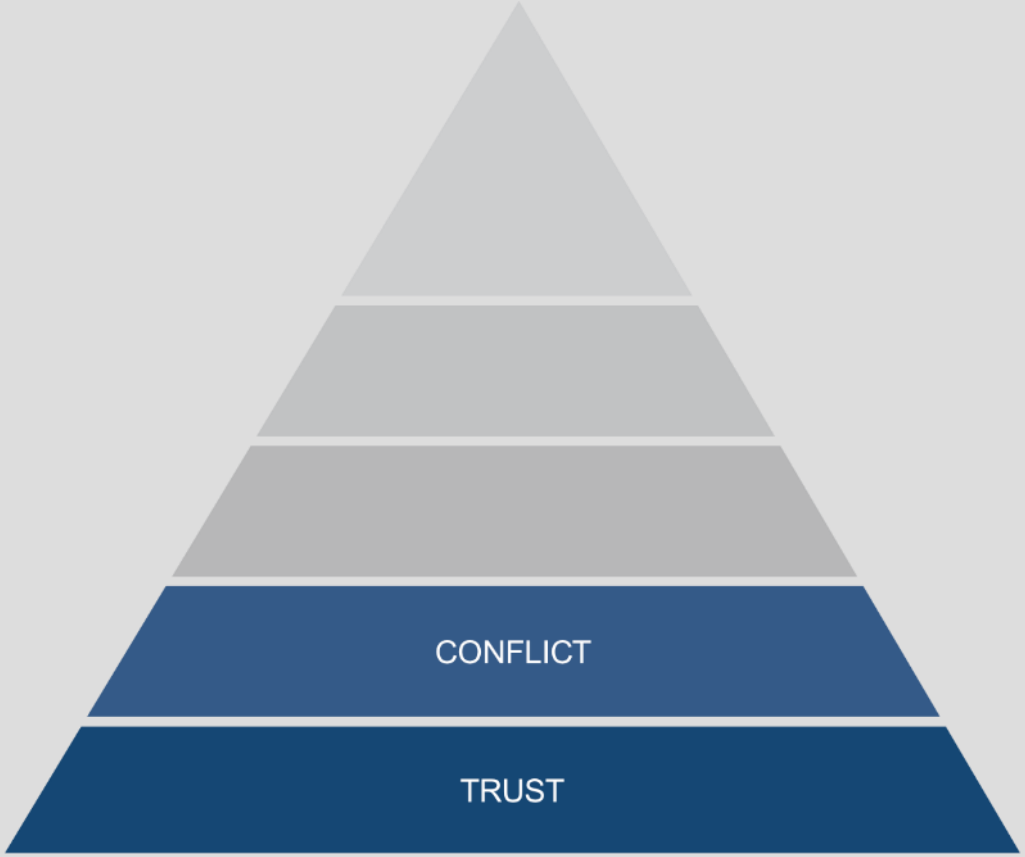
Fundamental Attribution Error

We often attribute other people's success to their environment and our own success to our character.

Key Points: Building Trust

- Trust is at the heart of a functioning, cohesive team.
- Trust comes through vulnerability.
- Building trust takes time.
- Trust among people must be maintained over time.

Mastering Conflict



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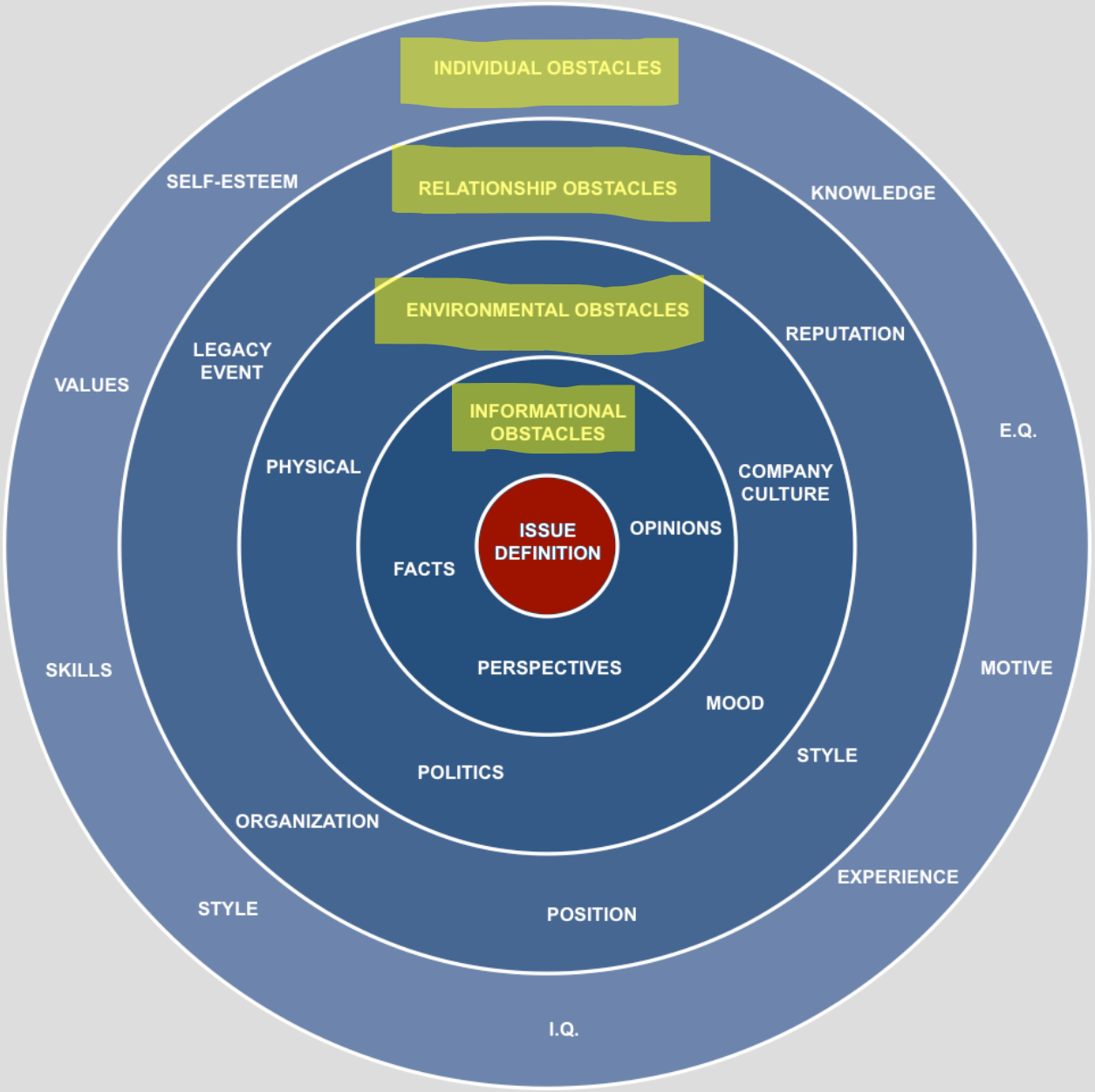
Your Conflict Profile

- Relationship of behavioral profile results to your feelings about conflict?
- Conflict environment in your home—conflict accepted or avoided?
- Conflict accepted and expected where you were raised?
- Professional experiences that influenced your ability to engage in unfiltered debate?
- Your general experience and comfort with conflict?

Conflict Contributors



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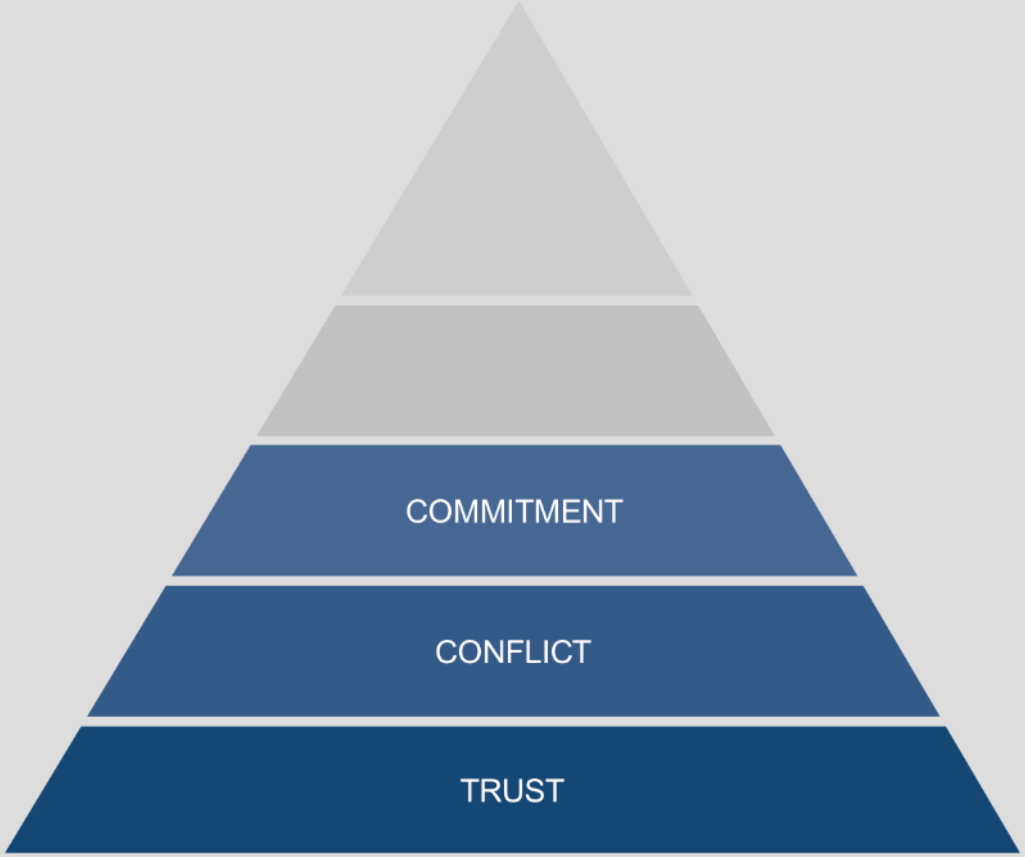
To Handle Conflict

What can we do to use conflict productively and keep unproductive conflict from getting in the way?

Key Points: Understanding Conflict

- Good conflict requires trust.
- Conflict will sometimes be uncomfortable.
- Team must discuss and clarify conflict norms.
- Analyze difficult situations to identify the obstacles.
- Respect everyone's ideas and perspectives.
- Focus on issues, not on personalities.
- Fear of occasional personal conflict should not get in the way of regular, productive debate.

Achieving Commitment



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Two Keys to Team Commitment

1. Buy-in—The achievement of honest emotional support

2. Clarity—The removal of assumptions and ambiguity from a situation

Commitment Clarification

Before end of meeting . . .

- Team leader (or facilitator) lists decisions group thinks it has made.
- Team members review decisions until everyone is clear.
- Team members write decisions down.
- Team decides which decisions to communicate to rest of organization.

Cascading Communication

Within 24 to 48 hours of meeting, team members communicate decisions to their staffs—
in person or on the phone.

Thematic Goal—A Team's Rallying Cry

- The single overriding theme that is top priority for a period of time.
- The team's single most important goal for that period.

Thematic Goal Model

Our Thematic Goal

Defining Objectives

Standard Operating Objectives

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Rules of Engagement

- Ground Rules
- Team Expectations
- Standards of Behavior

Key Points: Achieving Commitment

- Team members understand that they do not need to get their way to support a decision but only need to know their opinions have been heard and considered.
- Team members can unite behind a decision without being sure it is correct.
- Commitment requires clarity and buy-in.
- Clarity requires that teams avoid assumptions and ambiguity and end discussions with clear decisions.
- Buy-in does not require consensus.

Embracing Accountability

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Holding Others Accountable

What can we do when a colleague is missing deadlines, doing poor work, failing to honor our rules of engagement, or otherwise impeding our progress?

Key Points: Embracing Accountability

- Accountability occurs directly among peers.
- Peer pressure and the distaste of letting down a colleague motivate people better than fear of punishment or rebuke.
- For a culture of accountability, leader must be willing to confront difficult issues.

Focusing on Results

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Sports Scoreboard

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Team Scoreboard

SURVIVE-
BY RE-ESTABLISHING
CREDIBILILTY

Our Thematic Goal

FIX TIRES	IMPROVE PR	REPAIR DISTRIBUTOR RELATIONS	ADDRESS MORALE	SETTLE LAWSUITS
🟢	🟡	🔴	🟡	🟢

Defining Objectives

REVENUE	EXPENSES	PRODUCTION LEVELS	MARKET SHARE	CUSTOMER SATISFACTION
🟢	🟢	🔴	🟠	🟠

Standard Operating Objectives

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Using the Scoreboard

- Start meetings with each team member taking 30 seconds to report his or her top priorities for the week.
- Review scorecard and rate your objectives—this drives the agenda for rest of the meeting.
- Post the scoreboard where it is readily visible, to keep everyone focused on results.

Key Points: Focusing on Results

- Great team is one that accomplishes the results it sets out to achieve.
- To avoid distractions, everyone must make team's results the priority.
- To stay focused, team must publicly clarify its desired results and keep them visible.

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Exercise: What is Trust?

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The Speed of Trust

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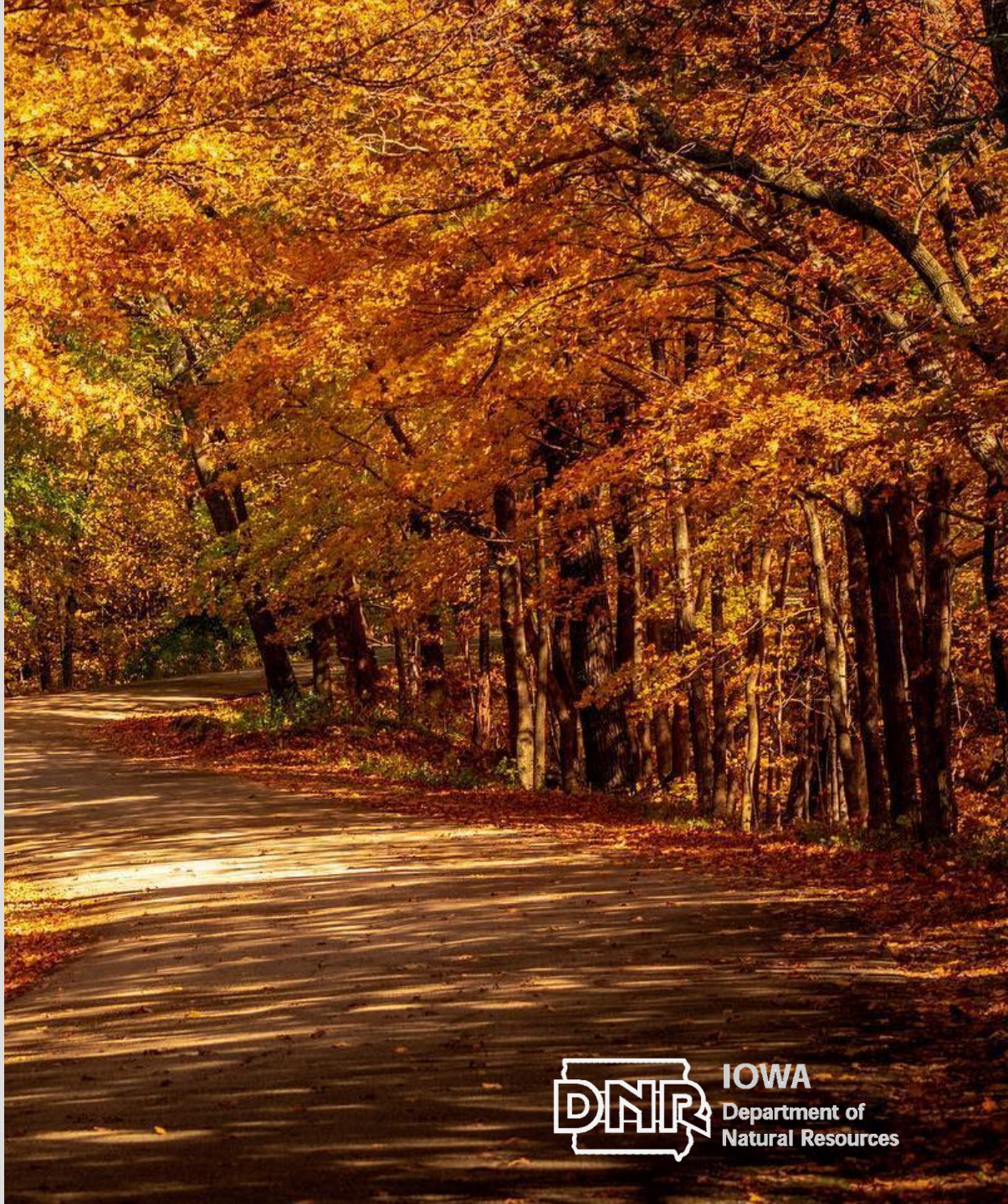

What is Trust?

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What is Trust?

Trust is the confidence born of the **Character** and the **Competence** of a person.

Trust is the confidence among team members that peer's intentions are good and that there is no reason to be **protective** or **careful** around the group.

This is different than trust seen as merely believing that people will do what they say they will (**Reliability**).

The opposite of trust is **Suspicion**.

What is Suspicion?

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What is Vulnerability?

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The opposite of trust is **Suspicion.**

In essence, we must get comfortable being **Vulnerable** with one another.

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What are some of the resulting vulnerabilities we develop in the absence of trust?

"Trust is like the air we breathe. When it's present, no one really notices. When it's absent, everyone notices."

WARREN BUFFETT,
Investor, philanthropist

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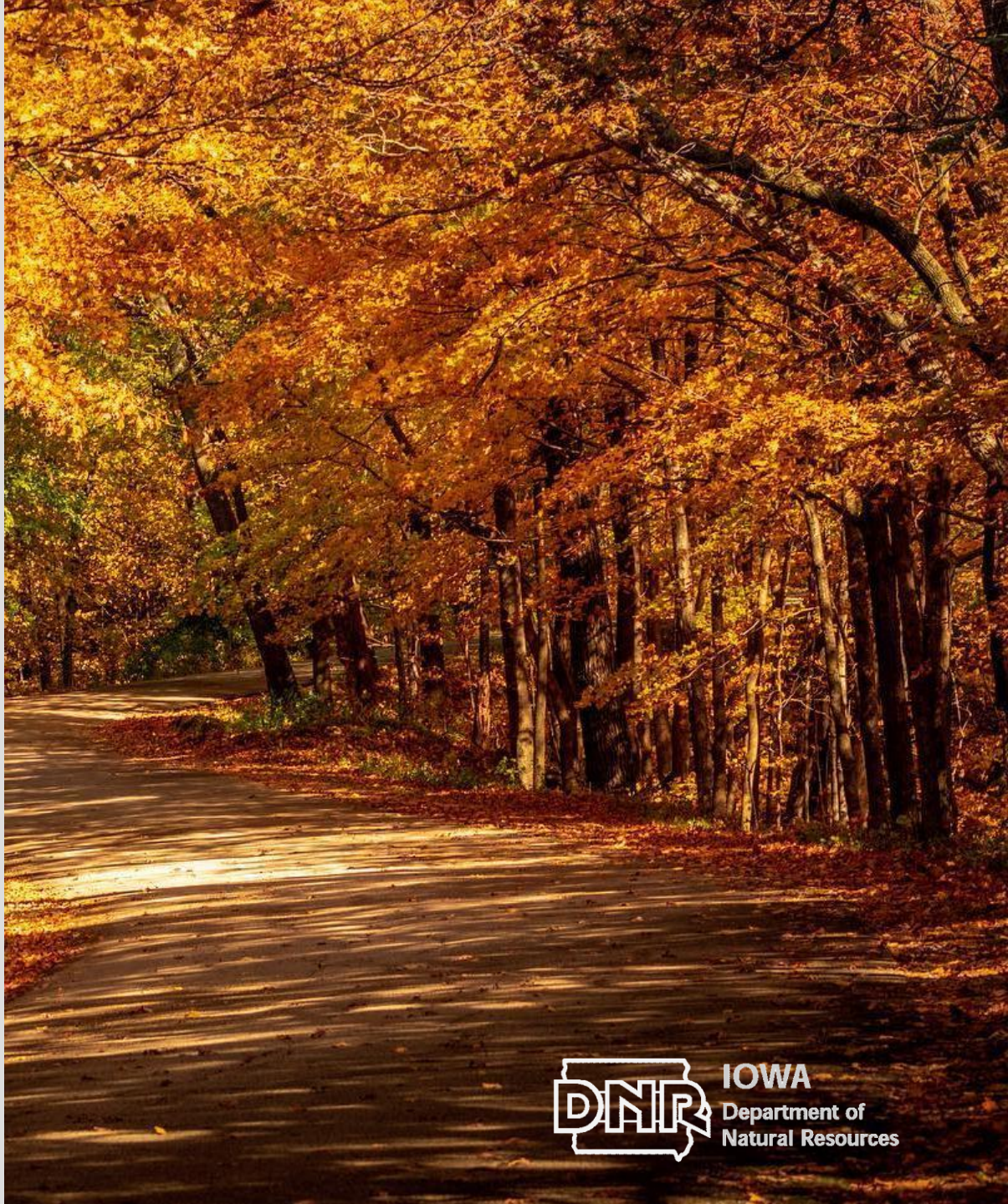

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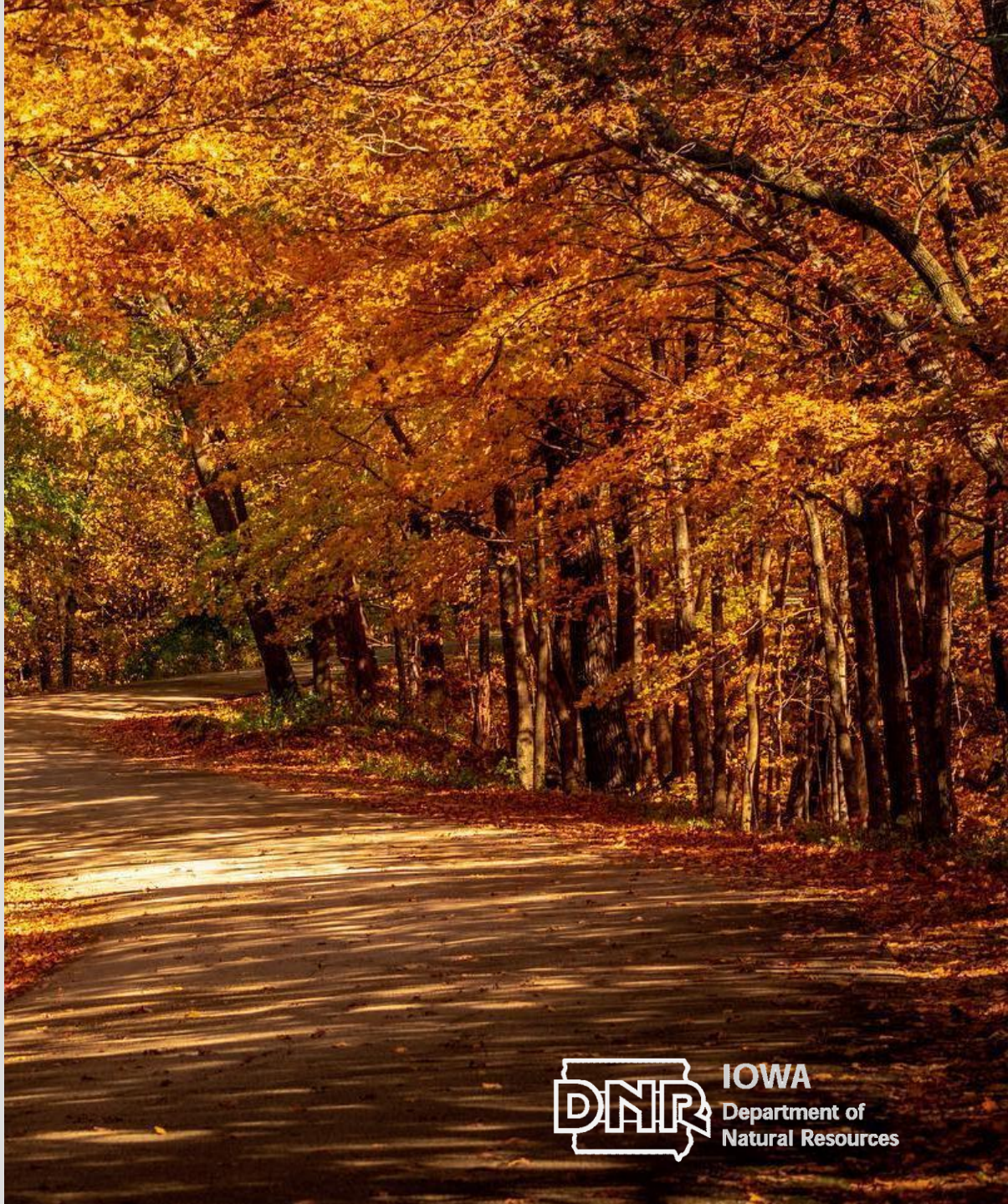

Speed of Trust

Stephen Covey - Author

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The 5 Waves of Trust

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The 5 Waves of Trust - Gaps

- Credibility
- Behavior
- Alignment
- Reputation
- Contribution

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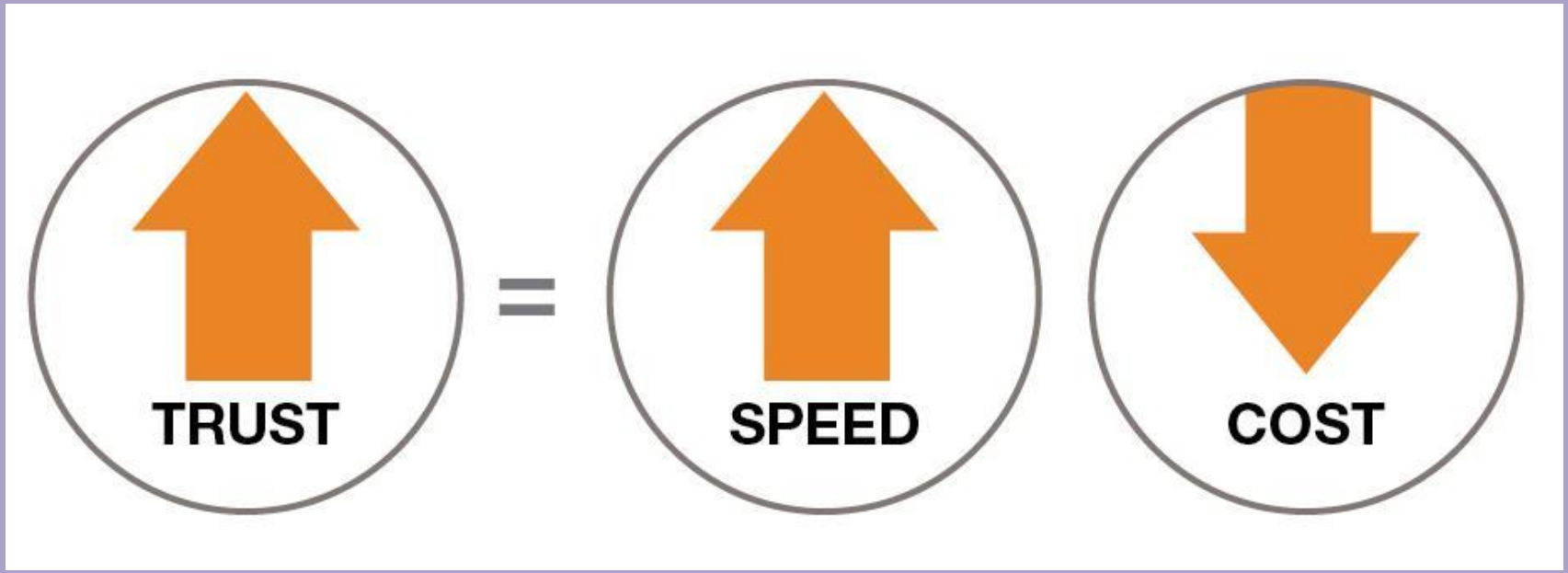
Trust Dividend

High trust speeds things up and decreases cost (effort).



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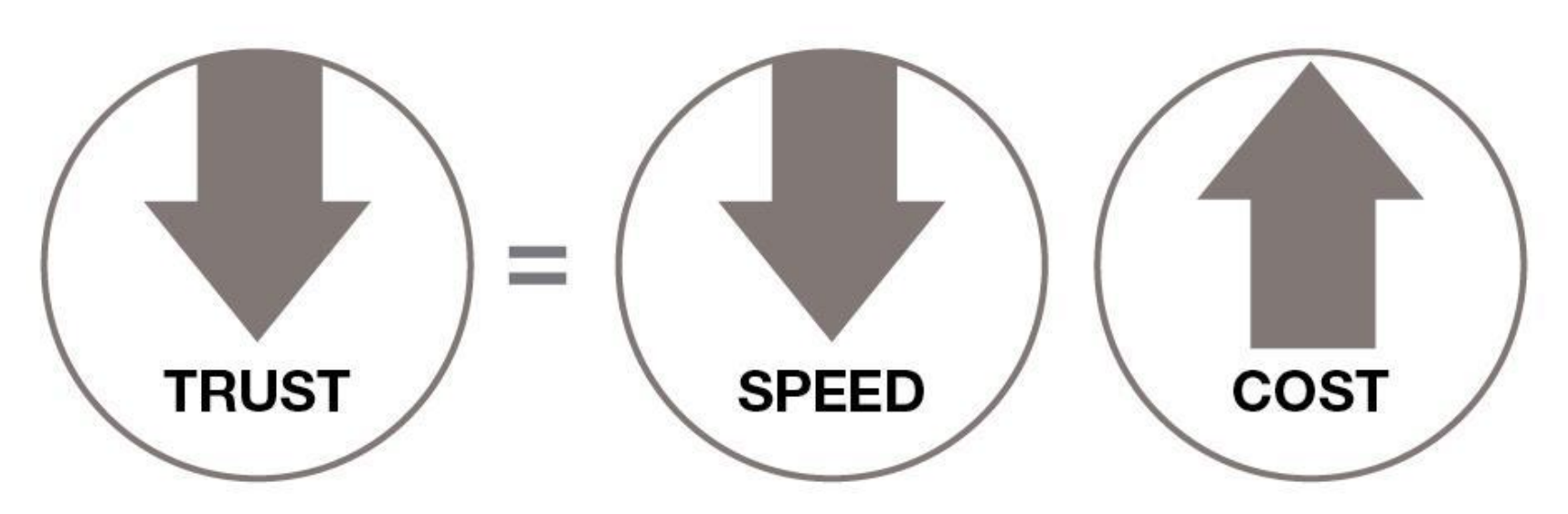
Dividend Examples…benefits of high trust

- Improved collaboration
- Stronger partnering
- Enhanced innovation
- Heightened loyalty
- Accelerated achievement
- Better execution

Trust Tax

Low trust slows things down and increases cost (effort).



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Tax Examples…costs of low trust

- Redundancy
- Bureaucracy
- Disengagement
- Politics
- Turnover
- Churn
- Chaos
- Fraud

Self Trust

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Self Trust

The trustworthy teammate has personal credibility.

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Cores of Credibility

Competence + Character = Credibility

Competence is comprised of…

Competence =

- **Capabilities** *(What do I know; am I relevant?)*
  - The capacities we have to produce and accomplish
  - TASKS: talents, attitudes, skills, knowledge, style.

- **Results** *(What is my track record?)*
  - Our track record—past, present, and anticipated;
  - Getting the right things done while avoiding Trust Taxes and reaping Trust Dividends.

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Character is comprised of...

Character =

- **Integrity** *(Who am I?)*
  - Congruency in values, beliefs, and behavior; deep honesty; humility and courage.
- **Intent** *(What is my agenda?)*
  - Genuine concern and caring for others; fundamental motive or agenda; seeking mutual benefit; acting in the best interests of everyone.

Relationship Trust

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Relationship Trust

The trustworthy teammate knows how to build trust with others by their behavior.

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Building Trust Accounts

- Each trust account is unique
- All deposits and withdrawals are not created equal
- What constitutes a “deposit” to one person may not be to another
- Withdrawals are typically larger than deposits
- The fastest way to build trust is to stop making withdrawals
- Recognize that each relationship has two trust accounts

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Mickey's Baker's Dozen
The 13 Behaviors

1. Talk straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

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1. Talk Straight

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2. Demonstrate Respect

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3. Create Transparency

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4. Right Wrongs

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5. Show Loyalty

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6. Deliver Results

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7. Get Better

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8. Confront Reality

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11. Listen First

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12. Keep Commitments

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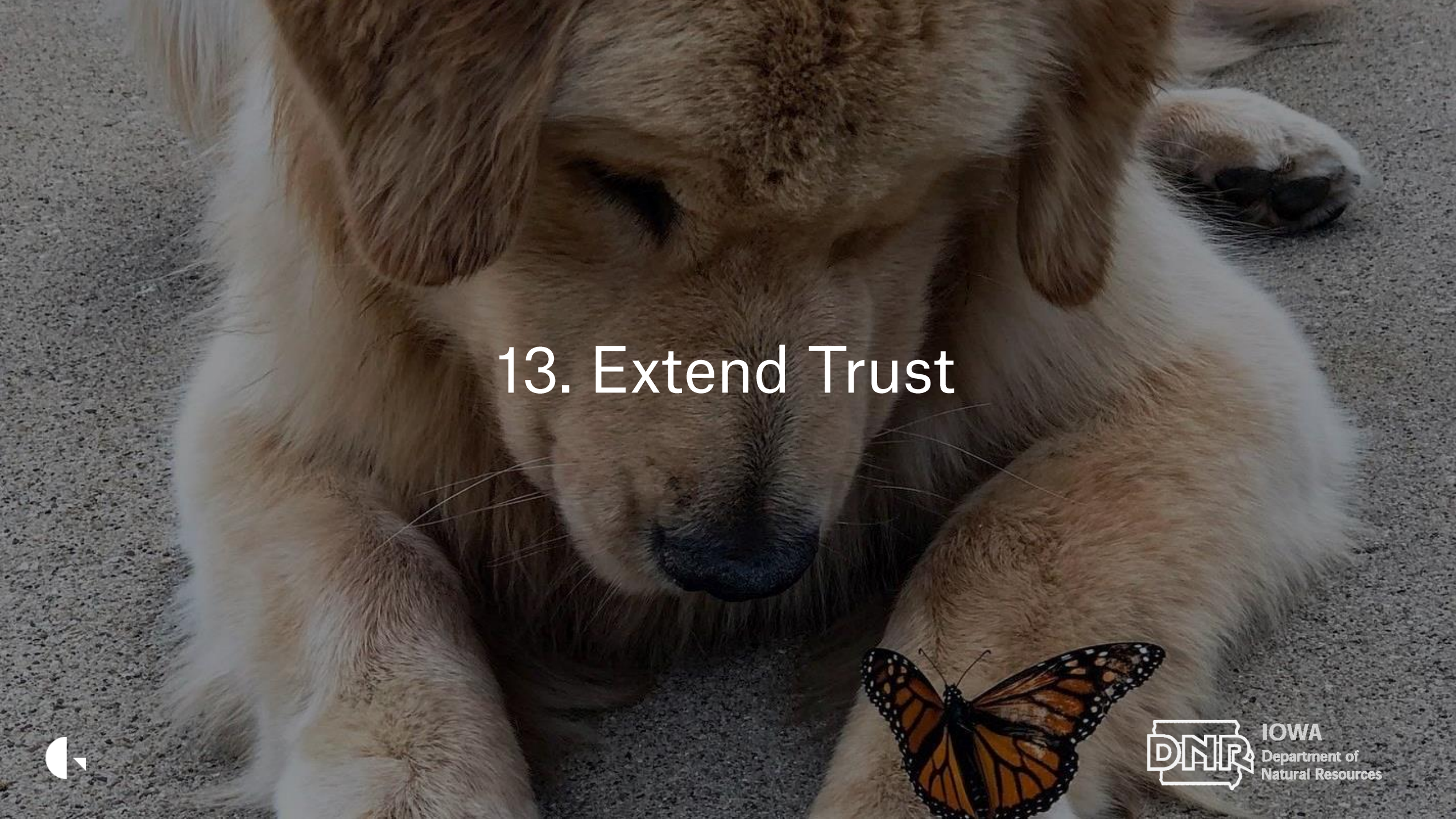

13. Extend Trust

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The 5 Waves of Trust

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What is your propensity to trust?
Your propensity to trust is a function of your own life experience, inclinations, and attitude toward others.

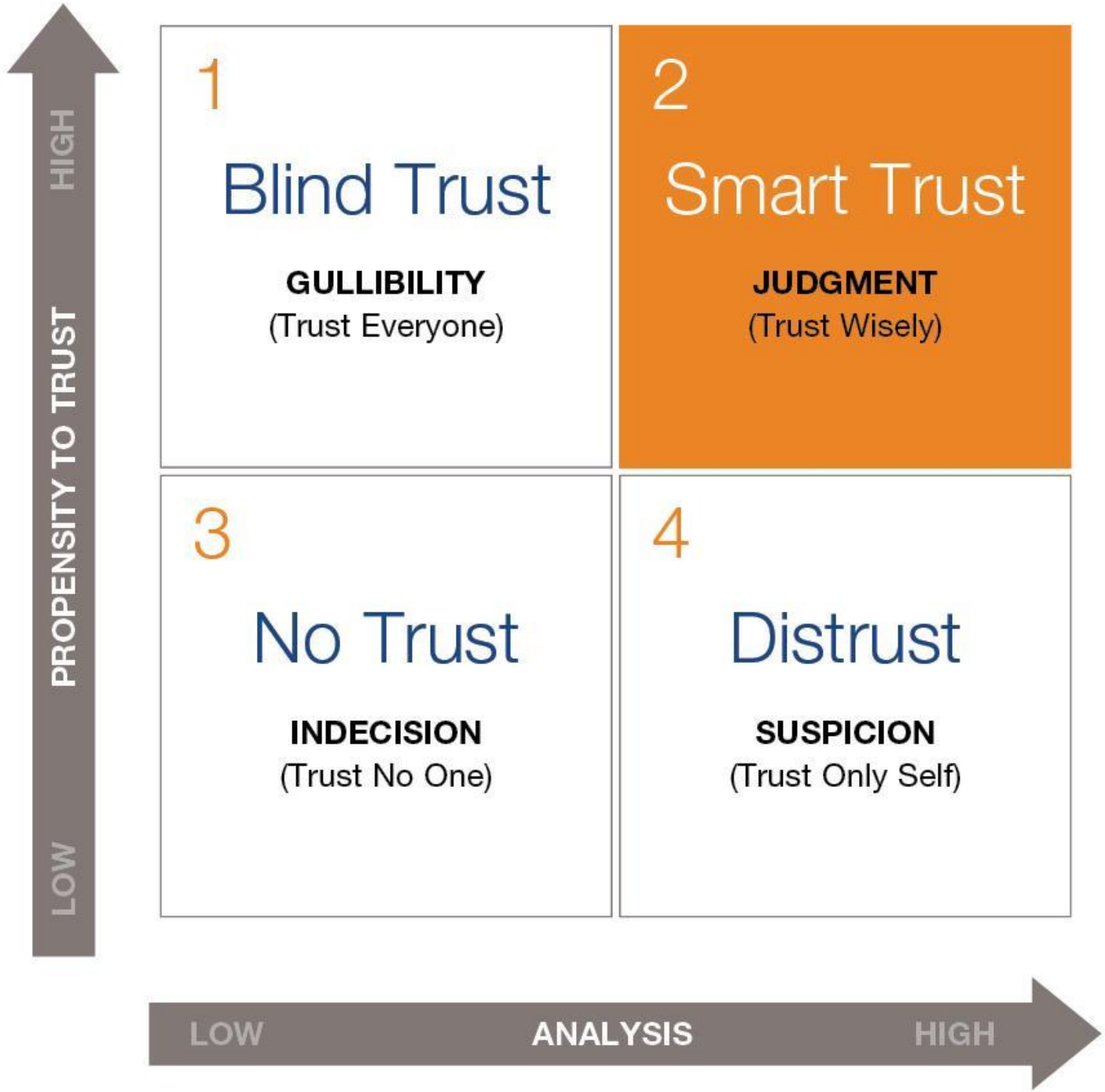
What do I analyze?
Analysis is how well you understand or gauge a person's Integrity, Intent, Capabilities, and Results (track record). What do you conclude from that analysis?

Propensity to Trust

- Primarily a matter of the heart
- Your willingness or tendency to trust others

Analysis

- Primarily a matter of the mind
- The 3 Vital Variables:
  1. Opportunity
  2. Risk
  3. Credibility



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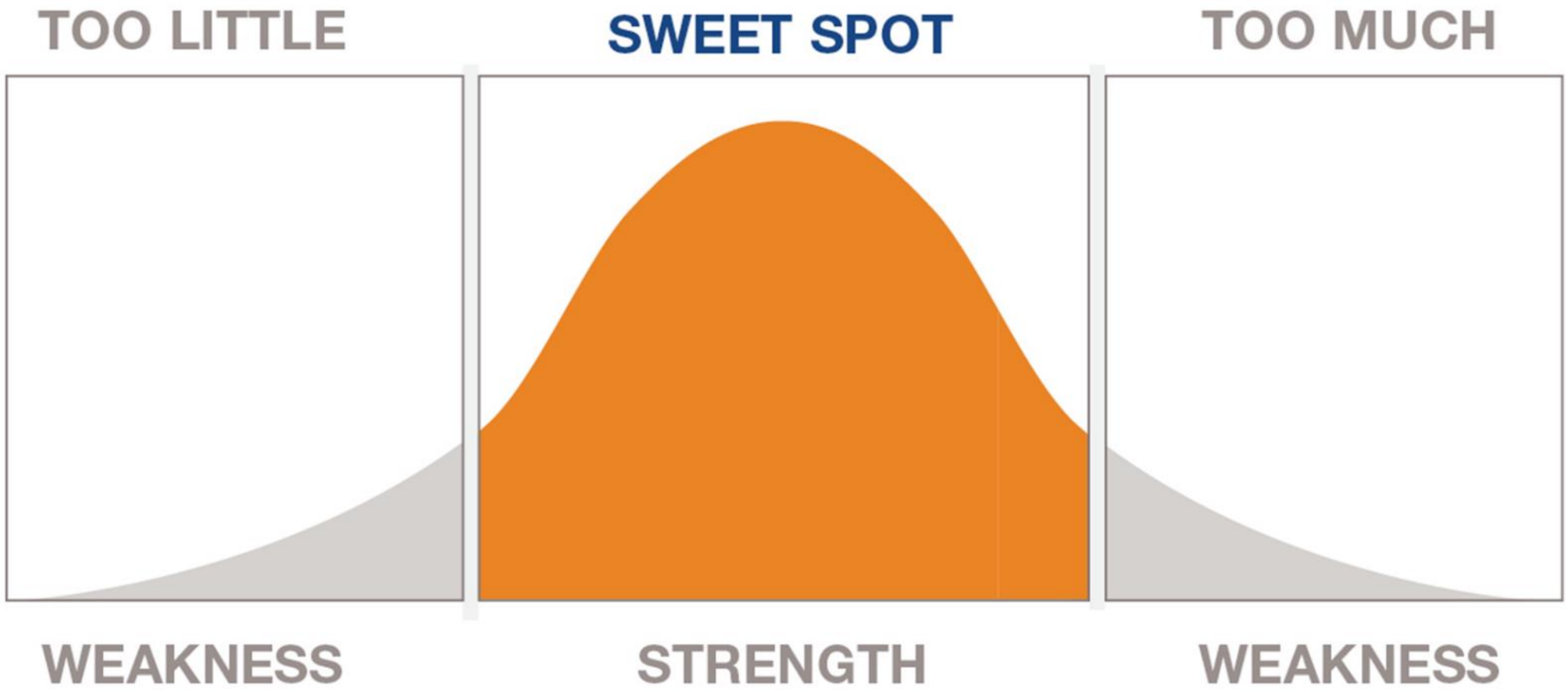
Tips

- It’s inside out
- Sequence matters
- Use the Behaviors in combination
- Don’t be a counterfeiter
- Any behavior can be taken to an extreme and backfire



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Mickey's Six Pack
Continuous Improvement Processes for Building Trust

1. Developing trust with others
2. Developing trust with someone who you don't trust
3. Extending Smart Trust (Judgment)
4. Getting those who don't trust others to extend trust you
5. Restoring trust when you've lost their trust
6. Restoring trust to someone when they've lost your trust

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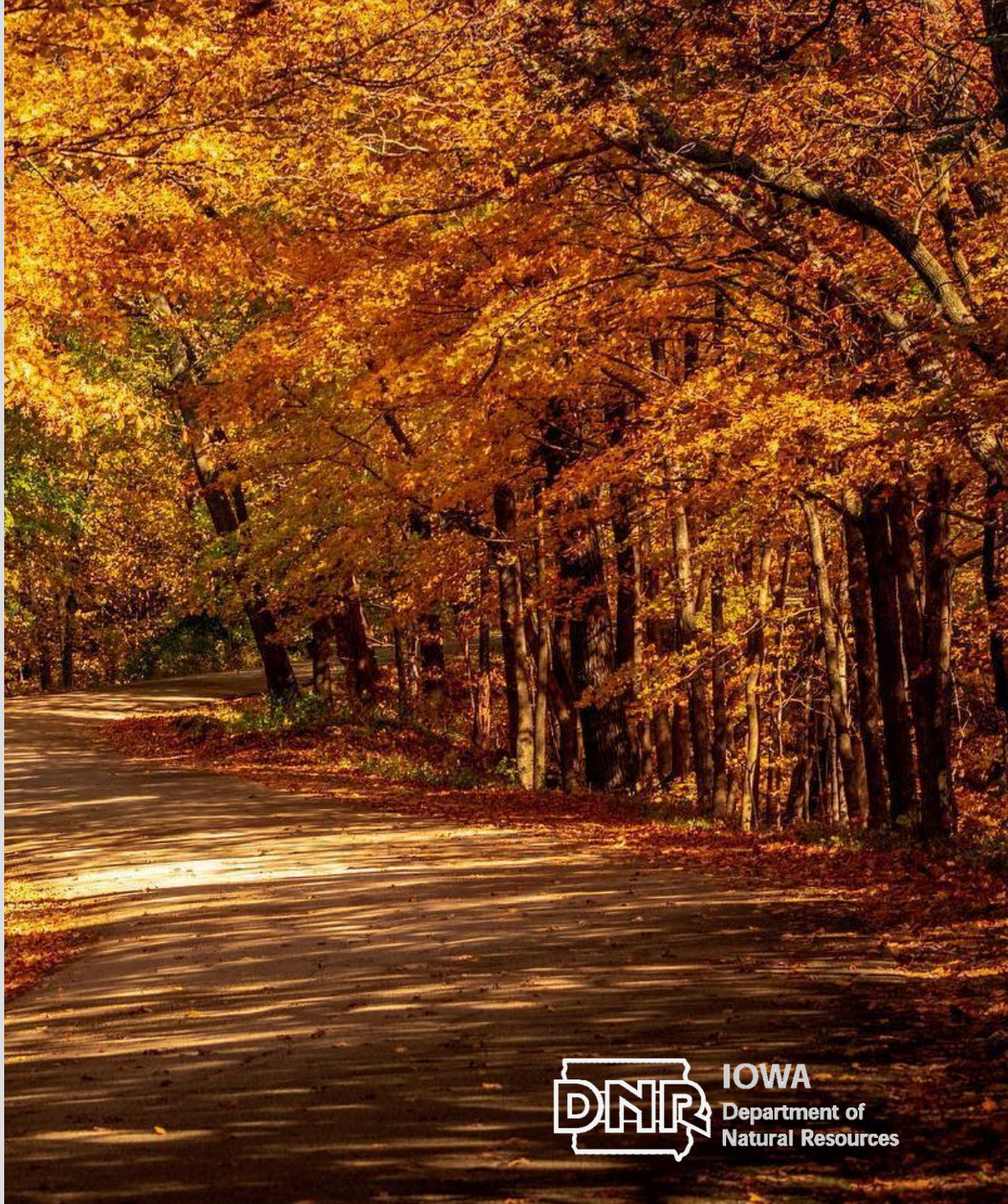

Rising Above the 5 Dysfunctions

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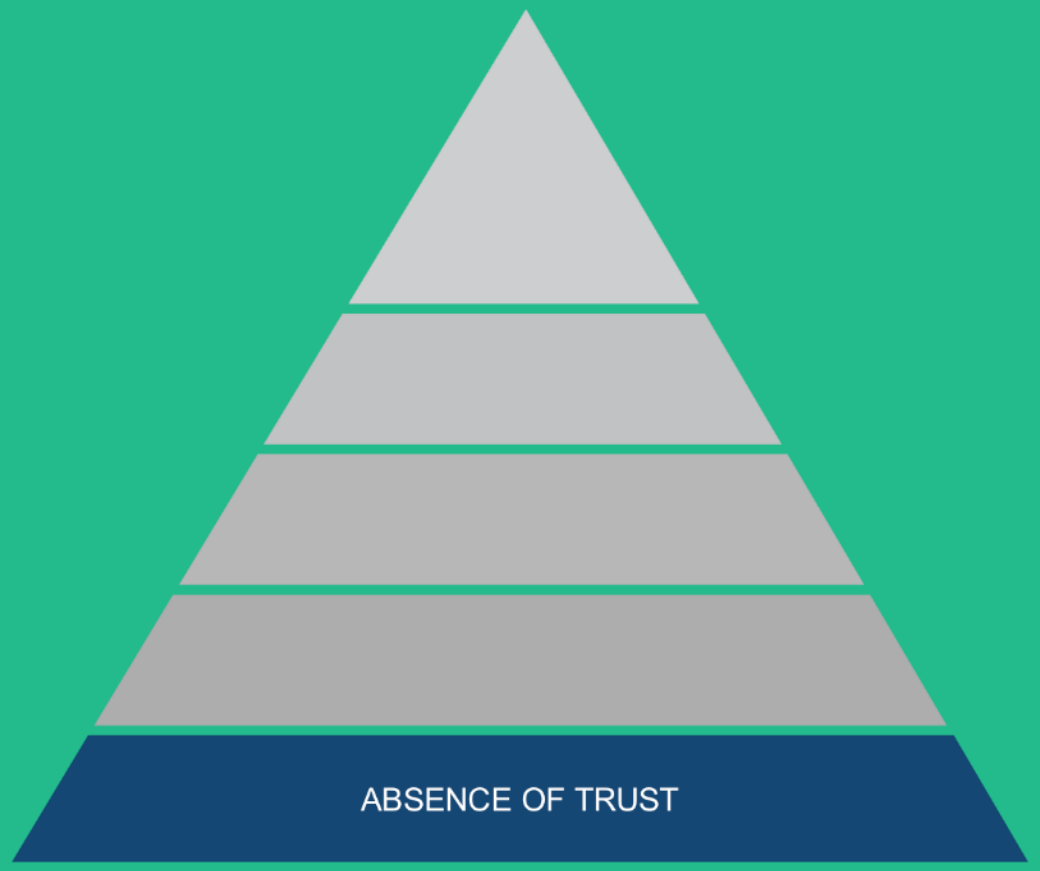
Rising above the Absence of Trust



- Not achieved overnight
- Follow-through & credibility
- Shared experiences
- Appreciate unique attributes
- Maintain healthy trust accounts
- Focused approach

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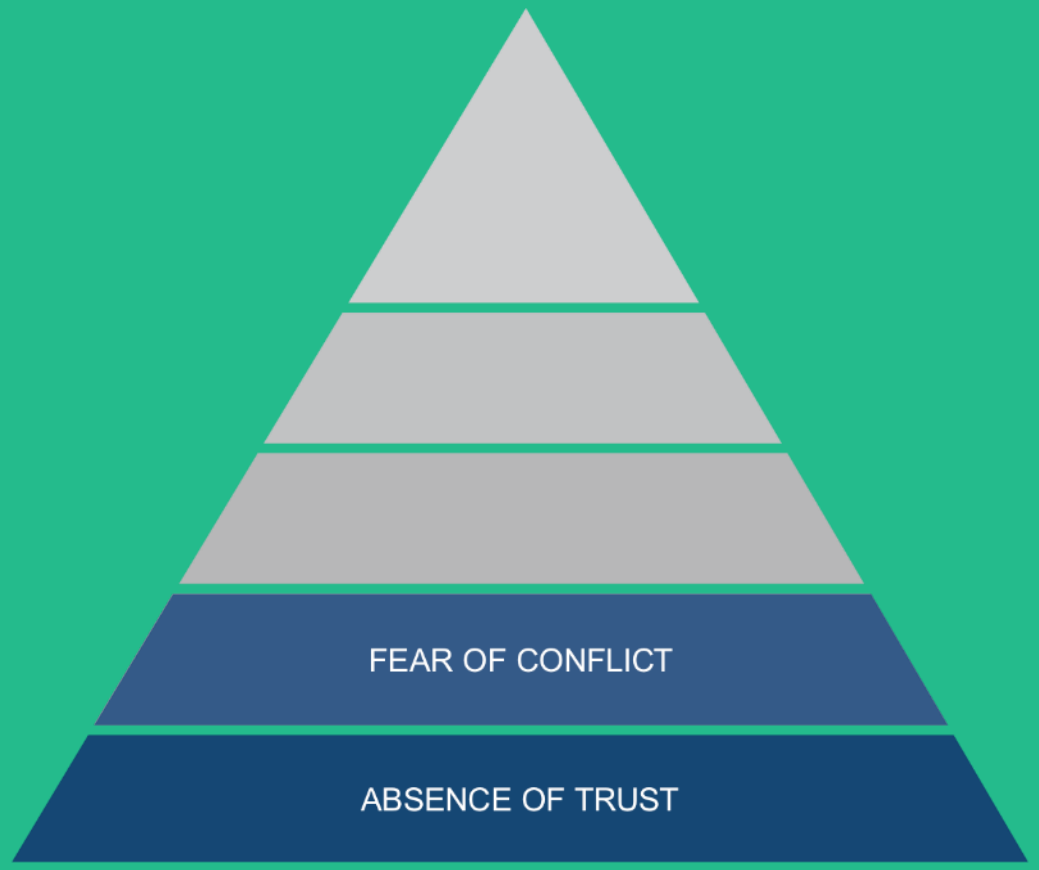
Rising above the Fear of Conflict



- Conflict is productive
- Don’t avoid it
- “Mine” the conflict
- Don’t retreat from debate
- Separate people from problem
- Understand personality preferences

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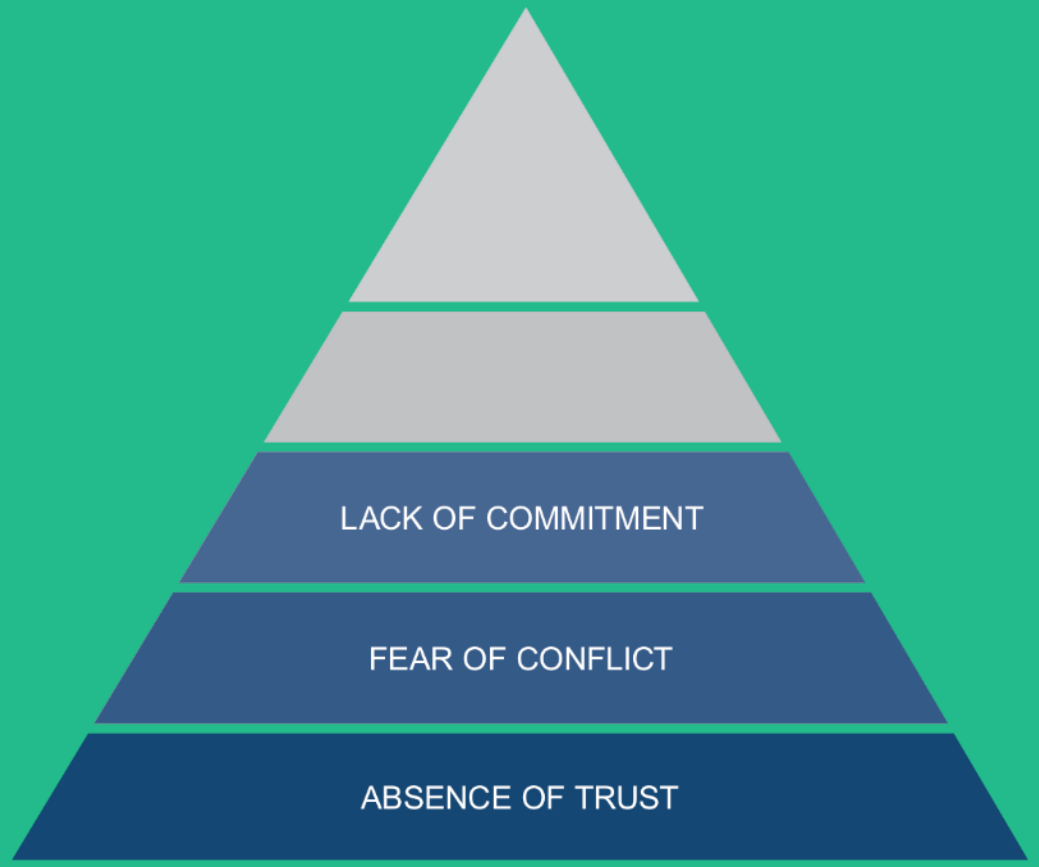
Rising above the Lack of Commitment



- Maximize clarity
- Achieve buy-in
- Cascade communication
- Honor deadlines
- Remove ambiguity

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Rising above the Avoidance of Accountability

- Publicize Goals & Standards
- Remove ambiguity
- Progress Reviews
- Team Achievements

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Rising above the Inattention to Results

- Public Declaration
- Results-based Rewards

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Rising above the 5 Dysfunctions

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reduce
enhanced
build
compliance
continual
outreach
safety
long-term
improvement
recycle
environment
enhance
exceeding
preserving
legacy
respect
positive
stewardship
listen
cooperation
education
excellence
sustainable
disposal
generations
renew
strive
maintaining
conserve
improve
influence
collaboratively
life
friendly
reuse
satisfaction
quality
ensure
ongoing
committed
recovery
develop
dedicated
protection
prevent
evaluate
service
responsibilities
transparent
resources
ensuring
principles
comprehensive
future
superior
protect
conservation
action
informed
awarenessresource

DNR Mission

To conserve and enhance our natural resources in cooperation with individuals and organizations to improve the quality of life in Iowa and ensure a legacy for future generations.

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Questions?

SOLID WASTE Environmental Management System

Committed to Continuous Improvement

Gresham Smith

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