Kia maia Kia tū ngātahi · 35TH ANNUAL ILANZ CONFERENCE 2023
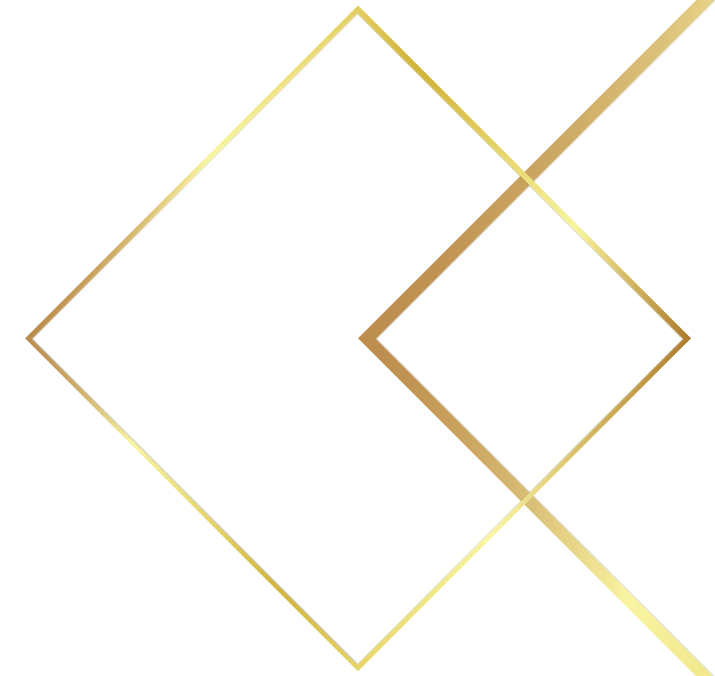*Stand Tall Together*

Conversations that will unlock the potential in your legal team

KATIE GRAY

COACHING ADVOCATES
CHANGE IS THE LAW OF LIFE

UNLOCKING THE POTENTIAL IN YOUR PEOPLE

Introduction

Lawyer (international banking and finance), former partner of Herbert Smith Freehills

ICF accredited coach, certified ontological coach, certified team coach & certified health coach

Passionate about applying teamworking competencies in the legal arena to boost results and wellbeing

By the end of this session you will:

1. Know how to distinguish a team from a group

2. Have insights into what makes an effective team and the conditions that cause team dysfunction

3. Be familiar with a selection of the ten critical conversations of high performing teams

4. Have an assortment of powerful questions to consider either privately or with your team to drive team success
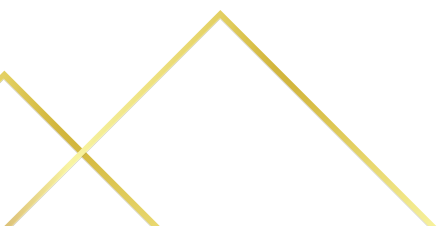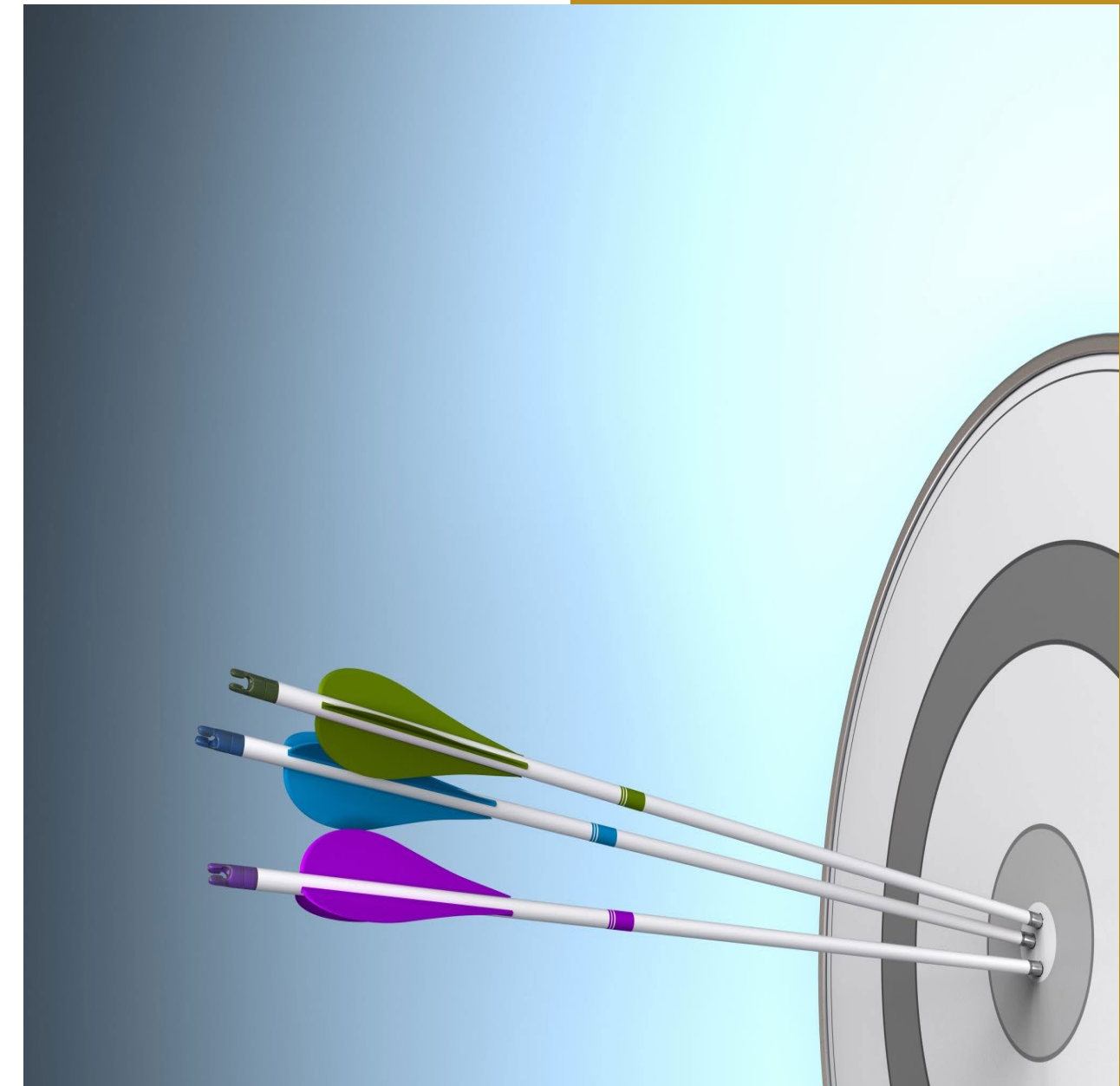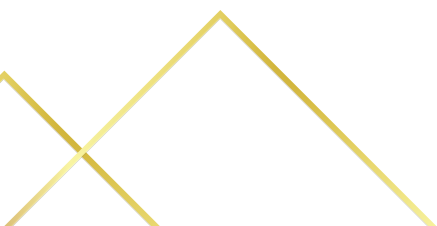
Session Overview

1. The team experience

2. Why teamwork?

3. What is a team?

4. Ineffective teams vs Effective teams

5. The power of team conversations

6. Focus on alignment, trustworthiness, team roles/accountability and mood conversations

7. Tips to leverage the benefits of teamwork

Discuss

1. What is it that prompted you to join this session today?

2. What have been some of the frustrations you've experienced when working with others?

3. When have you experienced successful teamwork and what made that success possible?

Why is teamwork important?

Teamwork has both collective and individual benefits

*"Almost 9 out of 10 companies surveyed agree that the problems confronting them are **now** so complex that teams are essential to provide effective solutions"*

- Ernst & Young: The Power of Many

> "
> The essence of effective teamwork is to create a product through a collective effort that exceeds the quality of an individual endeavour.
>
> **Karl Smart & Carol Barnum**

Why is teamwork important?

Out of 18 competencies that are positively correlated to effective leadership, the two leadership competencies that are the **most highly correlated** with **effective leadership** are:

- Purposeful visionary
- Teamwork

(Robert Anderson & William Adams: Mastering Leadership: 2016)

If YOU want to be a highly effective leader, the biggest bang you will get for your buck is to focus on purpose/vision, and fostering teamwork.
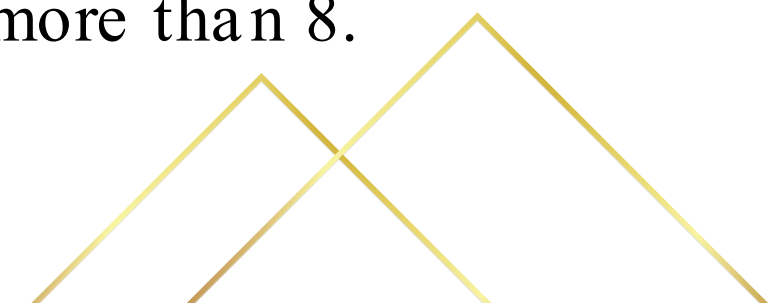
What is a Team?

"*If we can **predict the needs** of other people in the task chain, **communicate** with them to **resolve problems together** and **support** them when they need a hand, the project is likely to go much more smoothly*" (Clutterbuck)

Crucial aspect of **interdependency**

Characteristics indicative of well-formed teams:

- have a **shared common purpose**
- have **clear performance standards, goals and procedures**
- include members who have **high levels of complementary skills** to create greater value
- include members who hold themselves **mutually accountable**
- contain either **4 or 5 people**, and certainly no more than 8.

What is a Team?

"

A small number of people with complementary skills, who are committed to a common purpose, performance goals and approach, for which they hold themselves mutually accountable.

John Katzenbach

Ineffective Teams

"the collective intelligence and performance of most groups is well below the average intelligence and performance of the members"
(Peter Senge: 1990)

"We usually dumb down when we come together. We act at the lowest common denominator. The dynamics played out in most groups – *overly aggressive advocacy of positions, poor listening, reactive responsiveness, political caution, ambitious self-interest, mistrust, withholding of opinions* – subvert collective effectiveness. Consequently, most leadership teams function well below their members' average intelligence.
(Robert Anderson & William Adams: Mastering Leadership: 2016)

LENCIONI'S FIVE DYSFUNCTIONS OF A TEAM

INATTENTION TO RESULTS — Individuals put their own needs ahead of the team's and lose sight of collective goals

AVOIDANCE OF ACCOUNTABILITY — Due to no buy-in, team members avoid accountability

LACK OF COMMITMENT — Not having aired opinions through debate, no buy-in or commitment to decisions

FEAR OF CONFLICT — Artificial harmony: lack of unfiltered and passionate debate about ideas

ABSENCE OF TRUST — Unwillingness to be vulnerable or open about weaknesses

Discuss

Which of Lencioni's 5 dysfunctions of a team do you recognise in your team?

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results/ individuals putting their needs ahead of collective team goals

Discuss

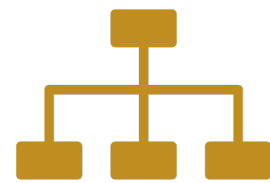Where is your team strong, and where would you like to focus more attention?

1. Psychological safety
2. Dependability
3. Structure and clarity
4. Meaning
5. Impact

Team Conversations

The conversations that we have as a team form the basis of the team relationship. If we want to change the team dynamic or relationship, then we need to start by changing the conversations that we're having as a team.

"Teams are typically so busy doing that they have little time for reflection." David Clutterbuck

10 conversations of high performing teams

- **Alignment** : shared vision, purpose values and goal
- **Co-ordination** : co-ordinating the actions needed to deliver the shared goal
- **Ownership** : owning the shared goal
- **Accountability** : Fulfilling the team role
- **Navigation** : planning, anticipation, learning and innovation
- **Decision making** : structure of authority
- **Trustworthiness** : creating team trust
- **Mood** : the team's commitment to create a mood for success
- **Performance** : standards of performance
- **Future**: the future of the organisation, team and careers of team members

Bob Dunham: the Institute of Generative Leadership see also the Team Conversation Survey from Pathways of Growth

Alignment

Shared vision, purpose, values and goals ensures that everyone on the team understands and has played a part in creating the team's overall purpose, what that looks like as outcomes and the principle that guides the team

1. What is the reason (purpose/vision) that we come together as a team?
2. What is the promise we (as a team) make to our stakeholders? Have we agreed the final output with our end customer/stakeholder?
3. What are our team goals? What's getting in the way of every team member being committed to those goals?
4. Do you know, appreciate and understand what the other members of the team care about?
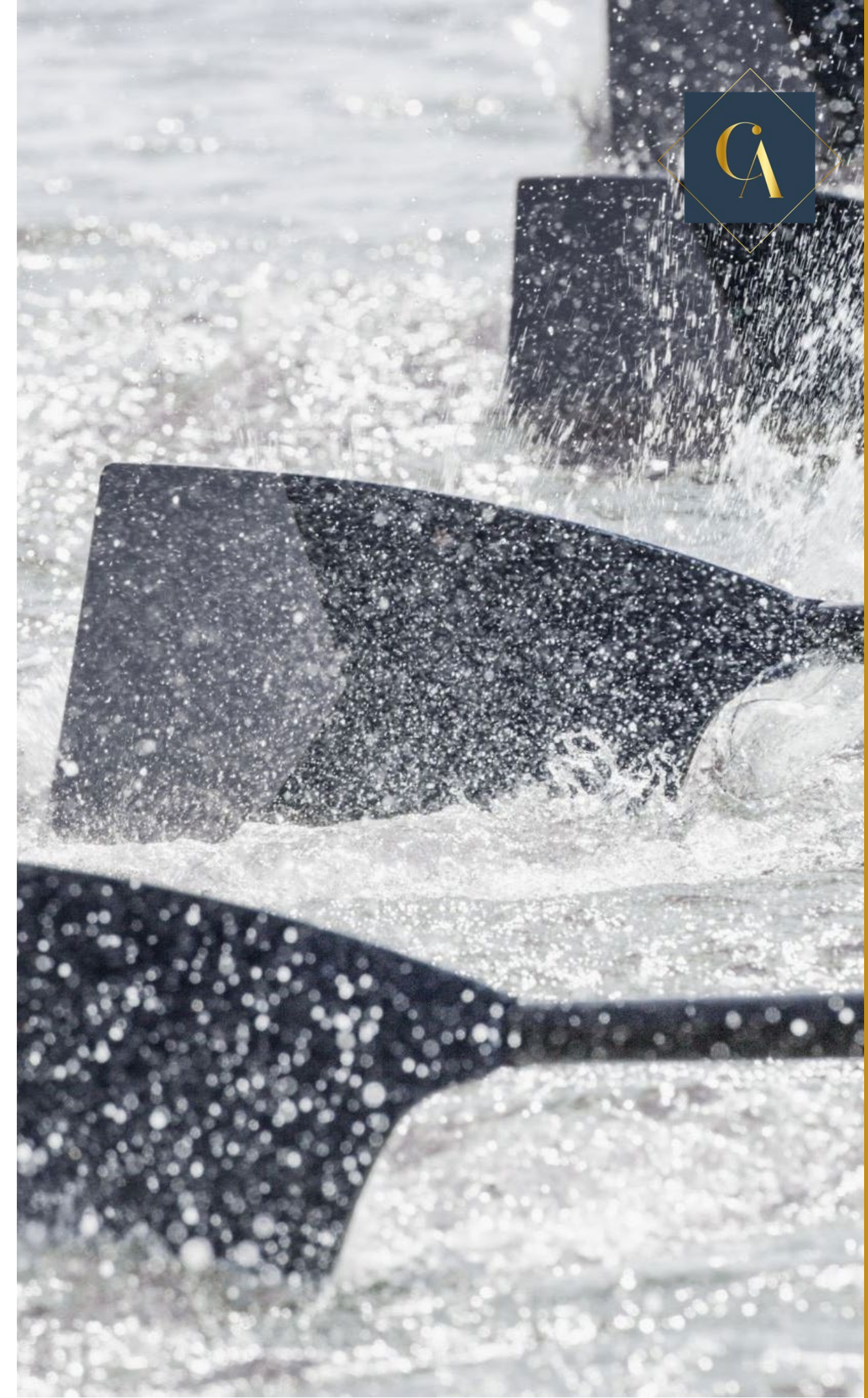
"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."
Antoine de Saint-Exupéry

Trustworthiness

1. What happens in our team when a team member does not do what they say they'll do or otherwise breaks a team agreement?

2. To what extent do team members truly depend on and rely on one another? What's getting in the way of interdependence?

3. How good is our team at acknowledging and expressing appreciation for each other's contributions?

4. To what extent do team members look out for each other and help each other deliver on their commitments?

5. How willingly and openly do team members disclose their fears, uncertainties, hopes and dreams to the rest of the team?
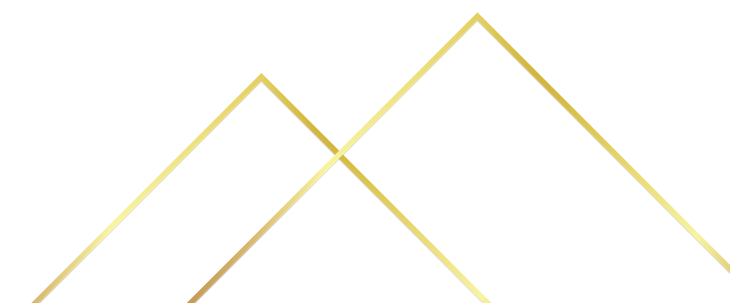
Team role: allocation and accountability

Every team member is on the team for a reason and it is expected that they will do their utmost to be successful. This will often require help, input and challenge from the rest of the team.

Team performance depends on the balance of contributions individuals make and on acknowledging that different people make different contributions.

Belbin's 9 Team Roles

Plant: The source of original solutions : *creative, imaginative, free thinking, independent*provide imaginative and original ideas

Monitor evaluator: The calm   analyser : *serious minded, strategic, logical and discerning,*weigh up options, analyse problems and evaluate ideas and proposals

Specialist: The knowledge seeker: *single minded, self starting and dedicated,* the specialist is dedicated to an area of expertise and provides knowledge and rare skill to the team

Belbin's 9 Team Roles

Shaper: The whip cracker: *dynamic, challenging, goal oriented:* generate action and thrive under pressure, get things done and push the team to meet deadlines

Implementer: The Practical Organiser : *disciplined, systematic, hard working and reliable* gets things moving and then keeps the ball rolling

Completer Finisher: The Quality Controller: *conscientious, accurate and detailed,* painstakingly edit, check and polish until they are satisfied with the finished product

Belbin's 9 Team Roles

Co-Ordinator: The team conductor *: clarifies goals, promotes decision making, involves others:* presides over the team and co-ordinates its efforts to meet its targets and goals

Resource investigator: Curious extraverts *: enthusiastic, inquisitive, sociable:* they go outside the group and bring information, ideas and developments back to it.

Teamworker : The internal facilitator: *diplomatic, popular, the gel that keeps the team together,* use their diplomatic skills, sensitivity and versatility to prevent distracting and potentially destructive interpersonal problems arising in the team
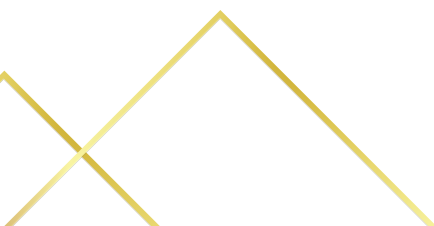
Discuss

Which of these team roles (select 2–3) do you most identify with?

Which other roles are present in your team?

How "balanced" is your team, in terms of diversity of team roles?

Team role: allocation and accountability

1. How do we decide who is invited onto the team?
2. How do we decide which roles and responsibilities each individual is assigned?
3. How do we leverage each individual's strengths to facilitate the achievement of team goals?
4. How do we distribute work amongst the team members?
5. Is it clear what each team member is responsible for?

Mood

The team's commitment to create a mood for success.

The mood or culture of a team will ultimately determine what is possible for the team. Team members should be sensitive to the changing moods of the team and should also know how to shift the mood when necessary.

1. What are some of the predominant moods of the team?
2. To what extent are team members aware of how their mood impacts team performance?
3. How optimistic is the team about its chances of success?
4. Do team members call out unproductive moods as they arise?
5. Can the team shift mood to be more productive/creative?

6 tips to leverage the benefits of teamwork
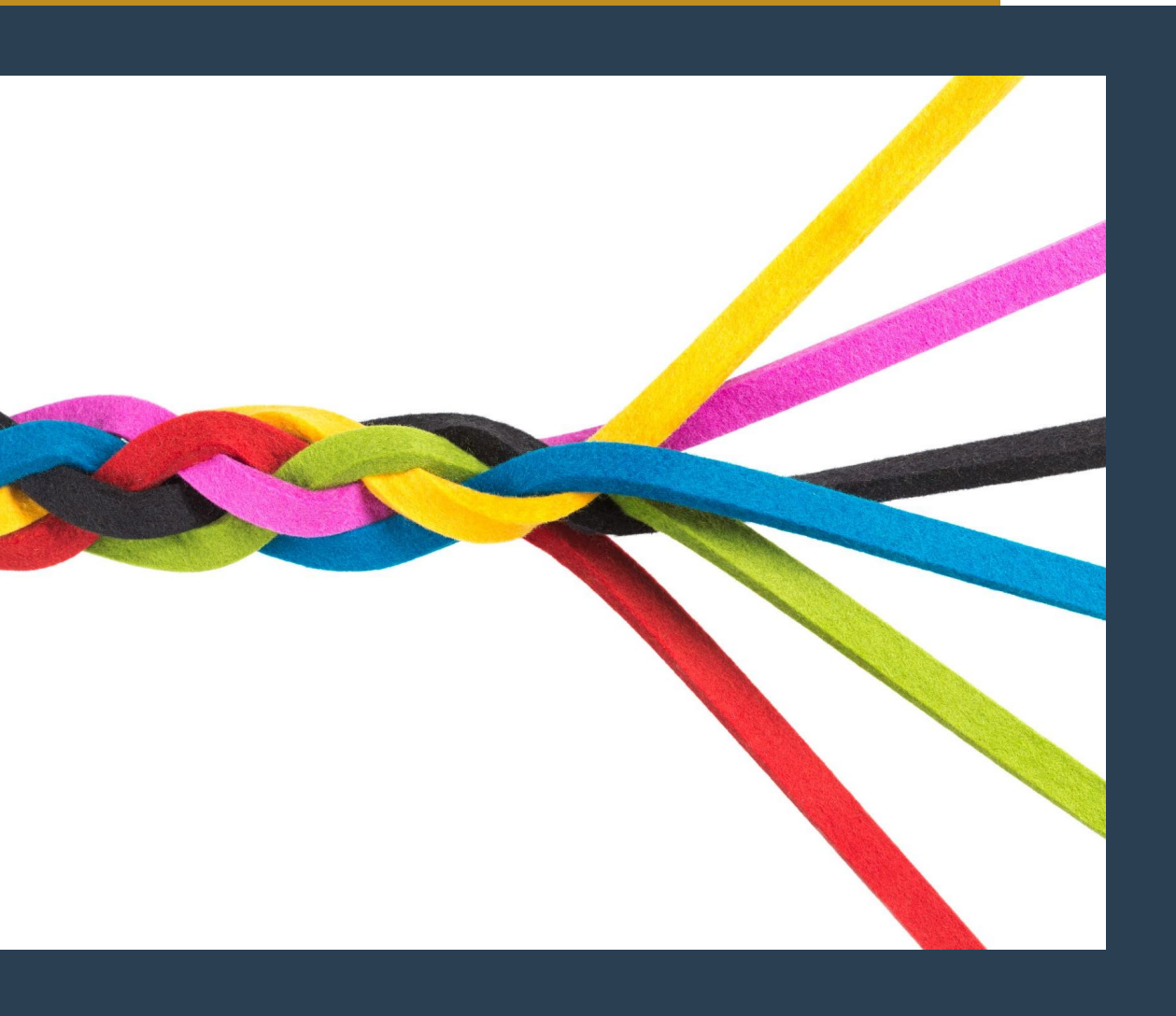
1. **Keep it tight** – Keeping teams small (around 4 members is ideal) protects against disengagement, coasting, group think, long unproductive meetings and unduly timeconsuming co-ordination.

2. **Consciously construct your team** – teams need a clear purpose and goals in order to be effective. Invite people onto the team who have something to offer both technically and behaviourly. Ensure that everyone on the team gets to play to their strengths.

3. **Consciously foster trust and psychological safety in place of false harmony** – disagreements are good for teams, provided they are handled well and are focussed on the team's objectives. Don't shy away from the difficult conversations – have them from a place of care for everyone in the team. Encourage team members to be empathetic and take turns in conversations.

6 tips to leverage the benefits of teamwork

4. **Reflect** – on what's working in the team and what's not. Ensure the team engages in conversations that are critical to high performance.

5. **Protect the concept of "team"** – do consider whether a group of people is really a team. If they don't share a common goal, then perhaps they are a group or a pair of collaborators.

6. **Cater for hybrid and remote** - research suggests that teams working remotely were at a considerable disadvantage so at the bare minimum, teams needed to be together at launch, at the mid-point of their work and again at the end. Everyone should meet in person at least once!

Thank You

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GET IN TOUCH WITH ME

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