BUILDING A-TEAMS

BALANCING RESULTS AND RELATIONSHIPS
FOR LONG-TERM SUCCESS

TEAMALYTICS™
STRONG TEAMS FOR A COMPLEX WORLD

A-TEAMS WIN IN TODAY'S COMPLEX WORLD

With 81,396 hours spent at work, the average person spends more time on the job than almost anything else. Even with more and more options for work from home, employee satisfaction is alarmingly low. Gallup reports that a shocking 60% of workers are emotionally detached from their jobs and 19% are utterly miserable.

Challenges such as poor communication, limited recognition, and insufficient opportunities for professional growth can all contribute to disengagement among your employees. Add in the complexities of Return to Work (RTO) policies, the geopolitical environment, a five generation workforce, and macroeconomic uncertainty; we are seeing decreased productivity, high turnover rates, and a negative impact on bottom line results.

Through Teamalytics' 30 years of experience in building A-teams in Fortune 100 companies, award-winning schools, professional sports teams, and military forces, we have found that in very senior teams, each member is a standout talent in their own role, but can struggle to get along with team members. This can lead to a lost sense of satisfaction, productivity, and engagement for executives.
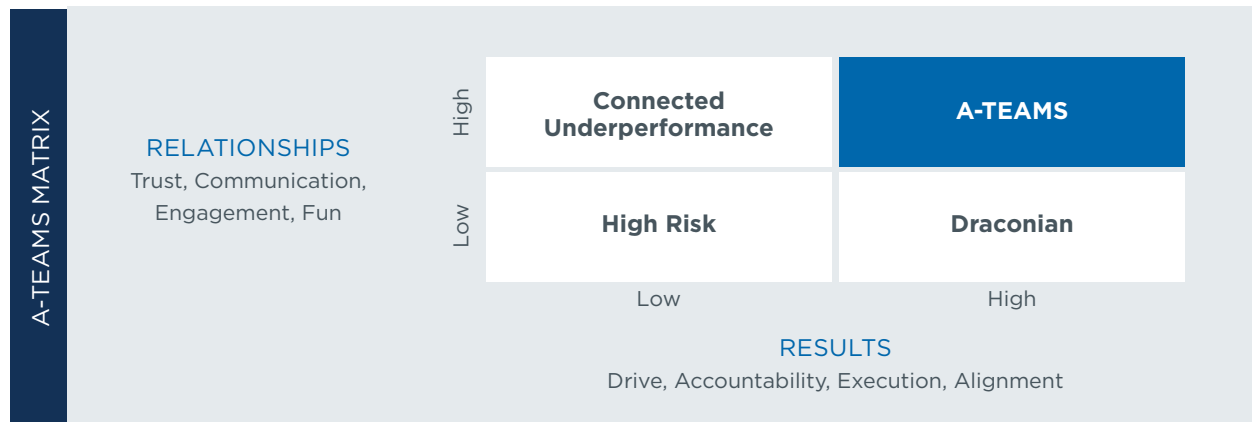
Overcoming these challenges to building strong organizations has been heavily debated for decades with thousands of books and articles on the topic. For example: General Stanley McChrystal (Team of Teams) put forth the concept that building great organizations requires the seamless collaboration of strong teams united by a common purpose, trust, and decentralized decision-making. Patrick Lencioni (The Advantage) emphasized that a "healthy" and "smart" organization is crucial for long-term success. Renowned business author Jim Collins has explored the key components of successful organizations in several of his books. Meanwhile, in Dare to Lead, Brene Brown underscores the significance of "living and operationalizing values" for building resilient teams.

In our work with thousands of teams, we have found that most teams struggle with behaviors impacting two key components of successful organizations: Results and Relationships.

Focusing solely on results can lead to burnout and decreased morale. Conversely, prioritizing relationships without a clear focus on results can lead to a lack of accountability and decreased performance.

Our team classification system, the A-Team Matrix, identifies teams into four distinct quadrants based on the balance between results and relationships. These four quadrants are: High Risk, Connected Underperformance, Oppressive/Disconnected, and A-Teams.

TEAM CLASSIFICATION SYSTEM: A-TEAM MATRIX

		RESULTS (Low)	RESULTS (High)
RELATIONSHIPS Trust, Communication, Engagement, Fun	High	Connected Underperformance	**A-TEAMS**
	Low	High Risk	Draconian

A-TEAMS MATRIX

RESULTS
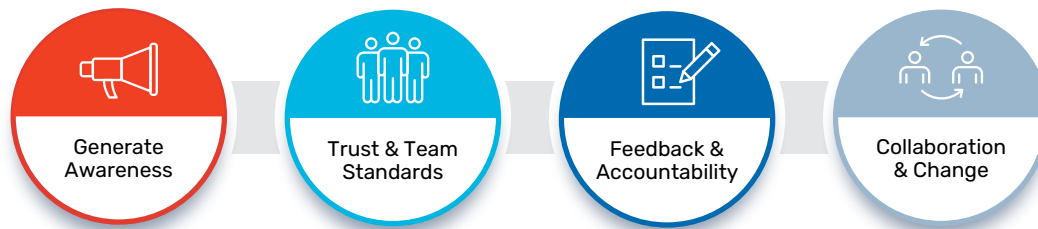Drive, Accountability, Execution, Alignment

- **High Risk:** Teams with poor business results and fractured relationships are at high risk of replacement or dismantling.
- **Connected Underperformance:** Teams with strong relational connections but lacking focus on results may struggle in adverse conditions.
- **Oppressive/Disconnected:** Teams that prioritize results over relationships can experience burnout and high attrition.
- **A-TEAMS:** Teams with market-leading results and strong, trust-based relationships enjoy happiness, fulfillment, and long-term success.

Are you aware of where your team falls on this matrix? Maybe you are aware of where your team would land on the matrix but unsure of the reasons behind that classification or the steps to improve it? Understanding the complex interplay between results and relationships and the myriad of factors contributing to both is a common challenge for many leaders. Each team member is unique, and some may need to focus more on developing strong relationships, while others may struggle with driving results. A comprehensive assessment of your team's current state, along with a tailored action plan, is essential for creating the behaviors that lead to strong team performance. Don't let the complexity of the situation hold you back.

Our approach involves leveraging exclusive tools, metrics, and expert coaches to help your team evaluate their current standing and strive towards becoming an A-team. By investing in both results and relationships, you can drive team performance, foster a positive work environment, and achieve long-term success.

PROCESS TO BUILD A-TEAMS

| Generate Awareness | Trust & Team Standards | Feedback & Accountability | Collaboration & Change |

Building A-Teams To Thrive in Complexity:

Regardless of how you define it, the core unit of any organization is the team. Our involvement typically begins with a senior team at the company or division level. This first level/phase of our involvement focuses on the inter-team commitment to results and strong relationships, creating a solid foundation to expand throughout the organization.

STEP 1: GENERATE AWARENESS

The first step in our process is to identify the key business objectives of the team leader and align our engagement to that specific result. Talent initiatives often go awry when they are not specifically aligned and modified to meet the required business outcomes of an organization.

The next step is to utilize our proprietary tools and processes to determine the current state of team's behavioral realities. We help uncover biases and relational quagmires that prevent the outcomes and goals set by the team and their leader.

We utilize the Teamalytics 360 Report process to equip each team member with a data-driven description of what it currently feels like to be around them at work. This report takes roughly 10 minutes to complete (per describer) and displays 13 core leadership behaviors. Each behavior in the report features a graphic highlighting where each leader describes themselves, the descriptions of 6-8 colleagues, and a benchmark against a reference range derived from our experience with over half a million leaders.

This report is foundational as each team member begins an individual coaching relationship with an experienced Teamalytics coach. In the first coaching debrief, the coach and team member will build a Traction Plan focusing on key behavioral tweaks the leader can make to be more effective driving results and building sustaining relationships with their colleagues and teams.

Following the individual coaching sessions, we facilitate a team workshop to generate awareness of the current realities the team is experiencing related to individual and team behavior. We utilize team reporting to highlight the strengths and behavioral constraints of the team as a whole.

Then we show through line-up activities the similarities and differences teammates are experiencing that may be leading to relational efficiencies in pockets or unnecessary and unhelpful conflict in other areas. We equip team members with a new understanding of each other and strategies to work together more cohesively. Each team develops a Team Traction Plan to solidify the strategy and commitments from the workshop moving forward.

The following topics are presented in the order that they are most commonly implemented with teams. At times an adjusted approach or order of content is determined to be more effective with a specific team and we will flex our approach in those instances.

KEY COMPONENTS OF STEP 1:

- **Identify Business Objective**
- **Individual 360 Reports**
- **Individual Traction Plans**
- **Team Strengths & Constraints**
- **Interactive Line-ups**
- **Team Traction Plan**

STEP 2: TRUST & TEAM STANDARDS

After establishing a baseline, generating awareness across the team, and developing a plan of action to address the most constraining team behaviors; we guide teams through a workshop to explore the foundational element of trust and a process to identify the behavioral standards from which the team will operate moving forward.

Each member of the team will continue their individual coaching journey with a particular focus on how they feel about and contribute to the overall trust environment of the team prior to participating in the team workshop.

Utilizing best practices and insights from up-to-date research and studies, we start with a team discussion on the definition, benefit, and process to build trust. We incorporate content and possibly surveys from Lencioni's work on the 5 Dysfunctions of a Team that highlights trust as the foundation element of success. We also look at studies like Project Aristotle from Google and talk about the importance of and how to build psychological safety across the team.

Our research indicates that roughly 56% of the teams we work with experience relational challenges caused by team members' inadequate expression of nurturing behaviors to one another. In this session, we revisit the team line-up on the Need to Nurture behavior and dive deeper into the impact this behavior may be having on relationships and business outcomes.

In this session, we also introduce the EXCEL Communication Model which provides a simple structure to guide leaders into interpersonal interactions with guardrails to help them communicate more effectively regardless of their own behavioral constraints and regardless of the constraints of others.

The session concludes with the process of drafting a set of team standards, sometimes called a social contract. This process involves a discussion on leadership behaviors, the preference for the way leaders and team members are treated, and the behaviors that will be taught or tolerated throughout the team.

KEY COMPONENTS OF STEP 2:

- **Definition of benefit of the trust process**
- **Lencioni on Trust**
- **Psychological safety discussion**

- **Nurturing Line-up**
- **EXCEL Communication Model**
- **Social Contract/Team Standards**

STEP 3: FEEDBACK & ACCOUNTABILITY

After establishing an overall team awareness and commitment to grow, enabling a baseline of trust and process to address any gaps, and defining the behaviors that will become the standard to be taught and tolerated throughout a team and organization; the next step enhances a team's ability to drive certain outcomes even further. This step is to establish the skills and processes which drive results through feedback and accountability.

Each member of the team spends time in their individual coaching session discussing their behavioral strengths and constraints related to giving and receiving feedback from their colleagues, as well as how they are perceived when it comes to holding people accountable and driving results. Each person makes any necessary changes to their individual Traction Plans prior to the team workshop.

Statistically, over half of the teams that we have worked with over the past decade have struggled with providing critical feedback to each other and holding one another accountable. Giving constructive feedback, especially to peers and members of the same team may not seem natural to many and is a skill to be developed. For a smaller portion of the leaders we work with, the reflex to critique is showing up too frequently and damaging relationships and efficiency across the team.

In this team workshop we: teach best practices for giving and receiving feedback; create discussions in line-ups on the Criticality behavior; model/practice giving feedback to teammates through the Team Traction Plan feedback discussion; and launch a formal process to give teammates feedback through the Traction Plan Checkup survey.

KEY COMPONENTS OF STEP 3:

- **Teach Best Practices: Giving and Receiving Feedback**
- **Team Line-up Discussion on Criticality**

- **Launch Traction Plan Feedback**
- **Launch Traction Plan Checkup**

STEP 4: COLLABORATION & CHANGE

The only thing certain in a business is uncertainty, and the only constant is change. A team's ability to quickly change and adapt will be a huge determining factor in their ability to stay ahead of the market and meet the demands of the business. Periods of massive change change and the complexities of today's work environment can cause stress on teams and relationships. In fact, over 80% of the teams we have engaged since 2020 have been described with a lower need for variety and change.

The focus of our approach to Collaboration & Change starts with individual coaching on how a person is feeling at the moment regarding the amount of change in their team, strategies to handle change, and a look back at the individual's Teamalytics 360 Report Need for Change behavior as a data point in how that person is perceived by others to prefer and respond to change and variety.

The team workshop for Collaboration & Change starts with a discussion on the keys and barriers to collaboration using the Team Snapshot to provide an overview of the behaviors that could be helping and hindering the team. Next, we conduct a Line-Up discussion on the Need for Change and Deference behaviors to gain a deeper understanding of each member of the team and create strategies for greater efficiency and cohesion. We also provide best practices on driving change, and handling change across the team.

KEY COMPONENTS OF STEP 4:

- **Team Snapshot - Keys and Barriers to Collaboration**
- **Team Line-up Discussion on Need for a Change and Deference**

- **Best Practices - Driving Change; Handling Change**

Teamalytics has uniquely qualified coaches, breadth of experience, and proprietary analytics to help clients build and sustain strong teams within an increasingly complex workplace.

Schedule a consult with one of our experts to explore how Teamalytics can help your team balance results and relationships for long-term success.

Schedule A Consult

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