TSFLP Workshop 2:
Lead Teams.
Create a Culture of High Performance.

Welcome! We'll begin at 0800

TEAM SUBMARINE
ASST SECNAV (RD&A) · NAVAL SEA SYSTEMS COMMAND

PEO SHIPS

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Workshop Two: Overall Objectives

- Understand the drivers of positive team and organizational culture

- Adopt tools and methods that build and maintain positive culture

- Understand how team and organizational culture boosts performance and minimizes risk

- Adopt a culture of coaching to improve team well-being and performance

Schedule: Day One

Time	Topic
0800 – 0845	Welcome, check-in, and overview of Workshop Two
0845 – 0930	Review of concepts from Workshop One/Mindfulness Challenge report out
0930 – 1130	Understanding, creating, and changing team culture
1130 – 1300	LUNCH and read Covey article on Trust (30 mins.)
1300– 1530	Building a culture of trust
1530 – 1600	Day One reflection and close

Schedule: Day Two

Time	Topic
0800 – 0830	Check-in from Day One: Small group conversation on reflection then report out
0830 – 1100	Systems Planning and Analysis: Creating Risk-Aware Organization and Team Culture
1100 – 1200	Leader as Coach: A Culture of Coaching Part 1
1200 – 1300	LUNCH
1300 – 1530	Leader as Coach: A Culture of Coaching Part 2
1530 – 1600	Check out, next steps, and close

Your attention, please!

- Stay fully engaged for the whole session.

- Close email and other applications entirely. Silence your phone and notifications.

- Mute yourself when you're not talking.

- Leave your video on.

- Move into Gallery View if you're not already so you can see others.

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Topics we'll address today:

- Review of big ideas from W1

- Mindfulness Challenge report out

- The shift to leading teams

- Making and changing culture

- A systems thinking approach to culture change

- A culture of trust

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Big Ideas from Workshop One

Conversation:

In your groups, discuss the following:

- What ideas, framework(s) or tool(s) from W1 resonated with you?

- What did you try?

- What results did you get?
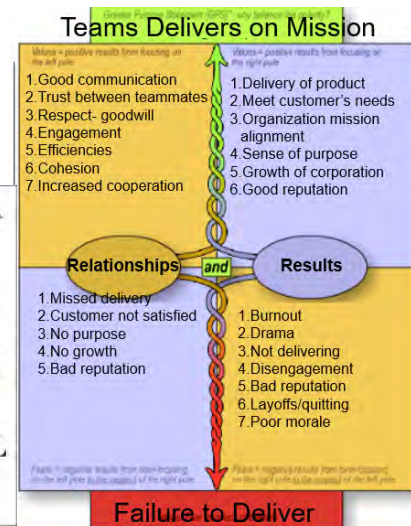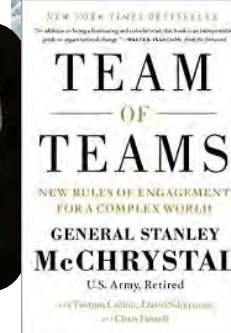
Please prepare to share when we return.

(15 mins)

Mindfulness challenge

- What mindfulness practice(s) did you try?
- What did you notice?

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Leading Teams

- What's easy?

- What's hard?

- What new skills do you need when you shift from being on a team to leading one?

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Team and Organizational Culture

What is "culture" and why is it important?

"Culture is a set of living relationships working toward a shared goal. It's not something you are. It's something you do."
— Dan Coyle, <u>The Culture Code, p. xx</u>

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Our Culture

Conversation:

In your groups, discuss the following:

Thinking about your team or working group,

- Describe 1-3 positive aspects of your team's/group's culture? How are people's well-being and performance enhanced by them?

- Describe 1-3 aspects of your culture that get in the way of people's well-being and performance. You can refer to the list on page of your handout and/or identify other unproductive parts of your culture.

   (15 mins.)

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Team and Organizational Culture

"Group culture is one of the most powerful forces on the planet.
— The Culture Code, p. xviii

What is "good" culture? What do people do?

1. Build safety   *2. Share vulnerability*   *3. Establish purpose*

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Build Safety

"Are we safe here? What's our future with these people? Are there dangers lurking?" – <u>The Culture Code</u>, p. 11

"The opposite of experiencing shame is experiencing empathy." – <u>Dare to Lead</u>, p. 129

What does/might a culture of safety, belonging, and inclusion look like in your team? In a meeting? Working with a tough problem? In an AAR? In a performance review? When delivering bad news? When navigating issues of diversity and inclusion? What "simple rules of interaction" might you use to signal safety in any of these situations?

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Share Vulnerability

Show me a culture in which vulnerability is framed as a weakness and I'll show you a culture struggling to come up with fresh ideas and new perspectives. - <u>Dare to Lead</u>, p. 43

Please complete this statement: I grew up believing that vulnerability is…

"Asking for help is a power move" - <u>Dare to Lead</u>

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Vulnerability and Trust

Which comes first, trust or vulnerability?

Vulnerability = "Risk, uncertainty, and emotional exposure."
– Dare to Lead

Vulnerability   Trust

"Science shows that when it comes to creating cooperation, vulnerability is not a risk but a psychological requirement." – The Culture Code, p. 111

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Establish Purpose

*"High purpose environments are filled with small, vivid signals designed to create a link between the present moment and a future ideal…What matters is telling the story.*

— <u>The Culture Code</u>, p. 180, 182

What are the signals…what story does your team or organization tell that creates a sense of purpose?

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Changing Culture

"You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete."
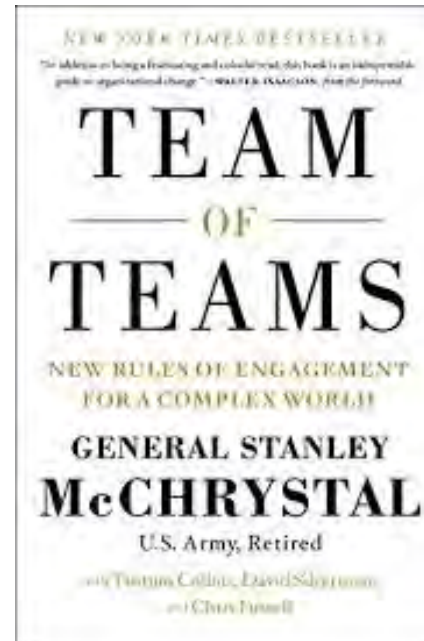
– R. Buckminster Fuller
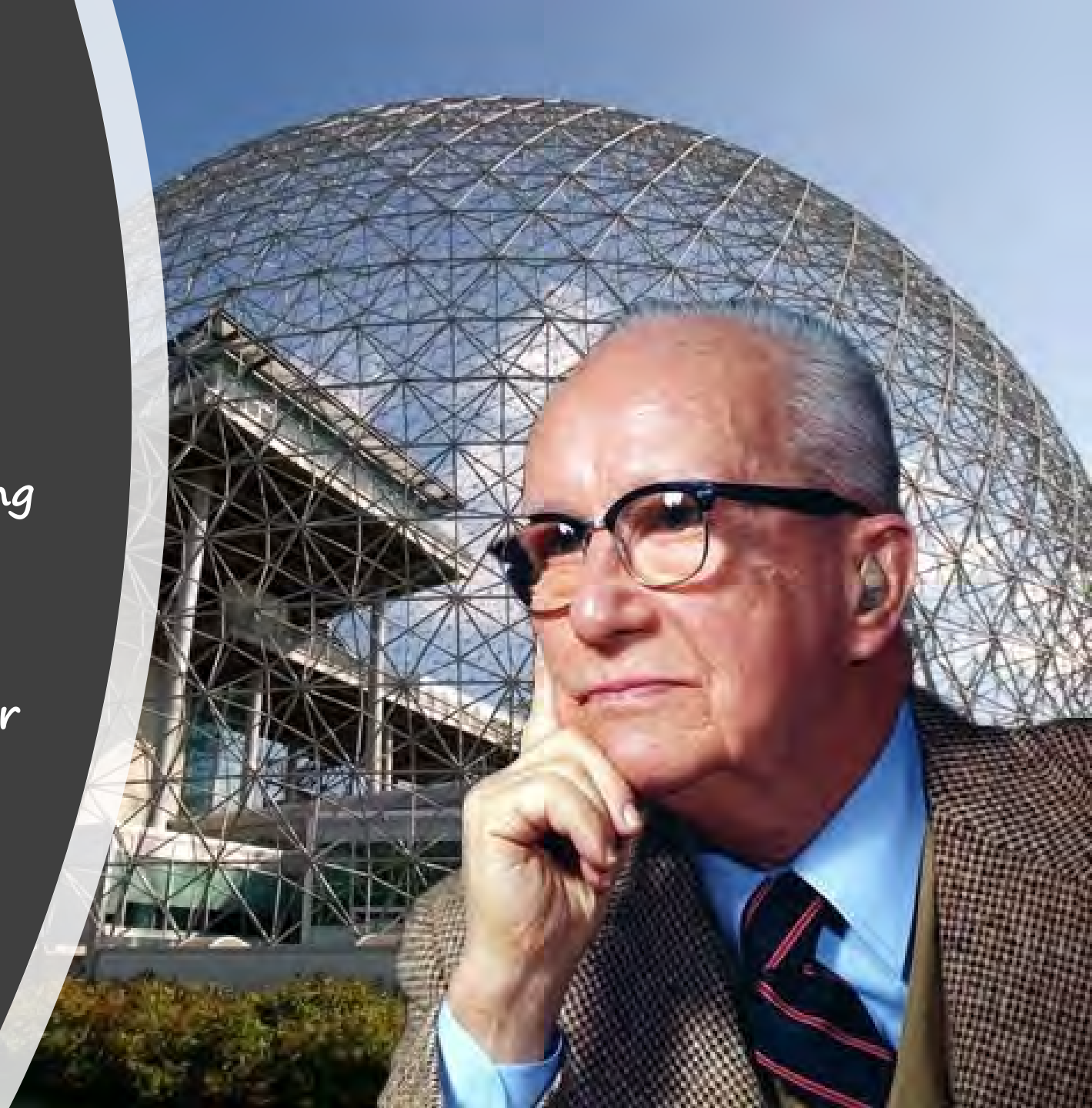
A New Mental Model

"First, I needed to shift my focus from moving pieces on the [chess] board to shaping the ecosystem."

— Gen. Stanley McChrystal

Understanding Culture to Make Change

"We can't solve problems by using the same kind of thinking we used when we created them." – Albert Einstein

The Iceberg Model is a Systems Thinking tool that helps us understand the cultural forces that contribute to the events we experience day to day.

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Understanding Culture to Make Change

Example:

Pam, a young woman on your team arrives an hour late for work after dropping her young child off at daycare.

THE ICEBERG MODEL

Use this tool to help you think more systemically!

EVENTS
What is happening?

PATTERNS OF BEHAVIOR
What trends are there over time?

SYSTEMS STRUCTURE
How are the parts related?
What influences the patterns?

MENTAL MODELS
What values, assumptions, + beliefs shape the system?

Increasing Leverage

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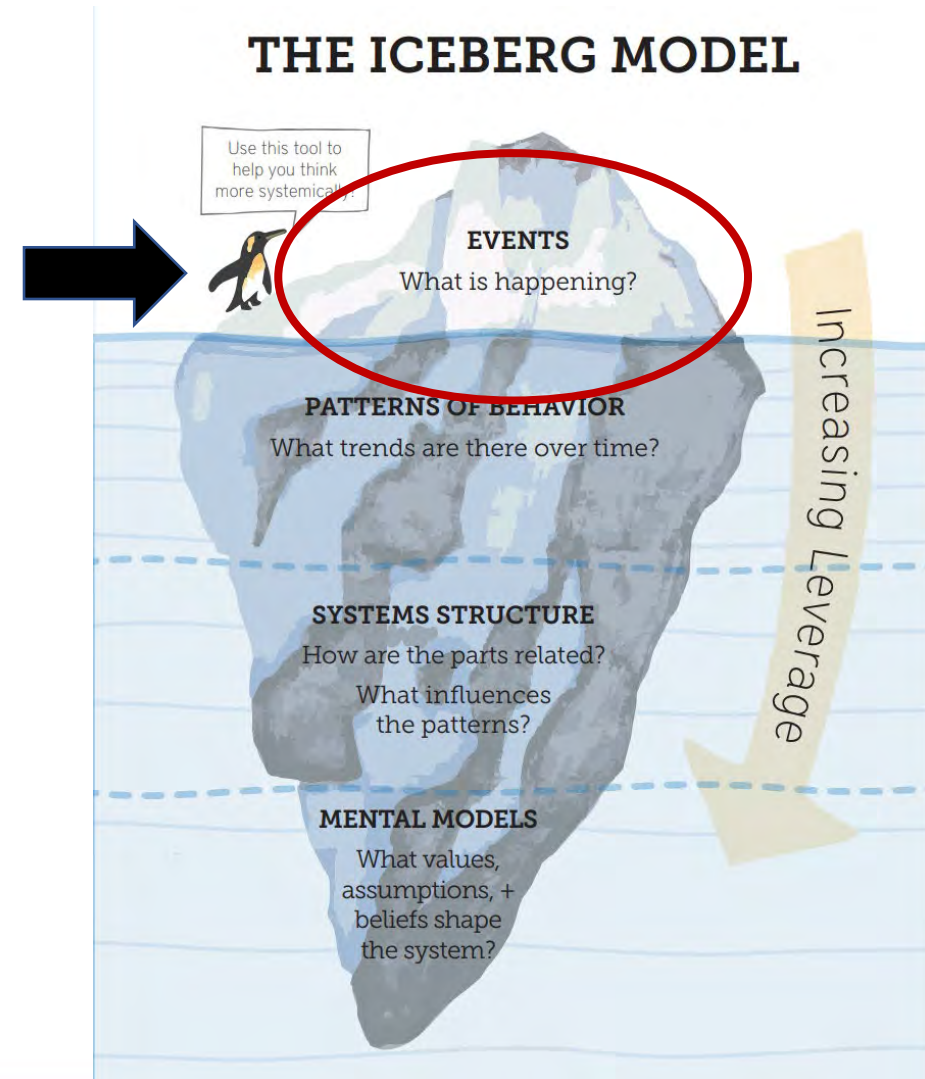
Understanding Culture to Make Change
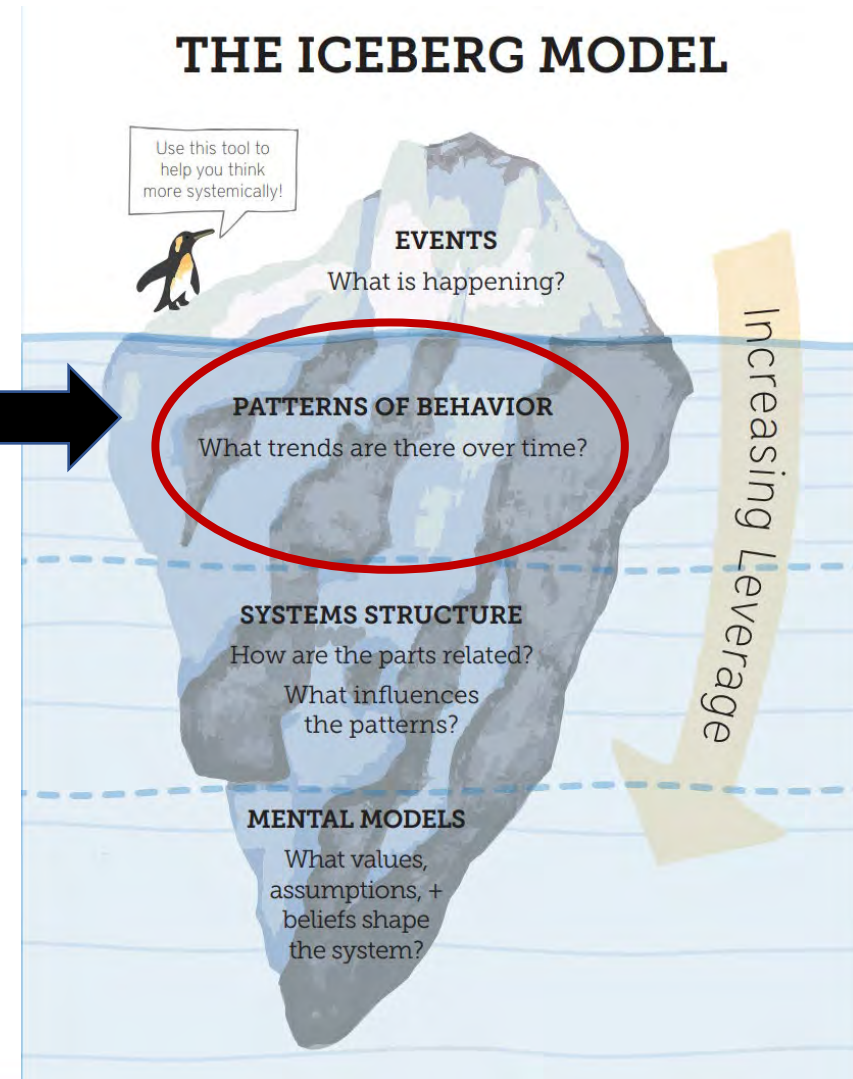
Deeper examination reveals patterns of events, or "trends." Pam is late on the same day a week later and the week after that.

You ask, are these two events unique or is a pattern of behavior emerging?

THE ICEBERG MODEL

Use this tool to help you think more systemically!

EVENTS
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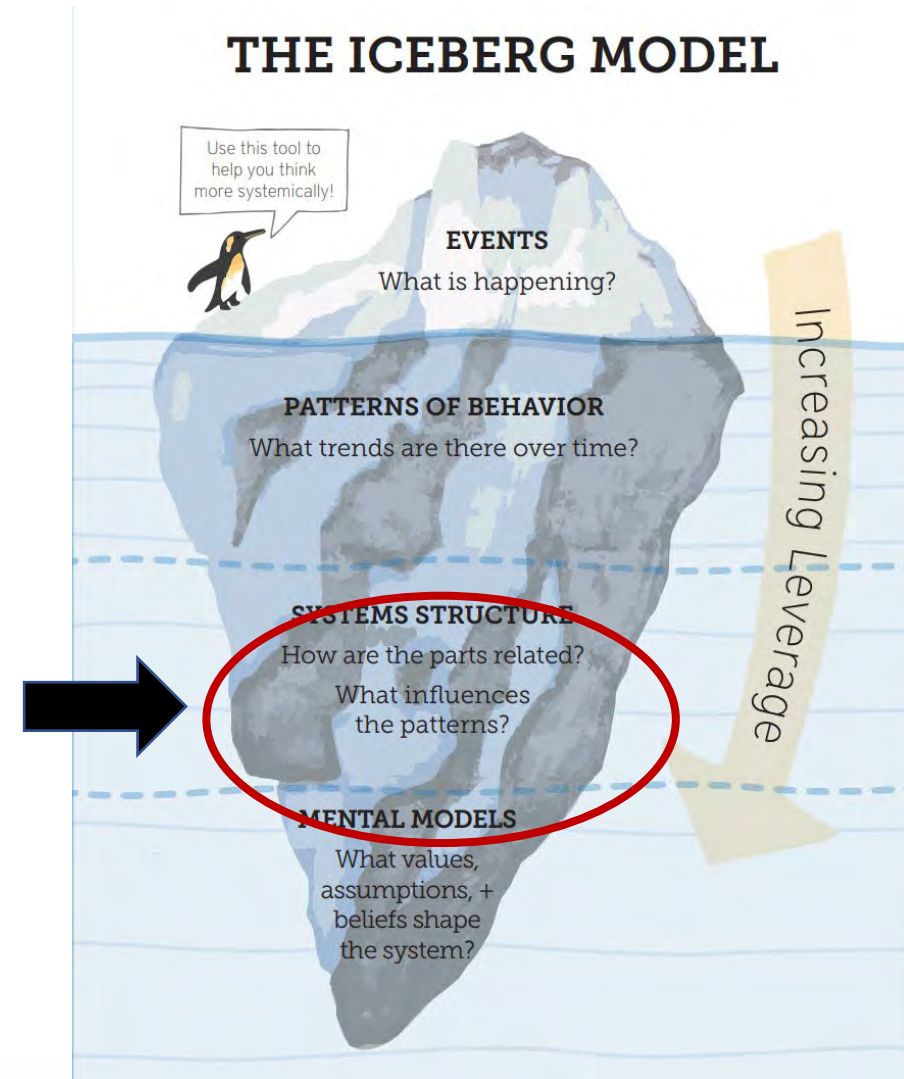*Increasing Leverage*

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Understanding Culture to Make Change

Pam's need for childcare conflicts with strict policies about when staffers must to be in the office.

In organizations, structure is often determined by policies and procedures.

THE ICEBERG MODEL

Use this tool to help you think more systemically!

EVENTS
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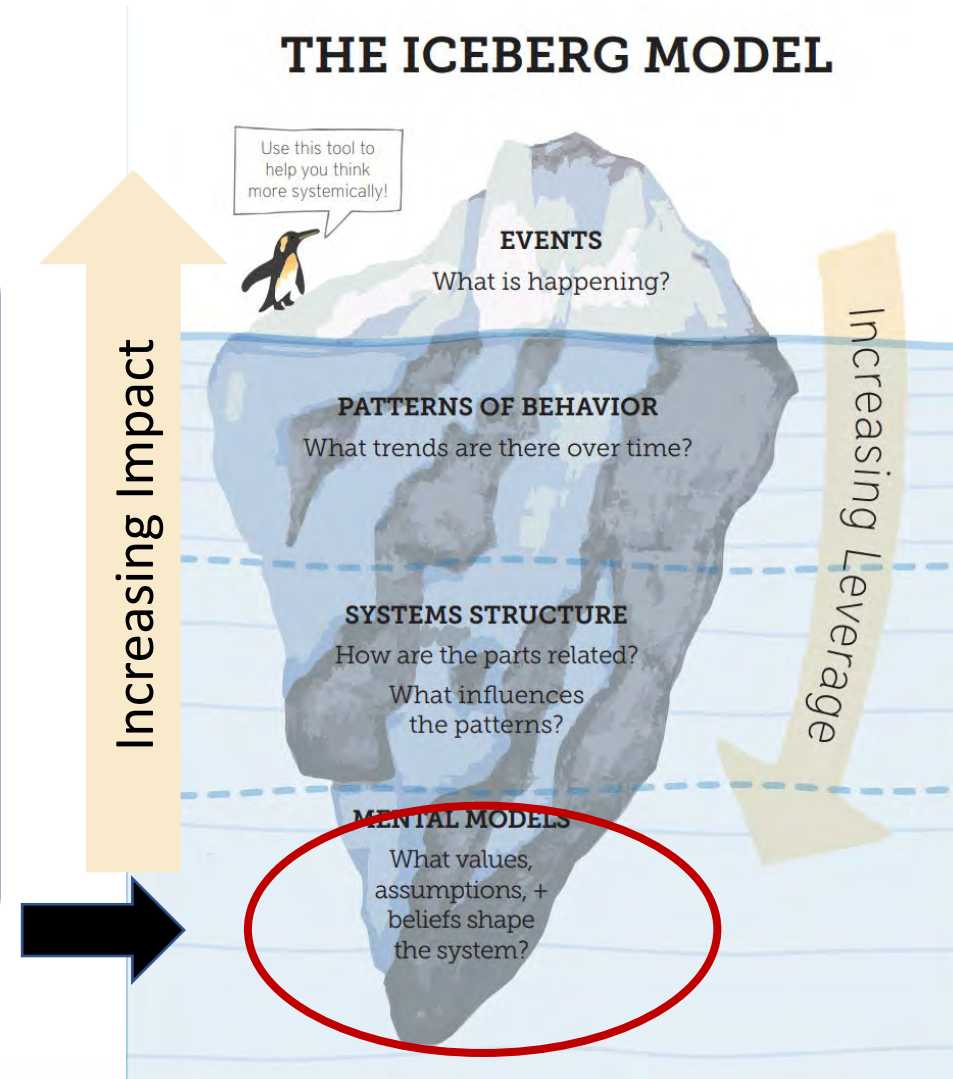
Increasing Leverage

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Understanding Culture to Make Change

At the deepest level, our "mental models" (and those of the people who came before us) affect the structures we put in place and the way we understand the top parts of the iceberg.

Does the company trust its employees to get the job done? Is "face time" more important than productivity? What are the beliefs and assumptions at play here?

This is where culture is rooted, in our values, beliefs, and assumptions. Also, the stories we tell about how things work or "should be".

THE ICEBERG MODEL

Use this tool to help you think more systemically!

Increasing Impact

Increasing Leverage

EVENTS
What is happening?

PATTERNS OF BEHAVIOR
What trends are there over time?

SYSTEMS STRUCTURE
How are the parts related?
What influences the patterns?

MENTAL MODELS
What values, assumptions, + beliefs shape the system?

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Changing the Culture on the Santa Fe

Captain Dave Marquet video

https://www.youtube.com/watch?v=psAXMqxwol8

Understanding an Aspect of Your Organization's Culture

Exercise in pairs: (15 mins)

The purpose of this activity is to use the Iceberg Model to help you get your hands around some aspect of your team or organization's culture that you would like to change.

Use the Iceberg Model worksheet on pages 5-7 of your handout.

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Time for Lunch

(90 mins.)

The Value of Trust

Breakout Conversation:

Thinking about the Covey article on trust, and what you learned from Brené Brown in *Dare to Lead*, what critical factors in your work are affected by trust or lack of it? What are the consequences of high or low trust on executing the mission of the organization? Who are the key players and how do they interact?

*** Please make note of your room # and appoint a spokesperson to take notes and report out for your group.*

(10 mins.)

The Value of Trust

"*[Trust] changes everything.*"
— Stephen M. R. Covey

⬆ Trust = ⬆ Speed ⬇ Cost

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Trust Makers

"Trust is the glue of life...It's the foundational principle that holds all relationships."

— Stephen Covey

What actions build trust for/with you, personally and professionally? What puts "marbles in someone's marble jar"?
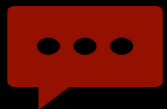
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Trust Breakers

What actions for you break or erode trust? What might people do to remove marbles from their jar?

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How would you describe your relationship with leaders you really trust or have trusted? How do they build trust? How do they break it?

$$\text{Trust} = \frac{\text{Intimacy X Credibility}}{\text{Risk}}$$

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Paradox of Trust

We need both to be successful at trust.

Conditional Trust

Unconditional Trust

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts*. Random House

Anatomy of Trust

Brené Brown video Anatomy of Trust
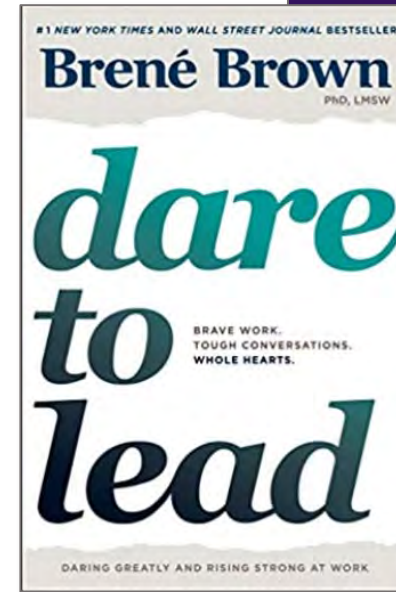
https://www.youtube.com/watch?v=G72JWvqdNLA

Trust = "Choosing to risk making something valuable to you vulnerable to another person's actions." – Charles Feltman, <u>The Thin Book of Trust</u>

BRAVING Trust

- **B**oundaries
- **R**eliability
- **A**ccountability
- **V**ault
- **I**ntegrity
- **N**on-judgement
- **G**enerosity

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BRAVING Trust Team Inventory

How does your team show up on each of these dimensions?

(Rarely) 1 2 3 4 5 6 7 8 9 10 (Always)

Boundaries: We respect each other's boundaries. When we're not clear about what's OK, we ask. We're willing to say no to each other.

Reliability: We do what we say we'll do. At work this means staying aware of our competencies and limitations, so we don't over promise and are able to deliver on commitments and balance competing priorities.

Accountability: We own mistakes and make amends.

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BRAVING Trust Team Inventory, cont.

Vault: We don't share information or experiences that are not ours to share. We know that our confidences are kept, and we're not sharing with each other any information about other people that should be confidential.

Integrity: We choose courage over comfort. We choose what is right over what is fun, fast, or easy. And we choose to practice our values rather than simply professing them.

Non-judgement: We can and do ask each other for what we need. We can talk about our challenges and how we feel without judgement.

Generosity: We extend the most generous interpretation possible to the intentions, words, and actions of others.

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How did we do?

Group Conversation:

- Where were your highest and lowest scores?

- For you, what dimensions are the highest priority?

- How might you start BRAVING trust with your colleagues?

RESULTS

Please

Source: Brené Brown (2018). *Dare to Lead: Brave work. Tough Conversation. Whole Hearts*. Random House

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Building and Maintaining Trust

Some Essentials:

- Make trust a priority
- Get to know each other as people
- Create a common language
- Practice intentionally
  - ✓ Courage, empathy, curiosity, and compassion
  - ✓ Having tough conversations
  - ✓ Giving and receiving feedback

Creator

TED*

Challenger   Coach

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Reflection

What resonated with you today? What would you like to know more about? What would you like to try?

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Have a good evening.
See you tomorrow at 0800!

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