

Build Collaborative Teams and Lead with a Shared Vision

John Estafanous, RallyBright, Inc.

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A little about me...



John F. Estafanous, JD

Founder & CEO

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- **2x Bootstrapped Exited Founder**
 - Hospital Management Systems (*CCF/Apache Medical Systems*)
 - Digital Medical Marketing Agency (*GE Medical/IBM Life Sciences*)
- **Global Marketing & Advertising**
 - Omnicom Digital & PR
- **Venture Backed Founder (current)**
 - RallyBright



A little about RallyBright...



Our Mission:

To make teamwork better for everyone

How:

By helping managers become better leaders and build better, high-performing & inclusive teams

1

Teams

Core operating units for most organizations

2

Technology

Scale with technology

3

People

Helping leaders learn & grow



Google



Today's Goals

- Explore the evolving workplace landscape
- Understand key challenges and trends to leading teams
- The ROI and impact of high-performance teams
 - Improving connection, collaboration and conflict on teams
 - Establishing shared purpose on teams.
- Taking action to drive and measure improvement



The workplace landscape is constantly evolving...

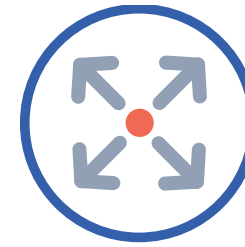
Most Diverse Workforce

Generational, cultural, gender, etc.



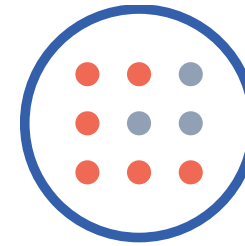
Evolving Workstyles

Remote, hybrid, return-to-office, contract, etc.



Dynamic Team Structures

Matrixed, distributed, remote, agile, etc.



Workforce trends are changing...

A Sampling of Current Workforce Trends

Operations



HR is changing to 'People'¹



Data Drives Everything²



Technology Adoption is Critical but Slow¹



Shifting Workforce (Gig, Contract, Remote)⁸

Management



From Managing to Coaching⁵



Soft Skills are Important⁷



Diversity is a Strength³



Teams Are Matrixed & Agile⁸

Traditional leadership methods are challenged

- Data is driven by company “engagement” & culture surveys
- Trainings are time-consuming and quickly forgotten
- Focus on individual performance reviews
- Performance is qualified and managed via spreadsheets



How Are Teams Doing?



Hybrid in-person and remote workplaces are the new norm



Worker burnout is at an almost 12-year high



Employees are seeking clarity, priorities and a connection to purpose



Heightened focus on business results and efficiency

Adaptability

is eroding for teams who have not adjusted to collaborating remotely and inter-team conflict is high

Connection

is high for teams that have been together, but disruption and change have frayed it (creating “fault lines”)

Direction

is key as orgs and teams with a strong sense of purpose are more likely to thrive in these challenging times

Performance

is on the minds of C-Level executives given the current macro-economic conditions

Measuring Team Performance

Model developed at:



The Five Dimensions of Resilient Teams™





Only 19% of teams
are high performing

But high performance
leads to results

+50%

Higher
Productivity

+26%

Greater
Revenue

-25%

Lower
Attrition

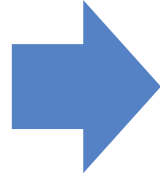
+190%

Leadership
Impact

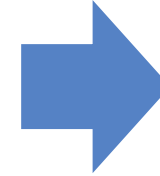
How do we empower managers to build great teams?



Better
Leaders

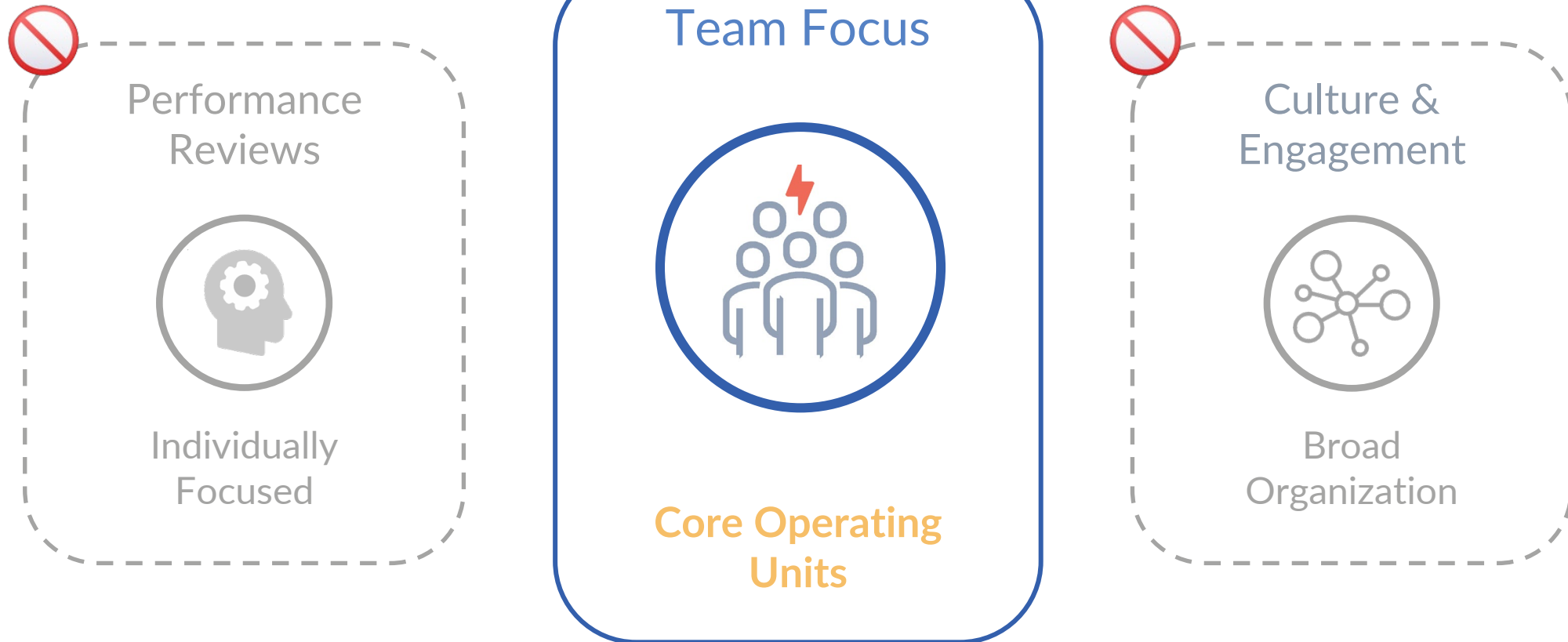


Better
Teams

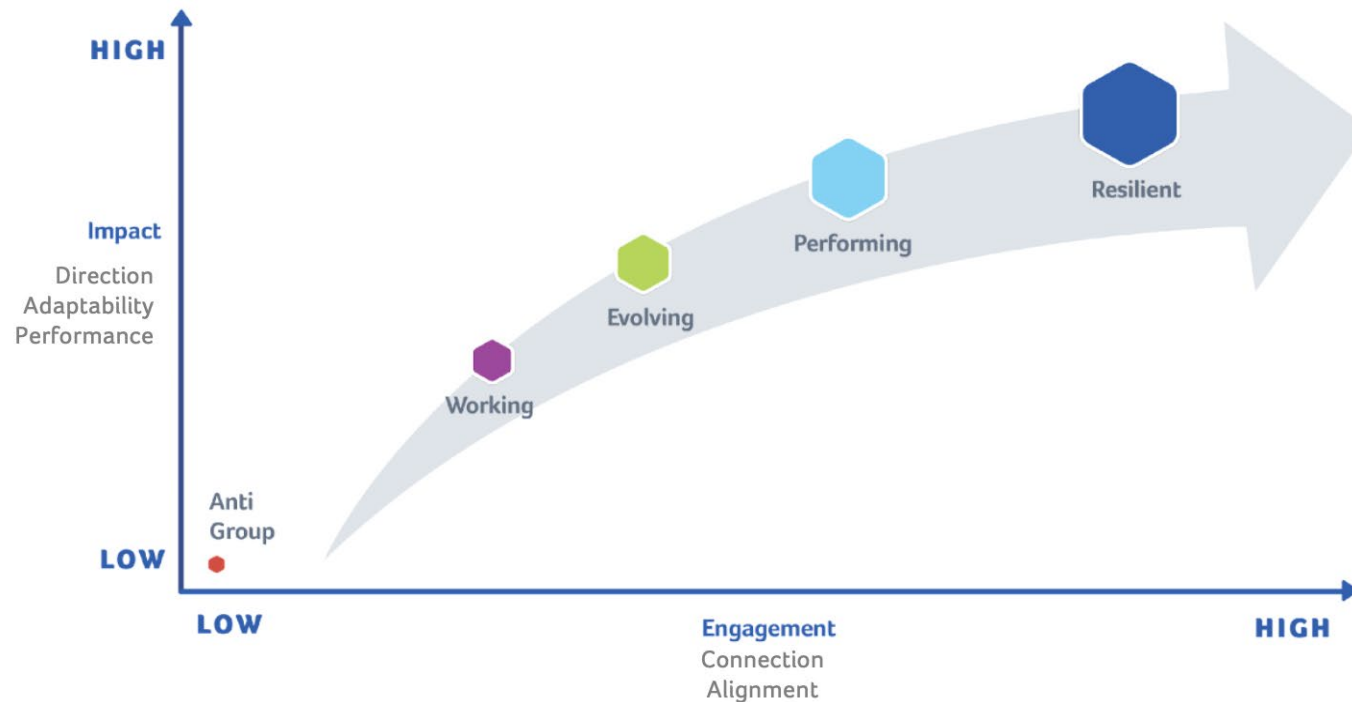


Better
Results

Team focus drives business results



Team Evolution



Resilient Team

Invested in the success of others

Performing Team

Getting things done! (priorities, metrics results)

Evolving Team

Starting to figure things out (e.g. purpose/process)

Working Group

Not yet a team (no clear purpose)

Anti-Group

(You don't want to be one)

Case Study #1: ROI of High-Performance Teams

Data based on 2 groups correlated to organization financials

- **Group 1:** the two highest scoring teams across model and NPS
- **Group 2:** the two lowest scoring teams across model and NPS



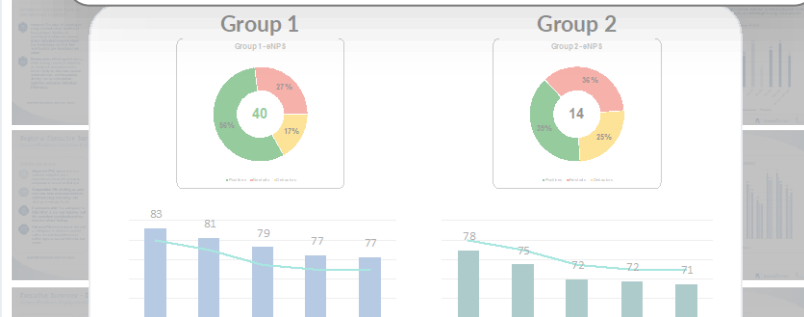
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- **Group 2:** the two lowest scoring teams across model and NPS

High performing teams delivered:

- **+32% revenue**
- **+35% ebitda**
- **+22% margin**



Group 1	Variance vs. Org	Group 2	Variance vs. Org
Avg. Revenue / headcount	+29%	Avg. Revenue / headcount	-3%
EBITDA/headcount	+36%	EBITDA/headcount	+1%
Core Margins	+13%	Core Margins	-9%

Case Study #2: Impact of New Team Leadership

Context: Product Team

- COO-driven intervention
- High tenure, legacy team
- New head of product
- New CEO
- Pressure to perform

Vulnerabilities		
Connection (4/10)	Performance (4/10)	
Commitment to and investment in good of the "whole." Productive conflict communication and handling.	Ability to regularly meet or exceed goals. Agile and efficient execution that delivers results consistently with accountability and a significant bias for action.	
34	Our team meetings are unproductive.	Performance
35	The team dynamic is dominated by one or two people.	Connection
36	People find it hard to acknowledge when they have made a mistake	Connection
37	We fail to ruthlessly prioritize our goals and deliverables.	Performance
38	We don't identify and resolve issues quickly and effectively.	Performance
39	There is a lot of passive-aggressive behavior on the team	Connection
40	We lack a shared view of our customers' needs and how to address them.	Adaptability
41	We struggle to close discussions and make decisions in a timely manner.	Performance
42	We don't productively surface and resolve conflict	Connection
43	We are too internally focused, spending little time understanding industry trends or competitor strategies	Adaptability

struggle to close discussions and make decisions in a timely manner

hard to acknowledge when we make a mistake, need help or must change a deadline

difficulty identifying and resolving issues quickly and effectively

a lot of passive-aggressive behavior on the team.

team dynamic is dominated by one or two people

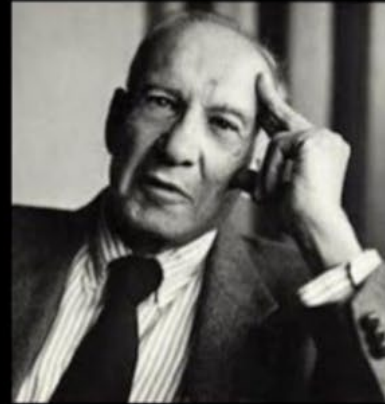
Case Study #2: Leader Impact Over Time





If You Can't
Measure It,
You Can't
Improve It

(William Thomson, Lord Kelvin)



“If you can't
measure it,
you can't
manage it”

Peter Drucker

Source: [Alfons Staerk via LinkedIn](#)

Our focus for today... Connection & Direction

Model developed at:



The Five Dimensions of Resilient Teams™



The connection imperative...

How can two substances made entirely of the same thing be so different?



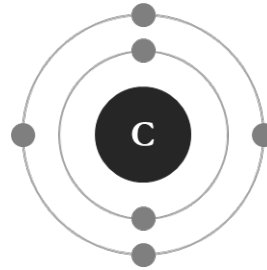
Connection

- Team Trust
- Courage
- Interpersonal Communication
- Inclusion
- Support



Graphite

Dull
Soft
Opaque



Diamond

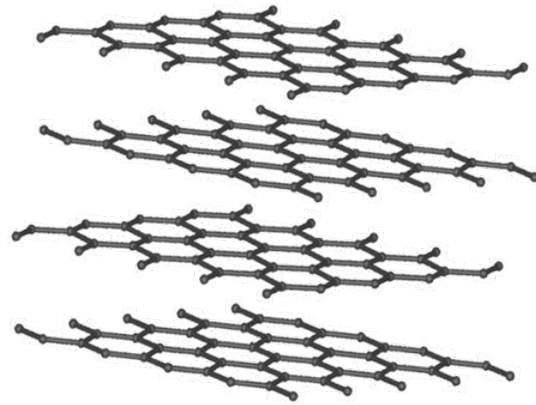
Brilliant
Hard
Transparent

The Power of Connection



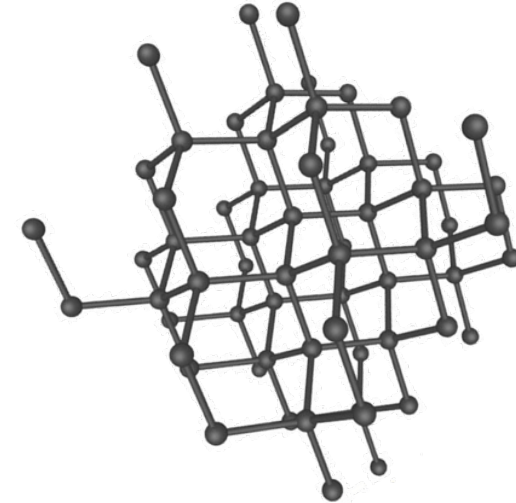
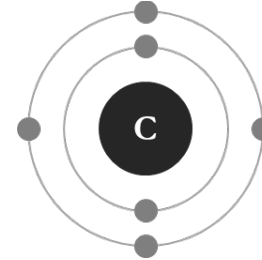
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2 Keys to Connection



Collaboration

- Alignment
- Cooperation
- Compassion
- Fairness

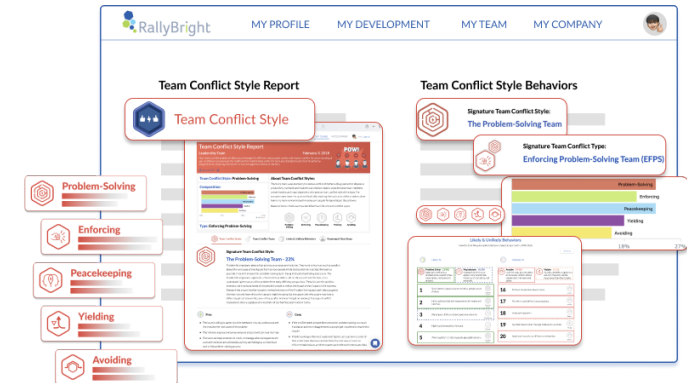
Collaborative Team Dynamics



Conflict

- Personal Trust
- Relationships
- Psychological Safety

Productive Conflict





Improving Collaboration Through Workstyles



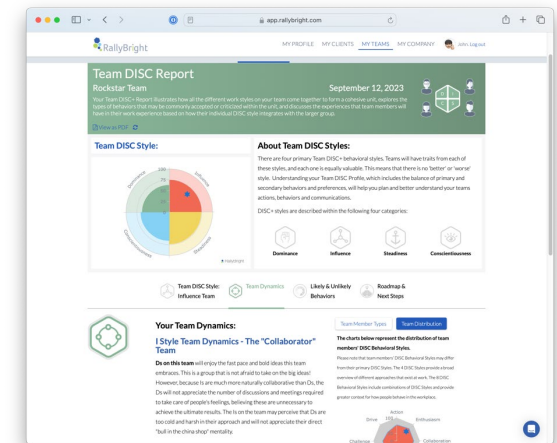
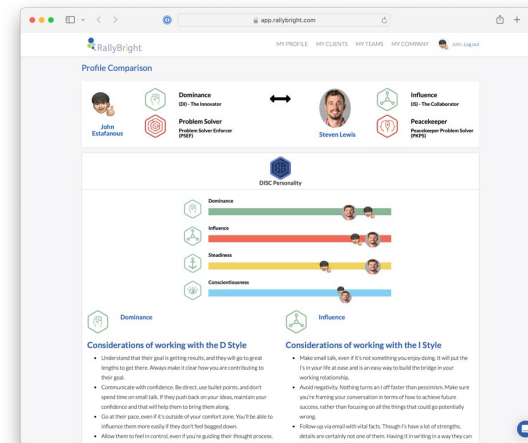
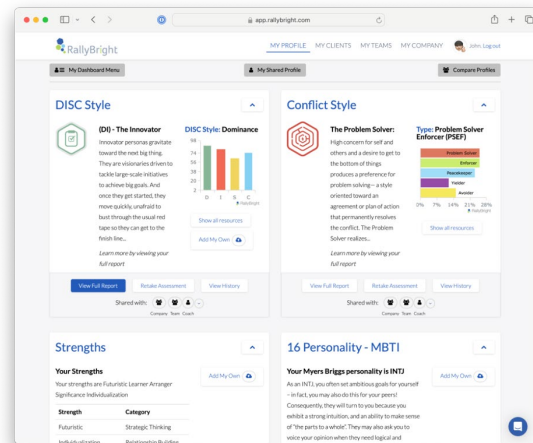
Collaboration

- Alignment
- Cooperation
- Compassion
- Fairness

Personal
Workstyle

1:1 Dynamics

Team Dynamics



Greater Self-Awareness &
Understanding



Enhanced Communication &
Conflict Resolution



Better Role Clarity &
Higher Engagement



Improving Collaboration Through Workstyles



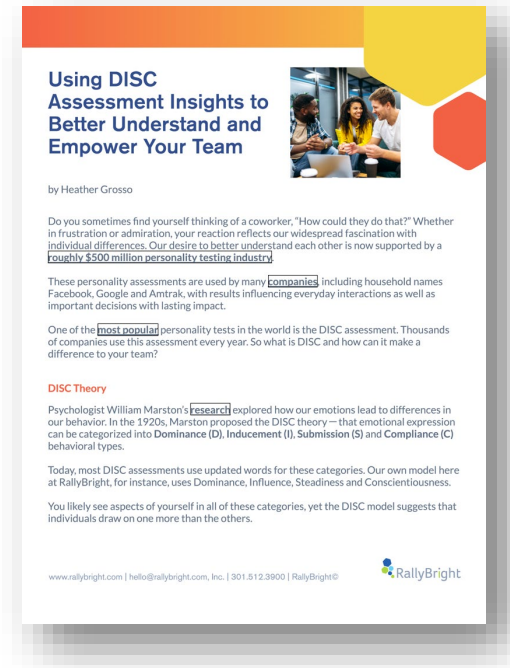
Collaboration

- Alignment
- Cooperation
- Compassion
- Fairness



The Benefits of Effective Collaboration:

- Understanding of you and your teams' likely behaviors and interpersonal styles.
- Awareness of how teammates tend to behave and respond
- Leverage different strengths, weaknesses and areas of expertise
- **70% of the variance in a team's engagement** is related to management because of the way managers "create the conditions" in a team dynamic.
- **Inclusive Collaboration** is the biggest predictor of employee turnover (5x) and job satisfaction (30%)





Understanding Team Conflict



Conflict

- Personal Trust
- Relationships
- Psychological Safety



Definition of Conflict:

“A situation where you and another or others have incompatible or opposing needs, interests, experiences or beliefs that prevent a decision being made or an agreement being reached.

The situation is one you care about.

You are invested in the outcome.”

Evidence suggests conflict management substantially influences individual, team and organizational effectiveness, as well as the physical, psychological and emotional wellbeing of employees.



Why Conflict is an Important Business Driver



Individual and Team Conflict Styles



Conflict

- Personal Trust
- Relationships
- Psychological Safety

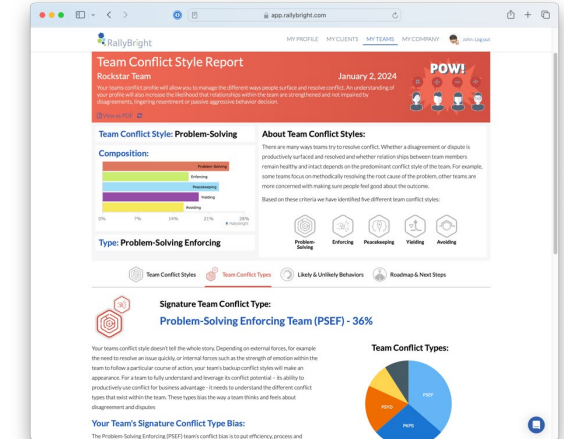


The Impact of Conflict:

- 20% of manager time is spent managing conflict (\$1.7B US)

When handled correctly, Productive Conflict drives:

- Innovation
- Creativity
- New ways of problem-solving



The Five Team Conflict Styles



Problem Solving Teams

Place a high priority on process and inclusion



Enforcing Teams

Want a speedy resolution to a dispute with less input



Peacekeeping Teams

Prioritize feelings of harmony and inclusion.



Yielding Teams

Prefer to concede or deflect conflict



Avoiding Teams

Deny there are any disagreements or disputes.



Framework for Fostering Productive Conflict



Conflict

- Personal Trust
- Relationships
- Psychological Safety



Three Rules for Successful Conflict Resolution:

- **Rule 1:** Productively surface the real issues causing the quarrel or disagreement. So often conflict increases because those shaping the conversation don't take enough care to frame the issue in a way all parties really hear it in a non-threatening, take-the-emotion-out-of-it way.
- **Rule 2:** Resolve the real cause of the disagreement in a way that addresses the issue(s) and satisfies different people's needs and interests.
- **Rule 3:** Maintain the relationships between all parties involved. An often-ignored casualty of conflict is the long- term health of the relationship.



Improved Decision Making
& Team Dynamics



Prevents Escalation of
Issues



Increases Accountability
and Commitment

Driving Shared Purpose



Direction

- Purpose
- Priorities
- Roles & Responsibilities
- Decision-Making



Definition of Shared Purpose:

“A collective understanding and commitment to a common goal or mission that unites all team members.

The shared purpose of a team should align and support the overall mission, vision and values of the organization”

Shared Purpose aligns individual efforts and motivations with the overarching objectives of the team, ensuring that everyone is working together towards the same end.

“There is a 1.9 times (190%) increased likelihood of having above-median financial performance when the top team is working together toward a common vision.”

-Scott Keller and Mary Meaney from McKinsey²

“Research suggests that when people feel like their work has purpose or meaning, they’re happier, more productive and stay in jobs longer”³

-CNBC

Framework Driving Shared Purpose



Driving Shared Purpose



Direction

- Purpose
- Priorities
- Roles & Responsibilities
- Decision-Making

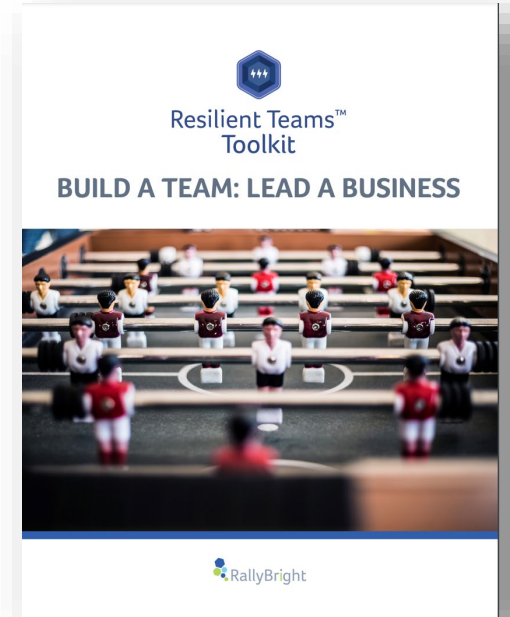


The importance of Shared Purpose:

- Ensures Alignment and Focus
- Enhances Decision-Making
- Increases Motivation & Engagement
- Optimizes Collaboration and Teamwork
- Improves Performance and Accountability

Take action:

1. Ensure that the team is clear on its overall purpose. **This is your first task as a leader.**
2. Challenge your team to reach for higher goals and check in regularly to ensure that everyone's individual efforts are contributing to the mission of the group.
3. Monitor how your team's behaviors align with your values as a leader and the values of the organization.





Taking Action

4 trends for managers to focus on:



From Managing to Coaching⁵

- “The role of the manager, in short, is becoming that of a coach.” – 3x Business impact by leaders who coach.⁶



Soft Skills are Important⁷

- As workers interact with ever-smarter machines, the demand for soft (durable) skills is beginning to surge.



Diversity is a Strength³

- Generational, gender, cultural, experiential, geographic, etc. all lead to better work. Gender, ethnic and cultural diversity are clearly correlated with profitability⁴



Teams Are Matrixed & Agile⁸

- The shift from hierarchies to cross-functional teams is well underway
Shifting to a team-based model improves performance.

Steps to Take

- Use the data you have (or find some)
- Learn the science of teams
- Use evidence-based practices
 - Improve role/goal clarity
 - Build psychological safety
 - Hold debriefs
 - Take consistent action
- Leverage Intelligence Tools to Monitor (NHT)
- Conduct a Team Assessment



Thank You

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THANK YOU

Learn more about OMTEC
at OMTECexpo.com

