TEAM COLLABORATION: MAKING EVERYONE COUNT
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Thank you all for joining us today for our presentation *Team Collaboration: Making Everyone Count*. Before we get started, I'd like to introduce our presenter. Dr. Diana Vartan, a licensed clinical psychologist in Washington, DC and the state of New York, is also an employee assistance specialist. She has more than twenty-five years of clinical experience counseling individuals, groups, and families as well as doing supervisor consultations. Additionally, her experience includes working with federal law enforcement agencies. Today she is sharing her expertise in the ways supervisors can build better team collaboration. And with that, I'll turn it over to Diana for our presentation.

>> Thank you. Good afternoon. Thank you for your interest in today's topic, which is team collaboration . As supervisors we strive to achieve a harmonious working environment where collaboration results in productivity and in terms of Jeeves goals and -- achieves goals and fulfill the agency mission. While you are on your way, I'm hoping today's presentation will give you some tools and resources that you will be along your path to bringing your team and getting them to collaborate. And of course, be productive. One of the reasons I think this presentation or the topic is important is that we all work with people and groups. Working with people in groups pushes us or calls on us on our ability to effectively communicate, collaborate and manage our differences every day, at work. I will go to the next slide. Here are the objectives. I am hoping we will cover in be able to understand -- go over the top 10 shipping factors to employee job satisfaction. We will discuss team collaboration and the benefits. We will identify barriers to making everyone count also, in addition to the barriers we will give you the benefits of working and fighting against these barriers and what are some of the steps you can take. We will also cover ways to increase communication and collaboration and productivity. Employee job satisfaction, human resources management came up with the survey which I will go to in a minute. This survey talks about ways to please -- it's not easy for us to please everyone, every single employee. However, it's beneficial both for employees and supervisors alike to at least understand what are the top 10 shipping factors to help employees with job satisfaction. Again, society for human resources and management published a report in 2017 covering the survey covered 44 contributing factors for job satisfaction by employees, under basically four categories. Those categories were -- actually our career development, compensation and benefit, employee relationships with management and work environment. Before I reveal the results of the survey, I would like to ask you and that's the poll question. Yes, thank you. I would like to know what you would think contributes the most to your overall job satisfaction? If we could move on to the next one. I would like to ask the same question but from a different perspective. What contributes the most to your employees overall job satisfaction? What you think? What contributes the most to your employees overall job satisfaction?
>> It looks like we have great responses. Diana, would you like to go over those for us?
>> Sure. From your responses, it looks like flexibility is the most common contributing factor to job satisfaction for you. And what came up as far as, for the most part, it's compensation as an

answer as the top contributing factor for your employees as job satisfaction. Your flexibility and your answers for employees, job satisfaction was compensation. We can go to the next one and you can see the slide. Thank you. We go to the next one. These are the five contributing factors, the top five contributing factors based on the survey. Employees indicated respectful treatment of the employees as well as actually at all levels was important. Overall compensation was number two. Number three was just, especially trust between employees and senior management. I will go over the specifically in the next flight. Job security was four and number five was occupational -- opportunities to use their skills and abilities. Here is the graph. The first column is what is the most important for employees. The second column in gray is actually what is currently the level of satisfaction for each of these contribute factors. The top one is respect. Respect to 65% that was important and 38% said it was currently experience, by employees. The second category was 61 % compensation and it was the largest gap between what was important for employees and what they have been experiencing, currently at work. That's compensation. The third category is trust. 61% to 33%. The fourth one was job security and the fifth one use of skills and abilities. Interestingly enough, the gap between what is important to the employees and what they are experiencing in this last column, use of skills and abilities was less. Another area that the study pointed -- about the skills and ability. They found out executives were more likely about 64% responded to this, they were more likely to be satisfied with opportunities to use their skills and abilities compared to the lower-level employees. The gamut is quite a bit and managers cannot be responsible for all of this to compensate for the gap. However, one of the remarks made in this study was that if the managers can create an environment where employees feel valued, it can go a long way in job satisfaction. An environment that shows employees they are valued promotes employee motivation, as to him engagement -- engagement and commitment and that in and of itself leads to greater product cavity. Onto the next slide. This same study by the Society of human resources management was concluding that in their study, after the exploration that they did and put together their findings, there were two main themes that stood out. This was for employee satisfaction and that was fairness and openness by the leaders. When leaders are fair and open in the sense that they are transparent, they will experience -- employees will experience the same not only collaboration but the commitment by the employees is there by just seeing these two themes present in their leaders. We have talked about job satisfaction and what is important for employees. The next issue I would like to talk about his team development. Team development focuses on the dynamics, the group dynamics of a team. And how it develops. The same way we talk about personal development from toddler to childhood and to teenager, this is similar to development that the teams usually go through. I will show you the steps. Is psychologists who did the research and based findings on a group of -- group dynamic and he indicated these four phases might not be something that teams go through one step at a time or it does not follow one step at a time like forming, going to storming, sometimes people could start yet forming an the team might surprisingly move but informing leaders have the ability to set the structure and facilitate the process of introducing team others to each other and to the mission. We may get new people coming in or people leaving to informing and the configuration will change. Storming, again they say the leaders act as a coach. This is a very rocky stage. Team members may challenge each other and challenge leaders are question each other but the manager is the one who has to be able to address the

conflict right away and make sure they communicate to the team that they will not back away from challenges or conflicts, but they will use it to benefit the team. The next stage is forming. The forming is after the team develops and they appreciate each other's differences and they start work together. At this point, the leader can step back a bit and empower the group or the team members by offering encouragement and guidance. The fourth stage performing is when team members are fully functioning, they are able to manage the relationship and appreciate each other's differences and share goals. They are accepted and communicate openly with the leader as well as vice versa. At this point the leader can delegate responsibilities. Again, the cycle through these stages does not -- is not fixed and it can move from one cycle to another based on new people coming in, some of the team members leaving or the roles changing because of new team members coming in. Another way to do the team development it would help if we knew the differences and the way our employees think, process, make decisions so some of these tools, helpful tools which you can use as a blueprint if you like, some of these tools like Myers Briggs type indicator , you may have already use this. It talks about personal differences and points out to the strengths and challenges each individual may have. Knowing your employees is a huge help to be able to delegate certain roles to certain people and then delegate -- use other skills and differences to collectively come up with the final goal or production, whatever the particular activity is. For Myers Briggs , there are four constructs -- for structures these are or preferences for instance some focus on ideas and innovation. My energy comes from spending time alone and thinking through the information and coming up with an answer. The extrovert would need to be around people, think their thoughts louder and speak about it in front of others and come to a decision. These are two different of -- ways of looking at the problem or thinking about issues and gaining issues. The again -- next is instinct versus intuition. Some base information on facts and reality and intuitive people look at possibilities of potential. The third category is thinking versus feeling. Thinkers make a decision based on logic and truth whereas feelers make the decision on values and relationships. Then you have judging or perspective. The more I went over this, I will take questions later. And moving on to DiSC and this is a tool you can use when you are faced with navigating organizational restructuring or resolving cultural changes. Dominant stands for convincing, direct, strong-willed people. If people are high on influence they are sociable, positive and lively. Sturdiness is that these people are accommodating and pleasing in consciousness is people who are private and logical. When it comes to The Big Five , it's very similar to an BTI and if you can remember the abbreviation of ocean and it stands for openness conscientiousness extraversion agreeableness and eroticism. Openness is people who like to learn new things, conscientiousness, people are agreeable and like to be with people and reliable. Extraversion goes with people who again get their energy by being with others and interacting with others. Agreeableness, they are fair -- very compassionate and friendly and cooperative. Neuroticism is people who are a bit negative and could be moody. By the way, I will go back for a minute. You can Google these three and some of these tests you can take for free, if you're interested. When me come to the question in answer time you can ask me questions and I will be glad to go into detail with you. The next step we want to cover his benefits of team collaboration . The benefits of team collaboration most of the time one of the key parts of your job as supervisors is to build and maintain team collaboration. It's important that your employees work collectively, collaboratively towards one main goal. Every employee -

- when the situation is collaborative and every employee gets to contribute and everyone has a contribution that's valued. You have a team that is really benefiting from team collaboration. All that helps. These are the eight items, we have touched on some of them, we reviewed it earlier. When employees collaborate and feel valued, you will see that the productivity and production is high. You save time, money, use of technology and maybe save time is it's delegation time. There is mutual respect present when there are benefits of team collaboration . You use the unique skills and talents of your team members. Usually, in a team like this the diversity and inclusion is increased and improved workplace morale is present while employees contribute. All of these items, I'm sure if you've experienced yourself at work or if it has not been there, you will also know that but the benefits of team collaboration as indicated by these eight items is huge. I think it helps all of us to sleep better at night when we have team collaboration. Going on to the next slide, what could be the barriers to team collaboration. One of them is when a leader breaks lines of communication or does not have enough communication with the team members. They are closed and the communication is infrequent. In -- diversity -- when diversity isn't valued they aren't experienced in the background of fellow team members and that translates in the members treating each other so they would not -- the leaders [Indiscernible] on the team members follow suit as they do not respect or value the diversity. The third is lack of mutual trust, if the leaders do not trust team members again, that sets the tone for the team members to do the same. The fourth one, lack of goal clarity is very important for leaders to really, clearly indicate what the goals are, what the mission is and delegate responsibilities to each individual. When the goals are not clear there is confusion and that results in lack of communication and lack of engagement or productivity. Relationship issues, if the leaders fail to establish bonds between the team members the same is true for the employees. It affects efficiency and effectiveness. Negative atmosphere, leaders who administrate an overall team consular -- culture that is not transparent, not open, not open to the future causes failure to promote at a high level in team members. Overcoming barriers of team collaboration, there are three basic components that assist with overcoming these barriers, trust, inspiration and culture. Let's start with trust. I would like to ask, think about a time when you knew you could trust your leaders. What did that feel like? How is that trust established? You can think about that and come up with some answers. I would very much like to know what to think. For your employees to trust, they first need to -- feel safe. When people feel safe they can express what they feel and what they need. They are not afraid of speaking to their leaders about what they see and they are given the opportunity to grow and making mistakes is not a hindrance, but a way or challenge that people can brainstorm and come up with a positive out come or view. Building trust starts with showing your employees that they are respected and heard and also having a dialogue will communicate to them that you actually trust them and they will follow suit. The next is inspiration. This is another ingredient to building effective team collaboration. Leaders who are inspiring are very effective in driving team collaboration. What does that look like? Usually, they are the people who communicate. They communicate their vision, they are leading the mission and explain the why behind it which helps the employees feel enlightened and involved. They begin -- employees have an increased desire to follow through on projects, just by having heard the leader, who believes in the mission. Also, when a leader is authentic and passionate and energetic around the mission, that is the behavior that they show and employees pick that up and they feel enthusiastic and move

on into productivity. The reverse is also true. If a leader inspires behaviors that are negative, in a negative way, and they are not consistent. They trivialize issues or conflicts brought to them, the employees may view the leaders as being disengaged, uncaring, dismissive and they take the same kind of action. They are inspired with the same attitude which is negative. We can either go in the positive or negative direction based on attitudes and behaviors. Overcoming barriers of team collaboration culture, this is the third ingredient in promoting collaboration and overcoming barriers. When we talk about culture, we have talked about trust. That trust and safety are needed for people to collaborate and connect. Interestingly enough, when we feel we aren't in an environment or culture that is trusting and safe, believe it or not we do not have to use the energy to protect ourselves but use the energy to be creative. This is a culture that promotes. I'm going on to the next slide. We have two main cultures. A culture that is thriving and the culture that is highly critical with judgmental. And a culture that's highly critical and judgmental people are faced with two main issues one is fear, because when you are afraid you have to -- at least people who are afraid in the highly critical environment our culture, steer clear of specific people or teams and do almost anything to ensure their job security. The second is blame. When again, people are highly critical and judgmental they begin to blame or fall specific people are set of people for mistakes. Also, they hold specific people or person or a set of people responsible for their being hindered in advancing. In a blame, when they are in a blames date -- blame state, people who blame, they scapegoat one person. There is a cliquish nests about four -- for people who do not want to be open and they are afraid they choose one person within the team are outside the team and blame that person. That is where scapegoating comes in. Conversely, and a thriving culture where there is courage, vulnerability and transparency and a sense of belonging. In this culture leaders set the stage for openness by sharing their own mistakes and need for knowledge. They are not all-knowing and they are strong enough and courageous enough to say, I need to take a risk and I don't know if we will be successful but I am willing to take a risk and they do take a risk. These leaders also generate individuals and the courage and employees and that in turn brings about the productivity. I think we have cover the courage, vulnerability, transparency, community belonging. It's very important when people who are diverse field they belong, almost always I can say always, productivity is amazing and no one blames anyone. They are not competitive. They work together and collaborate to meet the end goal. And meet the mission. The agency mission. We have talked about overcoming barriers of team collaboration. Here I'd like to ask you a question. This is our poll. What have you done or seen that is effective in building team collaboration? Listening, that's what I heard. One person is saying openness, yes. Transparency, communication is very true. Trust, yes. Assisting others, yes. Allowing mentors for people who are falling behind I need some help in certain areas. Someone said food. That always helps. We agree. Thank you, for that. Onto the next. What is considered to be excellence in team collaboration that makes everyone count? The example of excellence, these five categories, are deemed to be five areas that successful agencies practice. Google by the way, the working teams at Google seem to represent the highest level of success. We can talk about for a long time about what they have and how are they successful but the psychological safety is when the leaders pay attention to nonverbal cues and allow everyone to have a voice. Dependability, again there's no competition and each team member has taken the responsibility of providing and being counted on to do their part in making their work -- accomplish their work in the

mission. Equal time for speaking. The idea of the team is the team that does not and until someone says something. At least allowing people to voice their opinion, even the most quiet and introversive -- inch -- curiosity versus blame, when unexpected situations occur leaders don't point at the culprit and what should we do about it. Instead the leaders foster a learning environment with curiosity in question and asking for solutions and improvement. Feedback is very important. It's important on both ends not only for leaders to communicate and fight -- provide feedback but for the team to have the opportunity to speak to their leaders and give feedback, no matter how hard it may be the leaders are open to hearing all sides and opinions and fostering an environment that tolerates new, different and even controversial ideas. Teaming with telework, Google workplace analytics and flex jobs tell us that almost 4 million workers, nearly 3% of the U.S. workforce reportedly worked from home. In 2015, a key time in 2015 that's up from 1.8 million in 2005. This number is growing and more often both employees and employers, supervisors and companies are beginning to see the value of telework. There has been some controversial views with people that say there's an assumption teleworking is detrimental to teamwork and collaboration in science has proven otherwise. I can also bring to you the work that we have done on this team collaboration. There were a number of us working on this in a number of us were in different states. Yes, we were able to work on this and I would say I've been involved in this for about a month. It's been quite successful, again it's been a lifesaver to just be able to talk to each other and telework. What are the physical togetherness, again you don't have to be together to be able to cooperate, coordinate and it's helpful to have a nonwork communication, so you can find out what others are doing. You can reach out to diverse team members by hiring people from several different states, who have the skills that you need. The social sensitivity is important and interestingly enough, one study showed people who telework work harder and longer hours just because they have that flexibility. Flexible workplace options can actually keep your team together, that's what it says of the bottom. Onto the next one fostering inclusion for remote workers. Remote workers have indicated that is one of those seams that stand out for them, what they have said is important is feeling included and being part of a community. Of course, the following as you can see are some of the benefits. Leverage technology is important. Virtual celebration, check in regularly for my group we have groups of provision and we have weekly we have one-to-one supervision, we have staff meetings, we use FaceTime all securely but we use that and it's been very helpful. We have mentors so we go to monthly staff meetings on videoconference and also we hold quarterly, in person staff meetings when possible. It has been very successful. The other idea that has been promoted is to create task forces for teleworkers. Task forces are built with two or three people similar to what we did for this project. We have working groups, small subgroups for those working remotely. It's very helpful and successful. We are at the summary. We have covered chest and being trustworthy is the -- very important it creates a safe and very much. When you are trusted and you feel it's a safe environment, in that it's impossible not to work and collaborate. It feels like a very collaborative environment and productive of course. We would like to show the employees that they are respected, heard and we have cover that. To keep an open dialogue is very important. Is not what we say, it's what we do also that is very -- it's looked upon and read by our employees. To empower and encourage is very important. Not excessively, I would say within reason to delegate special projects and assignments to those who have the skills and the ability. Grant

autonomy is very important and we show employees there are -- their success matters so we acknowledge and promote them in some way. Inspiring with vision and behavior, we covered that as to how leaders can inspire by showing their own passion, energy and also talking about the goals and it's not just talking about it one time but periodically to come back and say this is where we are, this is what we've accomplished in this is the direction we are going. Acknowledging contributions, foster a thriving culture where mistakes are taken as challenges and leaders are able to risk failure and to be able to say, I am sorry. If they've made a mistake -- I had a leader who was amazing and we respected him highly. If he had made a mistake and someone told him he would come back and send an email to all of us and say I am sorry that was inappropriate and it was not called for. It is so amazing, you cannot not respect a person that's vulnerable entrance merit. Promote sense of belonging and community is important for everyone. The next summary we talked about, making everyone count, 121 check in is very important especially in telework. We talked about personality types, the three tools they presented. It's important to find out from your employees what their professional goals are. Let's say they are working with you for two years but after two years they begin to say, way I heard someone so is working in a certain department and if I honestly think I have the skills and the ability and the desire to try that, as a supervisor you will help them achieve their goals even though it may be small steps to take to get there, so yes, we are willing to lose them even though they are great workers for us, team members but we would like to help them reach their aspirations and career development. We also work on bringing everyone together. Remote employees may be off-site but they shouldn't be out of mind. Let me see if I have another. These of the books online and online articles and videos, I'm sure you will have access to them. At this point, I would like to thank you for participating. Tammy will take over and I will return for questions and answers.

>> Great. Thank you so much for that very informative presentation Diana. If you'd like more information on this or other health and wellness topics please review your agencies promotional materials to secure contact information. Keep in mind the EAP is available to help you or your family with personal or work related issues. Support is available 24 hours a day, 70s a week and the services are completely confidential. Before we get to the Q&A portion I would like to announce an additional webinar. You may have heard of the periodic managers series called lightning bolt learning for leaders. These a 30 minute sessions highlighting human behavior and its relevance to the interpersonal aspects of leadership the next slide webinar in the series hamstrung by habit and the work lace will take place Tuesday April 2 from 2 PM to 2:30 PM Eastern time. This will look at the process for changing a habit and applies principles to the work place. The link to register is contained in this flyer and it will be available to download on the next screen. This session will be recorded and posted to the EAP website if you are not able to attend. Before Diana gets to your questions, I will remind you if you could please rate your satisfaction with today's webinar. You can provide comments about the webinar in the feedback pod. These comments can only be viewed by the host. Below that in the take away files pod you can download a certificate of attendance, a copy of the presentation slides. There is a resource handout and also the lightning bolt learning for leaders flyer which I just mentioned. If you download that flyer it has a registration link and if you would like to register the webinar is April 2. Just to remind you if you have questions for Diana, please type them into

the Q&A pod on the left. Let's get going with questions. Diana, the first question is how would you describe a supervisor that stands out in your memory is a great leader?

>> Thank you. I will speak on a leader. This leader from the very beginning, when he spoke to us he spoke so clearly about what his visions were, what his expectation was of us and he was always available. There were over 500 of us that he oversaw. It -- he invited us to send an email and I did send him a couple of emails. He responded within 24 hours, not only that, he was a person who helped us realize that work life balance was very important in that he not only worked very hard, every Sunday night he would put an email together about everything he had done that week and he would add what he had done that was fun as well and he would send it to us. Monday mornings we would find the email and he was part of a band in addition to working very hard, he had a small band and loves guitar. He would send us music. I think that he was also telling us to have another hobby besides work. He worked very hard but he also enjoyed life. I think that was one of the things I learned from him. He would also walk around and almost every week even come around and speak to different people from one office to the next and get to know the employees. Is action spoke louder than his words. He kept his word. That is what stood out for me or that I remember him for. I hope that's helpful.

>> Great. That sounds like a great leader. Thank you. We have another great question. What would be the characteristics of a supervisor that you would not want to work with or copy?

>> Thank you. Someone who uses employees to talk about each other and serve as an informant. He forms clicks and treats -- there is preferential treatment for some and not for others. Talking about one employee to another and or sharing information about employees in his team was one of the most unacceptable ways for me. I felt we did not trust him. He was no longer a person that could be trusted. For me, I would say that was very important. I don't want to repeat that. He also had a way of intimidating people when they were wrong. That did not sit well with most of us either. Including me.

>> We have more questions. The next one is, are you familiar with other tools like the [Indiscernible] and what you think of them?

>> I am familiar with [Indiscernible] and those are used, it's used in spiritual settings and retreats for couples but also for the most part spiritual settings, that I know of. 16 PS is another tool but not the bell [Indiscernible] I've not used that and I don't know about that. I like 16 PS and India Graham -- that might sometimes give the wrong message for some, because it's been used spiritually in religious communities.

>> Moving onto the next question, are there any suggestions to enhance collaboration for two or more groups that have different, clashing cultures?

>> Different cultures, I will start with finding out what are the differences and how much difference is there. I don't want to necessarily name cultures but culture A has a view that is very different than culture B, I think it's a good thing to have a meeting to let culture A talk about their belief systems and why they believe that and then culture be met can come back and say this is what we have and they can talk amongst them selves about working together, despite the differences. And can we find a way to use the differences to benefit the workplace. Again, I'm assuming this is about workplace and work environment. If that is the case, I would definitely have them talk. I would like to see what the difference -- differences are and ask them to come up with a way to collaborate on what basis can we collaborate.

>> That sounds good. What about, do you have any ideas for overcoming perceptions of favoritism or feeling undervalued?

>> Overcoming perceptions, it's very hard to overcome perceptions. It depends on when they were formed and how deeply they espouse to this perception. Favoritism starts with, let's say I look at my own self as a supervisor. If I am a supervisor and I have a perception that this person, with this kind of character is not to be trusted because they come from that culture. I have to really look at it and say wait, this is a generalization but did I, do I really feel it's true about this person. Let me get to know the person. For this, at times it doesn't hurt to actually allow the supervisor, let's say, to work with this person closely and find out who they are. Working with them makes a huge difference. Hopefully, by working with them and getting to know them as a person and getting to know what they do at home or what kind of a person they are, what do they see, just pose certain questions but they have to know the person as they are and to begin to do a self search and tell yourself, let me see do I really -- is that a fair way of looking at this person and that is something I need to change. It won't be easy but the first step is to acknowledge that there is a problem and I can and should change it, unless you really of factual information that this other person is untrustworthy or whatever the person might be. That would be my suggestion.

>> Great. Thank you, Diana. We have time for one final question. Someone is asking, what are some tools to address the one team member that is averse to change?

>> Change is not easy for most people. One way to do that is to let them know, to show examples where change can be beneficial. Provide them examples where change can be slow. There must be a fear. When people are averse to change they are afraid. They are afraid that something new will show they are not qualified or it will show that they are incompetent or some kind of shortcoming within themselves. They feel where -- staying where there are is to protect themselves. So the reasons why the new one is better and help them slowly move in the direction and give them a hand, because this person must be afraid. Find out from them, what stands in their way of looking into the change. If it is a skill then provide that. Whatever is the fear then I would say address the fear with these people.

>> Great. Ok, it looks like we have run out of time. We will go ahead and conclude our webinar. I would like to once again thank Diana Vartan for presenting. I want to thank you for taking time to participate. I hope you have a wonderful rest of your day.

>> [Event Concluded]