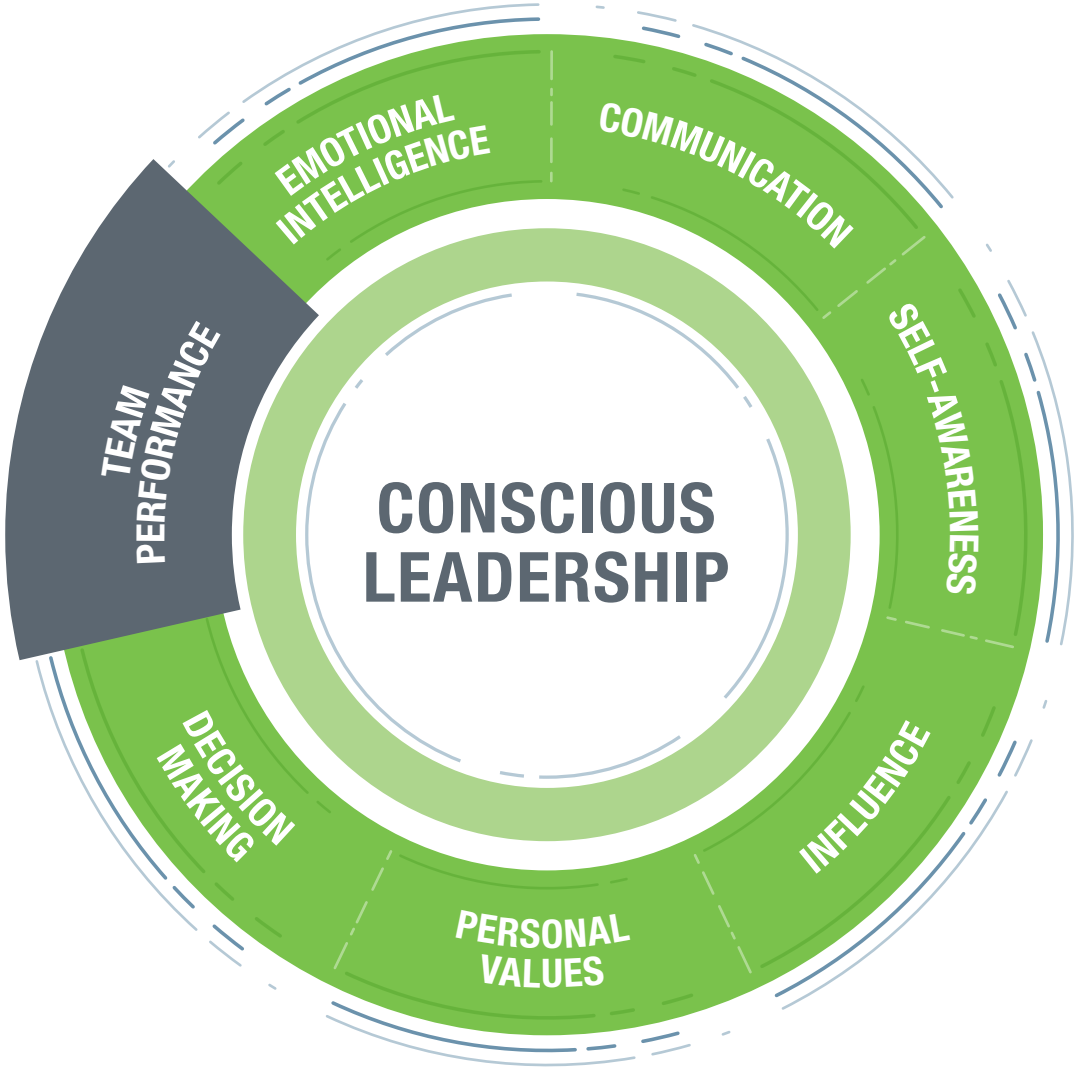
MAXIMIZE
TEAM PERFORMANCE



Aileron®

EXPERIENCES WITH TEAMS

Take time to reflect on the behaviors, outcomes, and role you played with teams in functional situations and dysfunctional situations.

FUNCTIONAL BEHAVIORS WITHIN A TEAM

DYSFUNCTIONAL BEHAVIORS WITHIN A TEAM

WHAT WERE THE TEAM BEHAVIORS?

WHAT WERE THE OUTCOMES?

WHAT ROLE DID YOU PLAY ON THE TEAM?

What are the thoughts that come to mind when you hear the word '**team**?'

Use these two pages to reflect on a situation, identify the story in your head, determine what lead to the creation of that story, challenge whether all the elements were true, and document the reality of the situation.

THE STORY IN MY HEAD

WHAT WAS THE IMPACT OF THE STORY IN YOUR HEAD?

What expectations did you bring to this situation, based on similar situations in the past?

How did your personal viewpoints play into this situation?

What beliefs were in your mind, keeping you from communicating?

Where had you applied judgement to the situation?

Use these two pages to reflect on a situation, identify the story in your head, determine what lead to the creation of that story, challenge whether all the elements were true, and document the reality of the situation.

REALITY:

Knowing "the past doesn't guarantee the future" is there another way this situation could play out?

What does this situation look like from the other person's perspective?

What proof exists to support the beliefs you were holding?

How might you hold off judgement and stay curious for more information?

For each type of communication below, list your frustration on a scale of 1-10 (with 1 being 'perfectly satisfied' and 10 being 'completely frustrated'), the existing behaviors, and desired behaviors so you can begin considering where your team may need communication norms.

Email

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Phone

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Text

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Providing Feedback

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Meetings

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Coaching Conversations

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Informal Conversations (water cooler, lunch, social media, etc.)

1	2	3	4	5	6	7	8	9	10

Existing behaviors:

Desired behaviors:

Collaboration

1	2	3	4	5	6	7	8	9	10

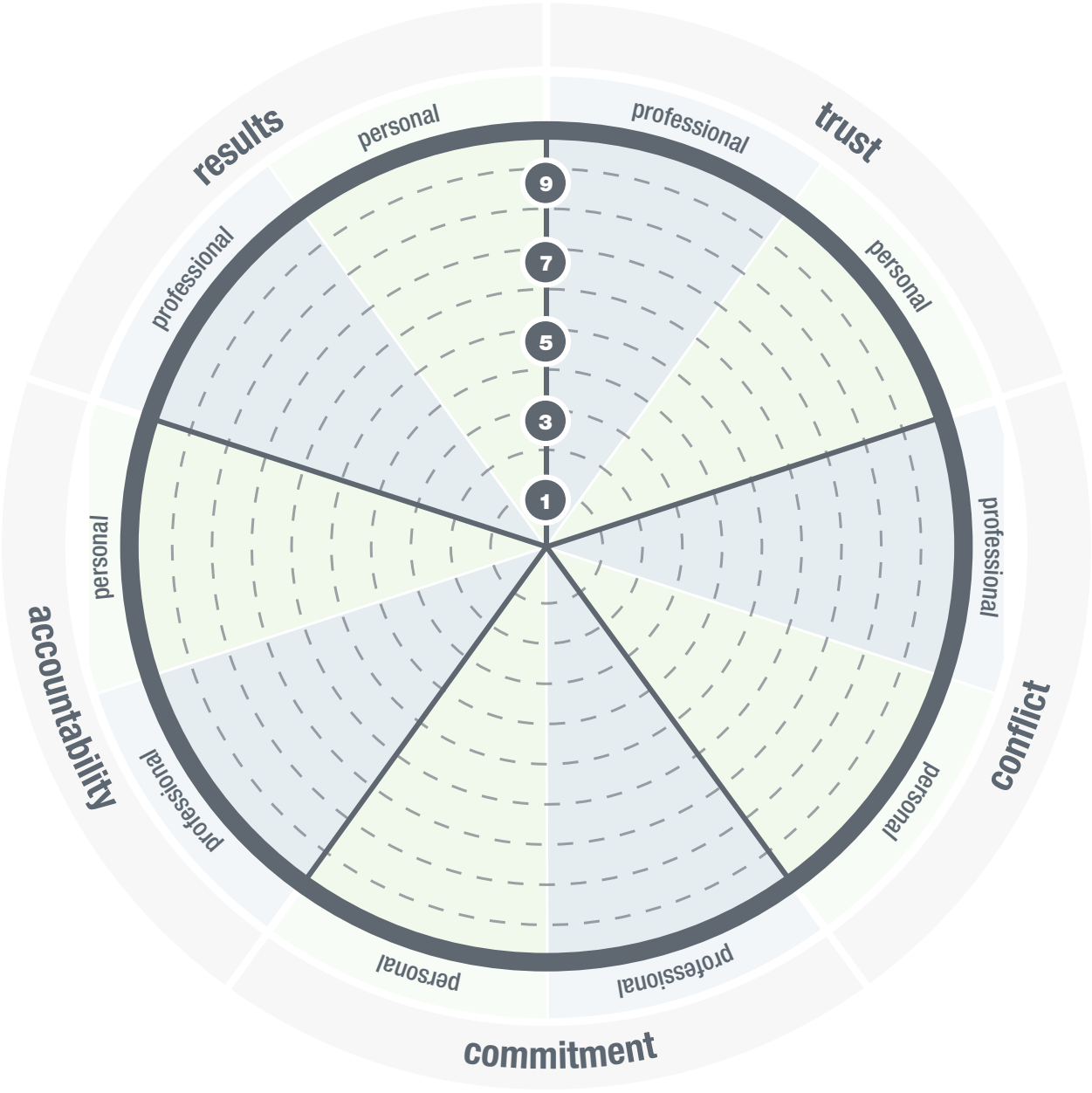
Existing behaviors:

Desired behaviors:

The Five Dysfunctions of a Team, Patrick Lencioni

SATISFACTION WITH TEAM PERFORMANCE

Leverage this Wheel of Satisfaction to consider your satisfaction with trust, conflict, commitment, accountability, and results with a personal and professional team.



1 = Not satisfied at all | 10 = Totally satisfied

Leverage this page to document operational definitions and best practices. On the left, reflect on how you would define each term for your teams. On the right, record best practices on what works in organizations, or how you might go about improving based on discussion with your table.

	Operational Definition	Notes on best practices from table discussion:
When we are focused on results it looks like...		
We define constructive accountability as...		
We define commitment as...		
We define healthy conflict as...		
We define trust among the team as...		

The Team Alignment Map

TOPIC

JOINT OBJECTIVES

What do we want to achieve together?

JOINT COMMITMENTS

Who does what for whom?

PERIOD

JOINT RESOURCES

What resources do we need?

JOINT RISKS

What can prevent us from succeeding?

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The Team Alignment Snapshot

TOPIC

JOINT OBJECTIVES

What we intend to do together is ...

- Clear
-
- Neutral
-
- Unclear

JOINT COMMITMENTS

The commitments we've made towards each other are ...

- Explicit
-
- Neutral
-
- Implicit

JOINT RESOURCES

The resources needed to do our work are ...

- Available
-
- Neutral
-
- Missing

JOINT RISKS

The risks we face are ...

- Under control
-
- Neutral
-
- Underestimated

On-Track Zone := higher likelihood to succeed.

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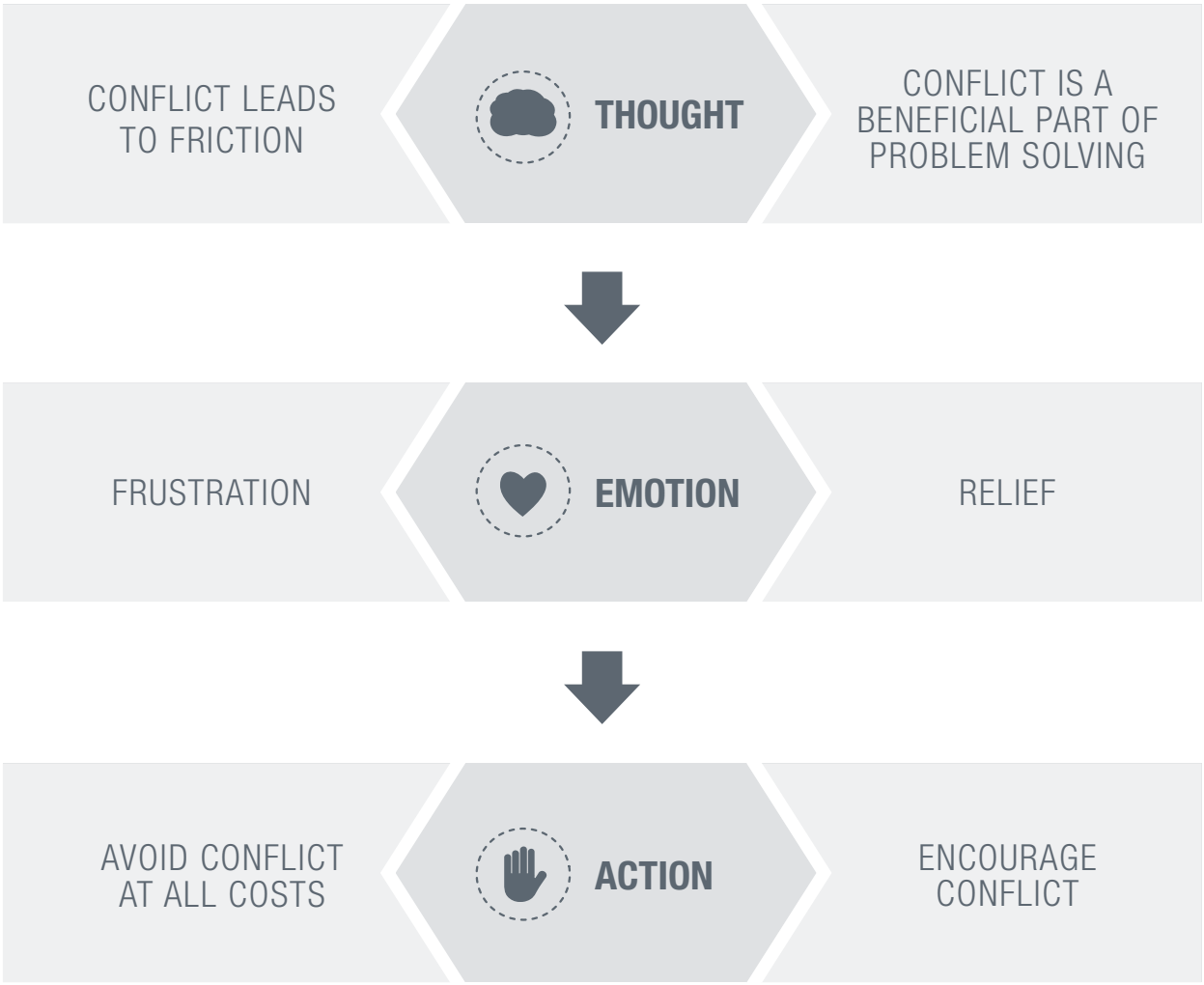
COMMON THOUGHTS-EMOTIONS-ACTIONS ABOUT CONFLICT



MY CORE THOUGHTS-EMOTIONS-ACTIONS ABOUT CONFLICT

Reflect on your personal core thought, emotion, and action about conflict. Focus separately on situations where you're mediating conflict between others and when you're participating in a conflict.

	WHEN OBSERVING CONFLICT	WHEN EXPERIENCING CONFLICT
 CORE THOUGHT		
 CORE EMOTION		
 CORE ACTION		

HOW I SHOW UP IN CONFLICT

How satisfied are you with your default reaction to conflict?

What would you change to make your response to conflict more productive?

What thought would you need to adopt to get to that response?

	SILENCE (FLIGHT)	VIOLENCE (FIGHT)
ENERGY LEVEL	**LEVEL 1**	**LEVEL 2**
RESPONSE TO THE SITUATION	**Withdraw/Withhold Information**	**Insert/Control Information**
APPEARANCE/ PATTERNS	• Masking – Understating or being selective in offering opinion • Avoiding – Staying away from controversial topics • Withdrawing – Disengaging from the conversation (physically or mentally)	• Controlling – Coercing others, misrepresenting information, or dominating the conversation • Labeling – Placing a label on people/ideas so they can be dismissed • Attacking – Transitioning from discussing the topic to discussing a person

Crucial Conversations: Tools for Talking When Stakes Are High, Kerry Patterson; Joseph Grenny; Ron McMillan; Al Switzler

Creating powerful conversations requires leveraging multiple communication skills at the right time. Below is a summary of the skills practiced in the Leading Powerful Conversations workshop.

SKILL	WHAT DOES THAT LOOK LIKE?	HOW DOES THAT MAKE YOU FEEL?
EMPOWERING QUESTIONS	• What can you do about that? • How can you find out more?	
LISTENING	Keep in mind while you listen: • Speaker's body language and tone of voice • Speaker's motivations, desires, values • Disconnect from your ego, judgement, or logic	
CLARIFYING	• What else? • Tell me more…	
ACKNOWLEDGING	• I'm hearing you say… • In other words…	
VALIDATING	• It's understandable you feel that way because… • Given your situation…	