

AUGUST 2023

WELCOME

High-Performing Teams Workshop (Workbook)

Talent & Transformation Enablement Office

Sample Workbook

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01

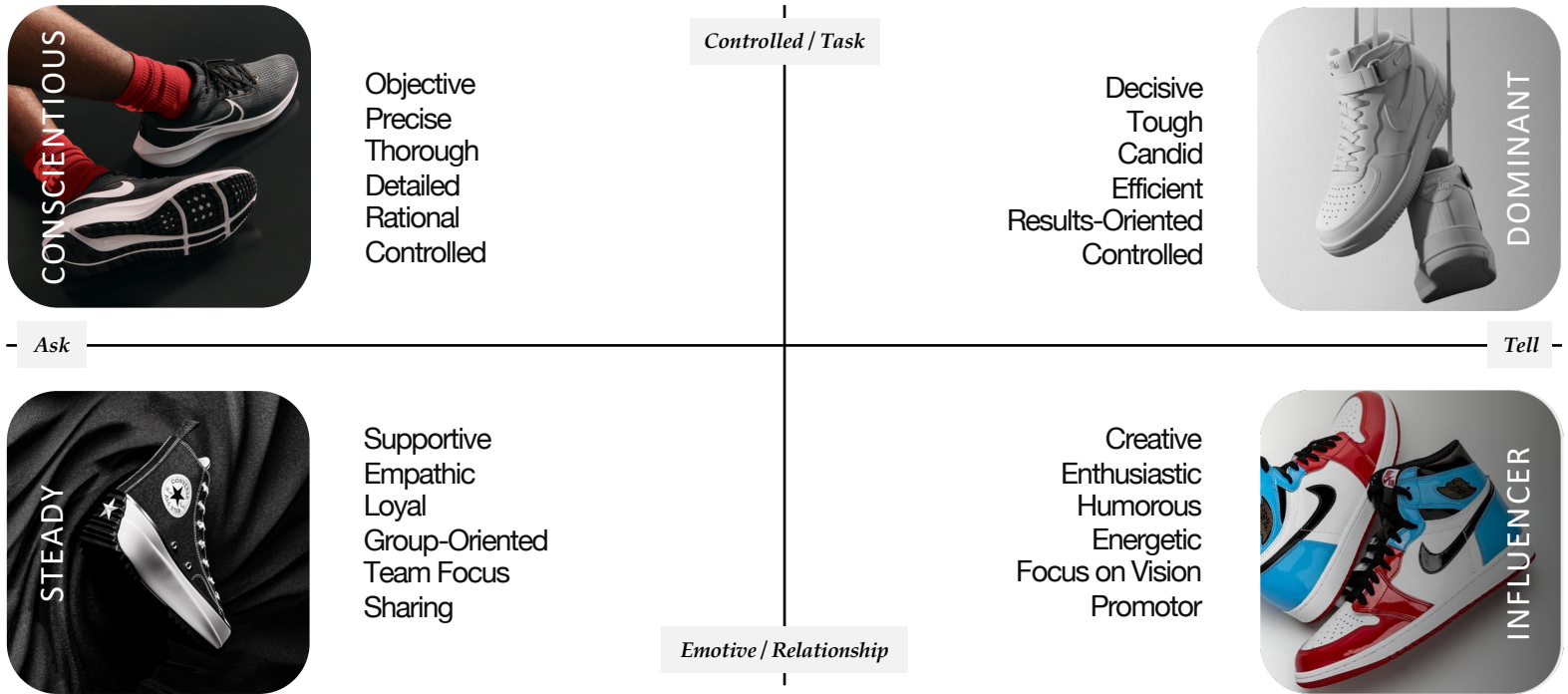
COMMUNICATION STYLES

Communication Style Quadrants



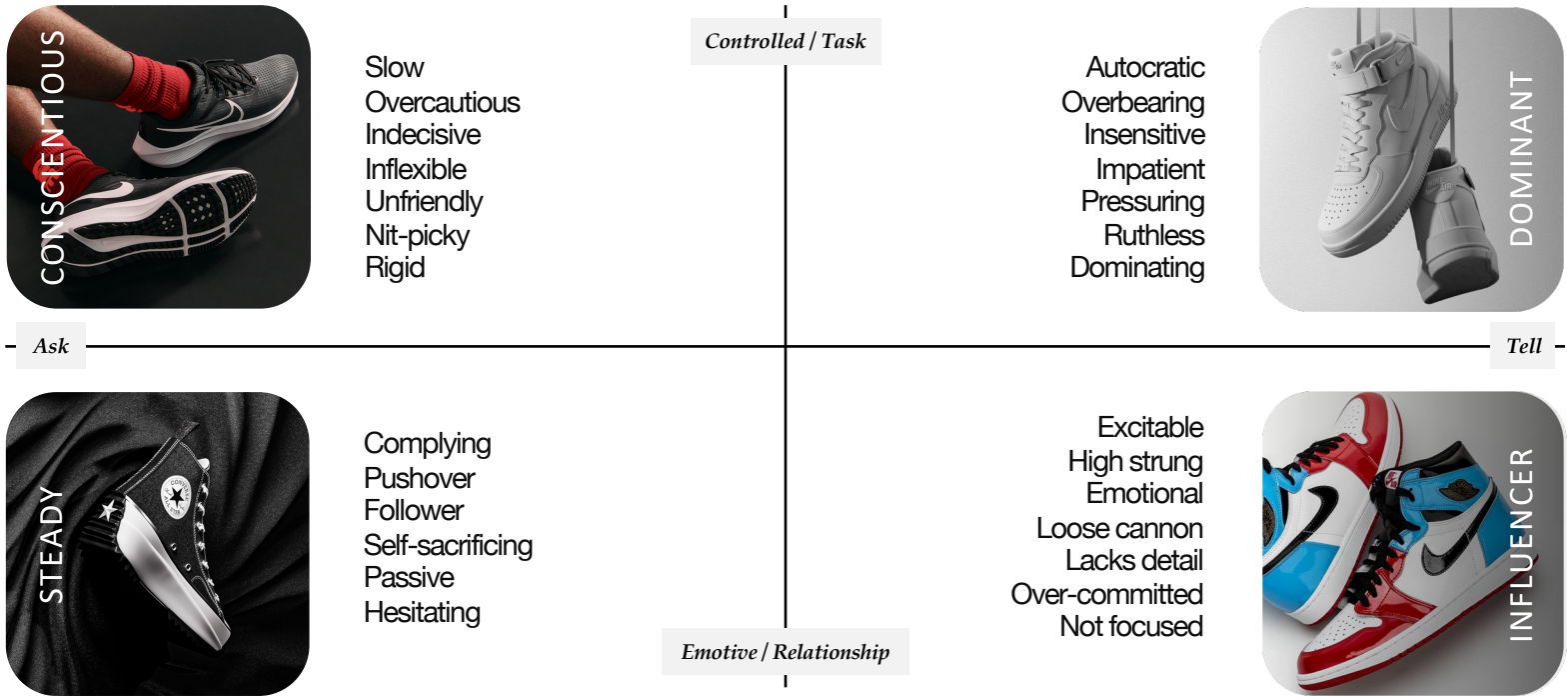
Notes:

Communication Style Descriptions



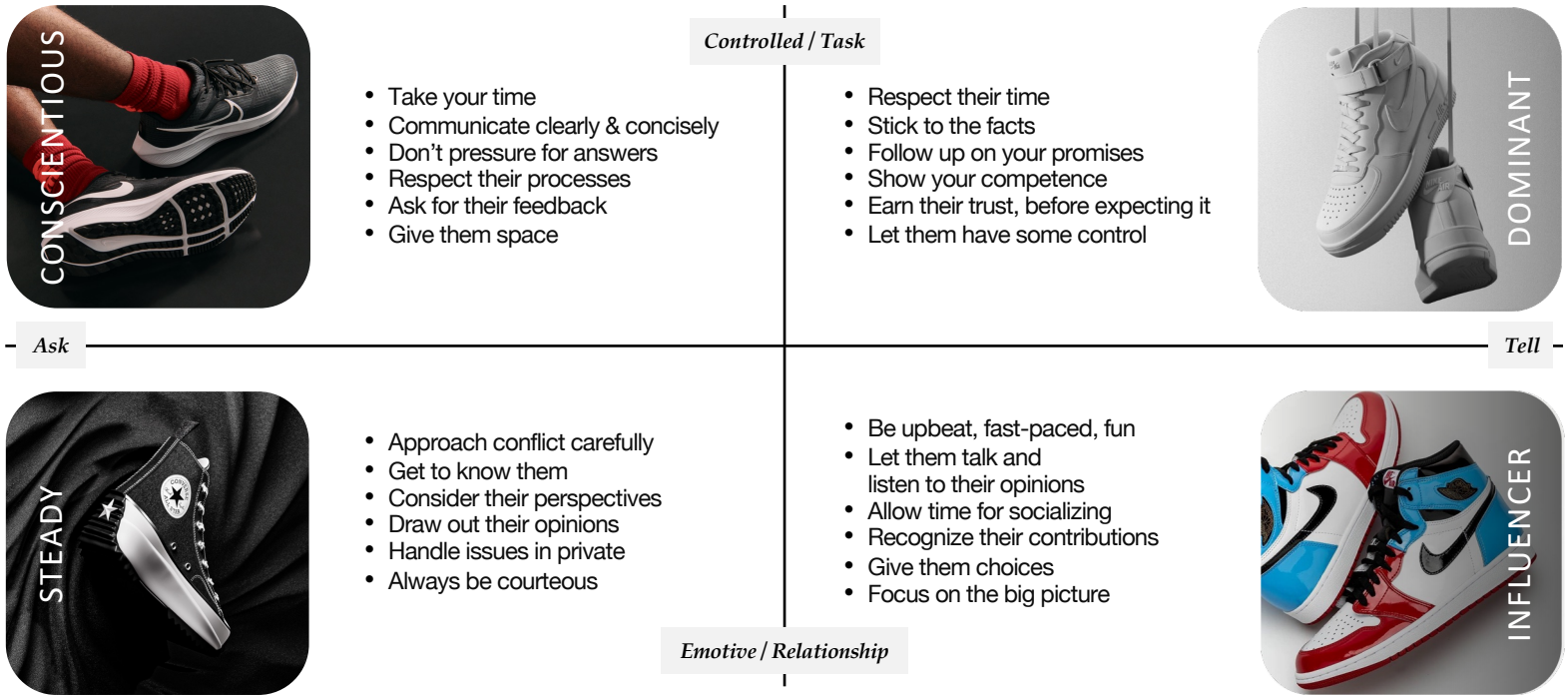
Notes:

Typical Cautions of Each Style



Notes:

Working with Each Communication Style



Notes:

Summary

Connecting Differences

Learner Action Item / Accountability:

Recall your communication style and ways to identify and flex to other styles effectively using Know / Feel / Do.



Notes:

BUILDING A CULTURE OF TRUST

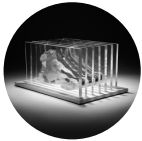
02



8 Principles for Building Trust



1
Create value / Deliver results



2
Clarify expectations and perceptions



3
Speak plainly and truthfully



4
Demonstrate respectful authenticity.



5
Operate with transparency



6
Embrace the brutal reality



7
Practice radical accountability



8
Extend trust to others

Notes:



ACTIVITY

Share Examples of Others Creating Value for You

Notes:



Creating Value for Teams

How can you create value for your teammates?

Fill in the blanks

Deliver as _____

Deliver as promised and _____

Provide _____ that may not have occurred to others

Help others _____ some new technique, capability, or system

Sometimes just an _____ itself creates value

Know _____

Take _____

Focus on the _____

Notes:

Clarify Expectations and Perceptions

01
Pacing



02
Enunciation



03
Preparation



04
Main point first



05
Check if they understand



06
Keep it simple



07
One theme



08
Keep it short



Notes:



ACTIVITY

What is your experience extending trust to others? Good and Bad

Notes:

Building Trust at Work

- 01 Follow through on promises
- 02 Communicate with coworkers
- 03 Volunteer to help
- 04 Admit to your mistakes
- 05 Admit to lack of knowledge and experience
- 06 Be inclusive
- 07 Build trust gradually
- 08 Take your responsibilities seriously



Notes:

Summary

Connecting Differences

Learner Action Item /
Accountability:

Recall the principles of trust and reflect on ways
to build, foster, and rebuild eroded trust.

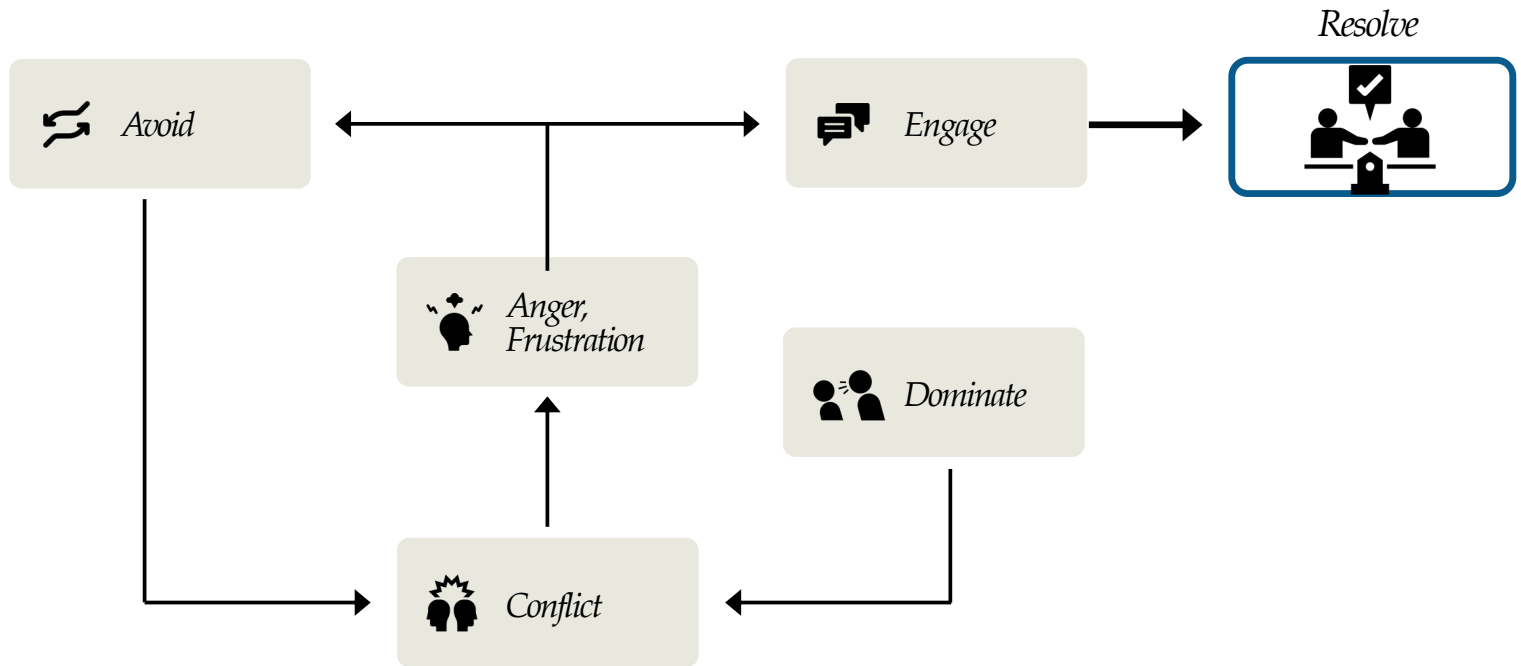


Notes:



03 ***MANAGING*** ***CONFLICT***

Why Do We Avoid Tough Conversations?



Notes:

Difficult Conversation

How To Plan For It

- ☒ *Purpose*
- ☒ *Goals*
- ☒ *Issues & Rationale*
- ☒ *Ideas*
- ☒ *Actions*

Notes:

Cautionary Words

Avoid Using:

“If” followed by “You”

“Why” followed by “Can’t,” “Won’t,” or “Don’t”

“Never,” “Ever” and “Always” to describe other people’s behavior

Broad statements about a person’s character by saying “You” followed by a negative noun, adjective, or phrase

Others may feel threatened
Others may feel blamed

Notes:



SOLVE Tool for Difficult Conversations

S

Situation



*Clearly state
the issue*

O

Origin



*Detailed
history of the
issue with
examples*

L

List



*Discuss
implications
& realistic
options for
next steps*

V

Vetting



*Review
possible
solutions
& ideal
next steps*

E

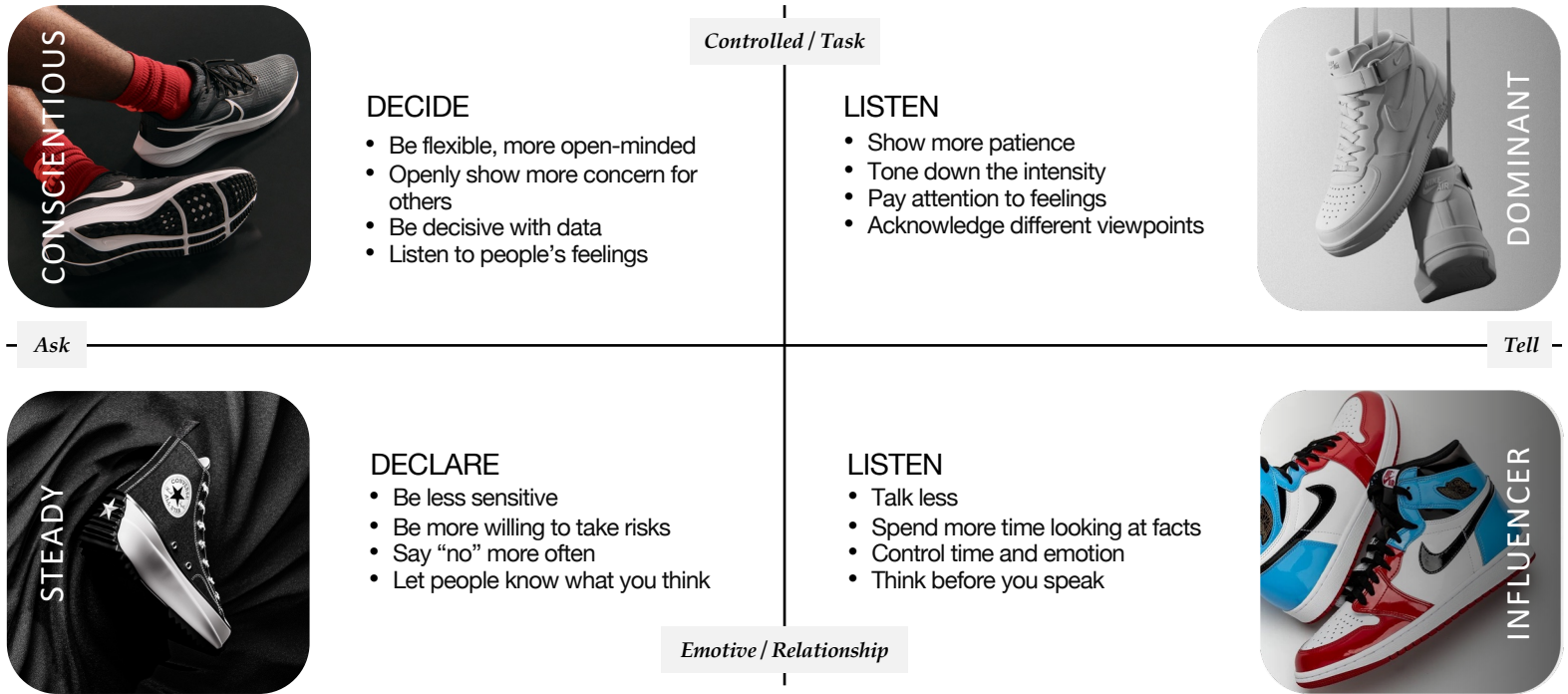
Execution



*Plan the
process with
time frames
& expected
outcomes*

Notes:

Flexing Your Communication



Notes:

Listening to Flex Your Communication

01 Listen intentionally for people's names

02 Listen with interest

03 Get rid of your assumptions

04 Listen for what is NOT said

05 Listen for TONE, as well as the content



Notes:

Flexing Communication Style Guide

	Dominant	Conscientious	Influencer	Steady
Dominant	- Directly address questions and get to business quickly - Focus on results - Offer option so they feel they are making the ultimate decision - Be willing to be flexible	- Allow time to gain answers - Give the reasoning behind your thoughts - Accept silence and be patient - Do not interrupt - Speak softly and follow up in writing	- Be less abrupt, lighten up, and be energetic - Talk about yourself - Respond to humor - Focus first on the “big picture” and then consider how to achieve it through action plans - Facilitate decision making without putting excessive pressure on them	- Show empathy and soften your language - Don’t leap straight to business - Think of the person as part of the solution, reflect on their opinions - Don’t become too dogmatic, even when they are - Slow it down
Conscientious	- Keep it short; don’t overload with information - Show concrete action being taken - Be prepared to “run with it” - Maintain direct eye contact and direct posture - Select only the key facts	- Have an agenda and keep to the point - Set time frames - Keep the big picture in mind; don’t get focused too much on the details - See that milestone dates are in the action plan; set up progress reports	- Pick up the pace - Keep an open mind; be willing to move from your original plans - Use action-oriented language - Give the “top-line” summary of performance improvement areas; don’t nit-pick - Focus less on the process and more on the potential results	- Appreciate their input and don’t over challenge their viewpoint - Encourage questions - It’s not just about process; show some passion - Do not feel obligated to provide a clear solution to every challenge, sometimes just talking is enough
Influencer	- Show commitment toward the goal - Be specific, clear, and brief - Involve agent in decision making - Stick to the fact and stay on topic - Provide a limited number of options and leave ultimate decision up to the agent	- Stick to the rules and procedures - Be organized and have a clear plan of action - Follow through on what you say you will do - Encourage them to make a decision but refrain from making it for them	- Don’t compete for attention; let them speak - Keep to the task at hand; don’t let forward-thinking goals take priority over immediate development needs - Set clear objectives for each development session, but be flexible - Don’t overstate guarantees, as the risks trust	- Tone down the conversation and be moderately paced - Ask appropriate personal questions and consider their feelings - Verbally appreciate their input and contributions - Reflect on their opinions and communicate patiently
Steady	- Use as much evidence as possible to support opinions - Follow up in writing - Show confidence, don’t expect a reaction - When appropriate, ask directly for a decision - Don’t over-explain or ramble	- Keep to the subject - Show enthusiasm for the task - Focus on the facts; don’t let your heart rule your head - See that milestone dates are in the action plan; set up progress reports	- Be realistic about performance objectives - Don’t drown them in the problems - Show enthusiasm for ideas and be energetic - Don’t take things personally - Invite their conversation - Maintain ongoing informal contact	- Keep a balanced view (it’s not all about you) - Separate facts and feelings - Don’t get distracted from the task - Set mutually agreed upon goals - Strike a balance between flowing with the conversation and staying on track

Notes:

Summary

Managing Conflict

Learner Action Item /
Accountability:

Reflect on the conflict strategies from today's workshop. Recall ways to better implement respectful and direct ways of handling conflict.



Notes: