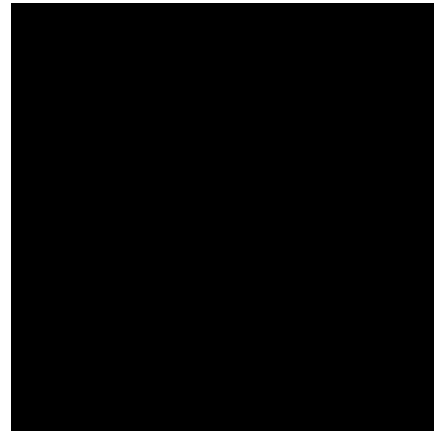
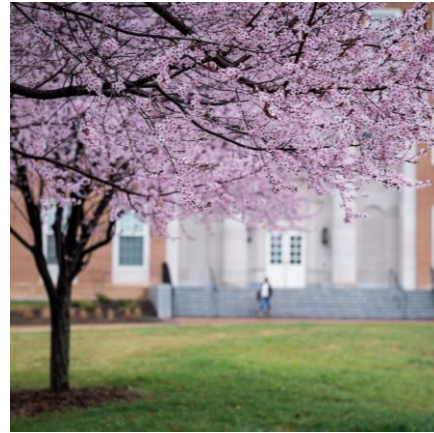




SESSION 1:
BUILDING & LEADING
HIGH PERFORMING TEAMS

WAKE FOREST
FOOTBALL CAPTAINS

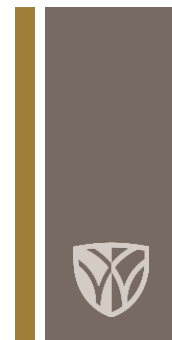


John J. Sumanth, Ph.D.

James Farr Fellow &
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May 23, 2017

A Little Bit About Me...



- I'm a "305 Homeboy" 
- 10+ years Professional & Consulting Experience:
 - Cruises, fast food, insurance, health care, non-profit across functions (e.g., strategic planning, finance, marketing & sales, operations, R&D)
 - Exxon-Mobil, Wells Fargo, US Navy, Air Force, Special Forces
- Research Expertise:
 - Employee Voice, Leadership, Trust, Power & Status



Michael Scott on Leadership...



The Vision: A Life-Cycle Approach



LIFE CYCLE

Recruitment

- Leadership
- Deacon Sports Leader Attributes

Freshman

- Leading the self
- Shaping leader identity
- Followership

Sophomore

- Introduce leadership
- Developing others
- Challenging conversations

Junior

- Leading others
- Developing others
- Assisting in alignment
- Meaning-making
- Enforcing standards

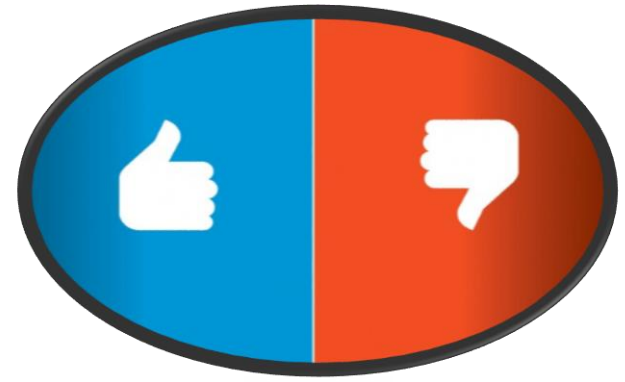
Senior

- Leading others
- Creating alignment
- Shaping culture & climate
- Setting the tone
- Enforcing standards
- Developing future captains

Reflect for a Minute...



- Think about your best and worst team experiences at school, work, sports, etc.
- Why were they *fulfilling*?
- Why were they *frustrating*?



TEAM

There is an "i" in TEAM.
Hidden in the A-Hole.

Defining a Team's Effectiveness



- **Performance**

- Output meets quantity and quality standards

- **Development and well-being**

- Involvement contributes to growth and satisfaction of individual members

- **Viability**

- Team retains ability to work together in the future



Talent Without Teamwork = Trouble



Winner/Loser Exercise



- Partner A shares something *negative* that happened in their life with Partner B. It can be a personal, team- or work-related memory, but it has to be true. Then Partner A discusses the same experience again, but focuses only on the *positive* aspects. Partner B helps explore the silver lining of the bad experience.
- Partners A and B switch roles afterwards
- Goal: Learning how to reframe negative situations into learning experiences



A Quick Self Assessment..



- Rate how strongly you agree with each statement, using the scale below. Then, calculate an average score for yourself.
- Scale: 1=Disagree Strongly, 2=Disagree, 3=Disagree Slightly, 4=Neither Agree nor Disagree, 5=Agree Slightly, 6=Agree, 7=Agree Strongly
- I distrust people
- I trust what people say
- I suspect hidden motives in others
- I believe in human goodness
- I trust others
- I believe that people are essentially evil



5 Dysfunctions of a Team



High Performance Teams...



- Develop TRUST in each another...
 - Trustworthiness = Ability + Benevolence + Integrity
 - “People don’t care how much you know until they know how much you care”
- Spend TIME together off the field, building social cohesion
 - Builds trust, liking, respect and love for one another (e.g., meals, video games)
 - More willing to give your teammate the benefit of the doubt when you know them personally
- Hold each team member ACCOUNTABLE for his responsibilities
 - You **MUST** learn to confront poor performance and call it out...but in a way that still motivates and doesn’t embarrass the individual – this builds task cohesion
- COMMUNICATE, COMMUNICATE, COMMUNICATE!
 - 93% of communication is nonverbal, only 7% is what you actually say
 - Stop relying on texts or emails – communicate face-to-face more!



Building Trust in Teams – Solutions



- **Be vulnerable!** Share your past experiences with teams (good & bad) – helps to build “psychological safety” – the shared belief that the team is safe for interpersonal risk taking
- **Develop a Team Charter** and have each member sign it
 - Serves as the Guiding Document when conflict arises, questions about roles, responsibilities, etc.
- **You are the coaches’ eyes and ears. Create alignment and trust amongst yourselves first. Then use that alignment to hold others accountable.**



Captains...Your 1st Leadership Task



- Watch “Building a High Performance Team” – 20 min. module - <http://bit.ly/2q6IDQ0>
- Develop together a “Captains’ Charter” ...align yourselves first!
 - Encourage each position unit to create its own charter
 - Create a full team charter



I'm available and willing to help!



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Final Thoughts...



- “For the strength of the Pack is the Wolf, and the strength of the Wolf is the Pack.”
– *Rudyard Kipling (The Jungle Book)*
- “Talent wins games, but teamwork and intelligence wins championships.”
– *Michael Jordan*
- “Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability.”
– *Patrick Lencioni*

