



State and Territory CCDF Administrators Meeting
August 7–9, 2018 • Crystal Gateway Marriott • Arlington, Virginia

Teaming: Enhance Your Team by Rethinking Your Orientation, Intention, and Motivation

Sangree M. Froelicher, State Capacity Building Center (SCBC)
Intensive Capacity Building Network

Evelyn Keating, SCBC State Systems Specialist Network

Kelley Perkins, SCBC Infant/Toddler Specialist Network

Session Objectives

1. Gain awareness of the science of teams
2. Compare and contrast working groups and teams
3. Gain awareness of eight practices for building collaborative teams
4. Set goals for creating a high-performing team with psychological safety

The Science of Teams

- Three key communication dynamics that affect performance: energy, engagement, and exploration (Pentland, 2013)
- Psychological safety (Duhigg, 2016)
- Team emotional intelligence (Druskat & Wolff, 2013)



What Makes Teams Different from Other Groups?

Working Group

- Strong, clearly focused leader
- Individual accountability
- The group's purpose is the same as the broader organizational mission
- Individual work products
- Runs efficient meetings
- Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)
- Discusses, decides, and delegates

Team

- Shared leadership roles
- Individual and mutual accountability
- Specific team purpose that the team itself delivers
- Collective work products
- Encourages open-ended discussion and active problem-solving meetings
- Measures performance directly by assessing collective work products
- Discusses, decides, and does real work together

All text excerpted from Katzenbach & Smith, 2013, p. 36.

Small-Group Activity

Please compare and contrast the differences between working groups and teams, and share your individual experience of either.

Eight Practices for Building Collaborative Teams

- Investing in signature relationship practices
- Modeling collaborative behavior
- Creating a “gift culture”
- Ensuring the requisite skills

Excerpted from Gratton & Erickson, 2013, p. 67.

Eight Practices for Building Collaborative Teams

- Supporting a strong sense of community
- Assigning team leaders that are both task- and relationship-oriented
- Building on heritage relationships
- Understanding role clarity and task ambiguity

Excerpted from Gratton & Erickson, 2013, p. 67.

Small-Group Activity

- Choose one of the eight practices that you feel comes naturally, and share a past experience.
- Choose one of the eight practices that does not come as naturally to you, and share why.

What Is Emerging for You?



- What had real meaning for you from what you heard?
- What surprised you?
- What challenged you?

References

- Druskat, V. U., & Wolff, S. B. (2013). Building the emotional intelligence of groups. In *HBR's 10 Must Reads on Teams* (pp. 95–116). Boston, MA: Harvard Business School Publishing Corporation.
- Duhigg, C. (2016, February 25). What Google learned from its quest to build the perfect team. *New York Times*. Retrieved from <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>
- Gratton, L., & Erickson, T. J. (2013). Eight way to build collaborative teams. In *HBR's 10 Must Reads on Teams* (pp. 55–74). Boston, MA: Harvard Business School Publishing Corporation.
- Katzenbach, J. R., & Smith, D. K. (2013). The discipline of teams. In *HBR's 10 Must Reads on Teams* (pp. 35–54). Boston, MA: Harvard Business School Publishing Corporation.
- Pentland, A. (2013). The new science of building great teams. In *HBR's 10 Must Reads on Teams* (pp. 1–20). Boston, MA: Harvard Business School Publishing Corporation.



**State Capacity Building Center,
A Service of the Office of Child Care**

9300 Lee Highway

Fairfax, VA 22031

Phone: 877-296-2401

Email: CapacityBuildingCenter@ecetta.info

Subscribe to Updates

http://www.occ-cmc.org/occannouncements_sign-up/



ADMINISTRATION FOR
CHILDREN & FAMILIES

