Session 7: Fostering Collaborative Relationships & Building Effective Teams
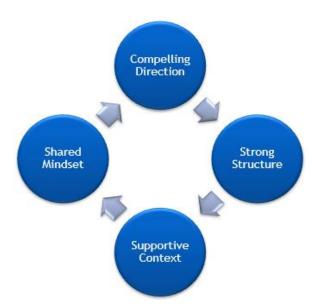
Build Relationships

Key Topics:
- Build skill at communicating effectively to foster collaborative relationships
- Discuss the conditions that enable effective teams
- Engage with the Mentors to improve mentoring relationships

Effective Team Characteristics

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Four Enabling Conditions for Thriving Teams
https://hbr.org/2016/06/the-secrets-of-great-teamwork

Peer Team Check in:

- *How are you functioning as a team? Evaluate your performance using the three criteria of output, collaborative capacity, and individual development.*

- *Are the four enabling conditions present for your team?* **Rate your team on each of the enabling conditions.**

- Identify opportunities to increase your effectiveness through the enabling conditions. Do you need a different/stronger structure? Do you have a shared mindset? Are you getting the support your need? Does the team understand and find the direction compelling?

The Key to Collaboration is Communication:

Skill at giving and receiving Feedback	Willingness to engage in Difficult Conversations	Listening for and recognizing the "Missing" Conversations

ASKING for Feedback

- Ask often
- Be specific
- LISTEN for understanding
  - ✓ ONLY ask questions that clarify your understanding
  - ✓ No Defending or "Yes, but…"
  - ✓ Consider that they may be right
- Thank them
- Decide on and Communicate Action/s You are Willing to Take

YOUR FEEDBACK MATTERS!

START
*"What should we/I **start doing**?"*

List ideas/items:
- Things that are not being done, but should be done
- Things to begin doing to get better results
- Things worth trying or experimenting for better results

STOP
*"What should we/I **stop doing**?"*

List ideas/items:
- Things that are not working or helping
- Things that impede or are not practical
- Not delivering desired results
- We or others dislike

CONTINUE
*"What should we/I **continue doing**?"*

List ideas/items:
- Things that are working well
- Things that we want to keep
- Worth continuing to see if they're worthwhile
- We like or need

GIVING Feedback

- Feedback is a GIFT.
- Make it meaningful, specific, and timely and something of value to the other person.
- Use **STOP, START, CONTINUE** model to make it easier for others to GIVE you feedback, and to PROVIDE effective feedback to others.

Preparing for Difficult Conversations

- Know the **purpose** of the conversation
- **Check your intention**
- Recognize your own **assumptions**
- **Listen** with **Curiosity** vs. judgment
- **Empathize** with the other person's perspective
- **Shut down the blame-and-complain loop** (if it's happening)
- Leverage your network for **coaching and support**

What is a conversation you NEED to have?

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