

Organizational Culture & High Performance Teams

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“There’s no magic formula to great company culture. The key is just to treat your staff how you would like to be treated”

-Richard Branson

Leadership and Culture



A Quick Question

What CEO said, “We are the good guys. We are on the side of angels.” and “We are doing God’s work here.”?

Questions

What company’s CEO was named *Business Week*’s CEO of the year for 2001?

Guess who said:

“I have the highest ethical standards.”

Question

What company had a 64-page award winning code of ethics?

Have you ever run into anyone who said,
'you probably shouldn't do business with
me. I am not to be trusted'?

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'you probably shouldn't do business with
me. I am not to be trusted'?

Why do we all think that we're the most ethical person in the room?

1. We are not talking about it with others.
2. We have rationalized, labeled, and defended ourselves into believing we are ethical (*self-deception*).

- Gallup Poll finds that only 17 to 20 percent of the public thought the business ethics of company leaders to be *very high* or *high*.

- Gallup 2016

LRN Ethics Study Survey Findings

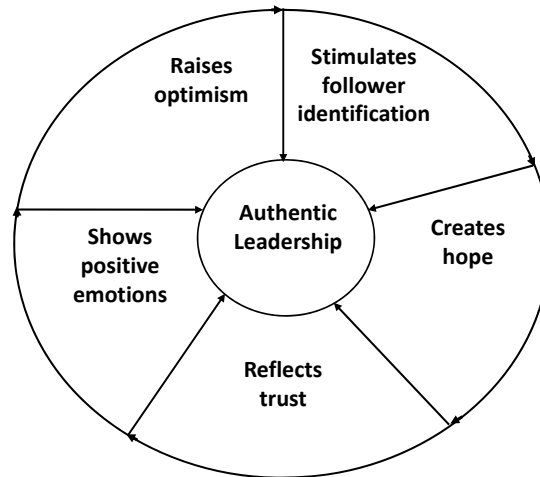
- Three out of four employees reported encountering ethical lapses on the job
- More than one in three respondents said these incidents happen at least once a week
- Ten percent believed that a current issue in their company could create a business scandal if discovered
- Younger workers reported higher levels of witnessing ethical lapses and being distracted by them
- Nine out of ten respondents stated that their manager/leader can set the tone and others will follow!

-LRN, 2017

Major Ethics Scandals

Bernie Madoff	Firestone
WorldCom	BP
Arthur Anderson	Boeing
Tyco	Uber
Adelphia	Parmalat (Italy)
Global Crossing	Pharma (M.Shkreli)
Enron	Samsung

Leadership and Positive Culture



Source: Based on Avolio, B.J., Gardner, W.L., Walumbwa, F.O., Luthans, F., and May, D.R. Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *Leadership Quarterly*, 15, 801-823.

LEARNING OBJECTIVES:

- Effective Organizational Culture
- Why Effective Teams matter?
- Required skills in effective teams
- The importance of effective communication
- Why we can not hear each other!
- How can you contribute fully?
- Summary

The three perspectives for successful leadership



Comparing the three perspectives

	Strategic Design	Political	Cultural
Role of Leader	Designer, architect, strategist	Forging coalitions, identifying and leveraging interests, negotiating	Articulating vision, symbol of culture, understanding and leveraging the culture
Stimuli for Change	Lack of "fit" (internally, with environment, or with strategy)	Shifts in dominant coalition or in power of shareholders	Challenges to basic assumptions, contending interpretations
Barriers to Change	Inadequate analysis, inadequate information	Entrenched interests	Dominant culture

**GET OUT
OF YOUR
OWN
WAY** *The 5 Keys
to Surpassing
Everyone's
Expectations*

ROBERT K. COOPER, Ph.D.
AUTHOR OF THE NEW YORK TIMES BESTSELLING THE OTHER 90%

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Belief-action relationship

Model behavior

Celebrate agreement

Belief or value

Story teller

Experiment continually

**Never underestimate the
power of a great story!**

Millennials vs. other generations!

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Generations Living in America

- Veterans 1925-1942
 - 23.8 million living
- Baby Boomers 1943 – 1965
 - 62 million living
- Generation X – 1966-1981
 - 84 million living
- Millennials – 1982 – 2000
 - 110 million living
- Generation Z 2001-2022
 - About 29 million so far

-Straus & Howe

Past

My paycheck
My satisfaction
My manager
My annual review
My weaknesses
My job

Present

My purpose
My development
My coach
My ongoing development
My strength
My life

Conditions leading to productive workplaces

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last seven days, I have received recognition or praise for doing good work
5. My supervisor/manager/coach seems to care about me as a person
6. There is someone at work who encourages my development
7. At work my opinions seem to count
8. The mission or purpose of my company makes me feel my job is important
9. In the last six months, someone at work has talked to me about my progress.
10. This last year, I have had opportunities to learn and grow at work.
11. My team members are committed to doing quality work

A team is a group of people who work together to accomplish something beyond their individual self-interests; however, not all groups are teams. ... To function effectively, a high-performance team also needs: A deep sense of purpose and commitment to the team's members and to the mission.

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Effective Teams

- Shared Vision and goals (*why*, what and how)
- Clearly defined roles, responsibilities and expectations
- Esprit De Corps: commitment and trust
- Effective Communication
- Alignment and awareness of styles, values and priorities

Teamwork & Cooperation

- 96% of leaders cite lack of collaboration or ineffective communications for workplace failures. (Salesforce)
- Businesses with effective communication are 50% more likely to have lower employee turnover. (ClearCompany)
- 67% said friends are a reason to stay in an organization. (HerdWisdom)
- 33% said a lack of open, honest communication has the most negative impact on employee morale. (HerdWisdom)
- 67% believe colleagues can encourage/help them do their jobs better. (Google)
- 25% of employees frequently go outside their department to look for knowledge. (Social Media Today)
- 70% of respondents cited being part of a dysfunctional team (GlassDoor.com)

Five Dysfunctions of Teams:

- Inattention to Results
- Lack of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust
- Focus on personal success/competition

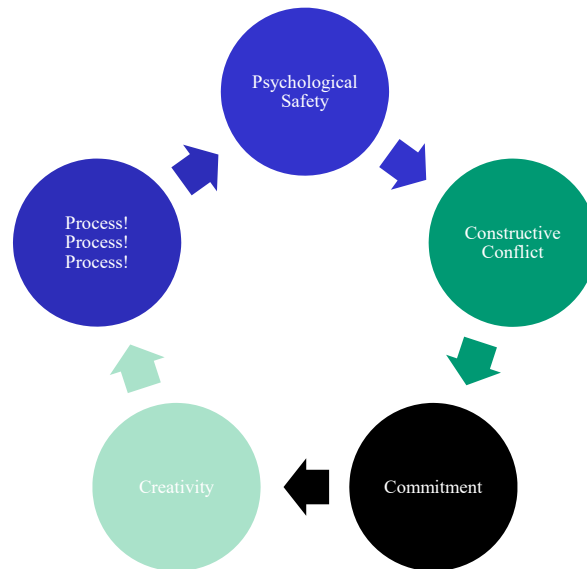
Highly Effective Teams: *Margaret Heffernan*

THE TRAITS

Social Connection:

- Trust & Integrity
- Sensitive to each other
- Culture of helpfulness
- People getting to know each other
- The Driving Core Motives

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Psychological Safety

““There’s no team without trust,” says Paul Santagata, Head of Industry at Google. He knows the results of the tech giant’s massive two-year study on team performance, which revealed that the highest-performing teams have one thing in common: psychological safety, the belief that you won’t be punished when you make a mistake. You trust your team members and they believe in you.

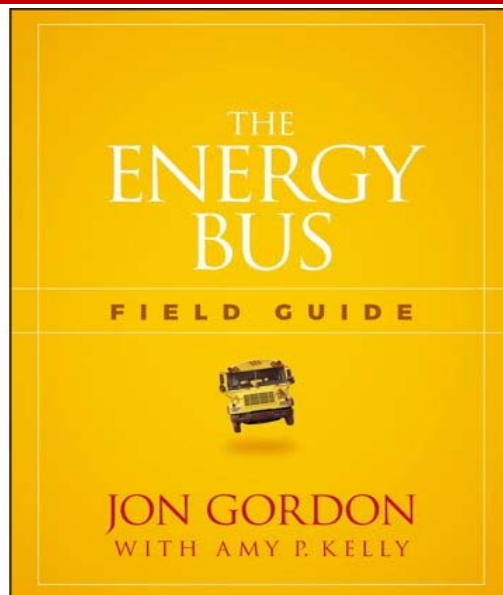
Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off — just the types of behavior that lead to market breakthroughs.” HBR 2017

Accountability

Members hold themselves
mutually accountable toward
agreed upon performance
goals

Commitment

- The more committed people there are, the more effective they are in influencing others. If a whole group acts with determination and commitment, great numbers of people will really pay attention.
- People who are committed are the ones who don't take discouragement seriously -- they don't give up. They set an example for those who don't have the confidence or experience to go through the hard times and hold out for the rewards of success.
- People cooperate at a higher level when they share commitment. Commitment fosters camaraderie, trust, and caring -- the stuff a group needs to keep it going for the long run.
- If people are committed to an effort for a period of time, they will learn what they need to know to be more effective. People need time to try things out, make mistakes, and then figure out a strategy that works.



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Constructive Conflict

“[Constructive conflict] requires that we find people who are very different from ourselves. That means we have to resist the neurobiological drive, which means that we really prefer people mostly like ourselves, and it means we have to seek out people with different backgrounds, different disciplines, different ways of thinking and different experience, and find ways to engage with them.

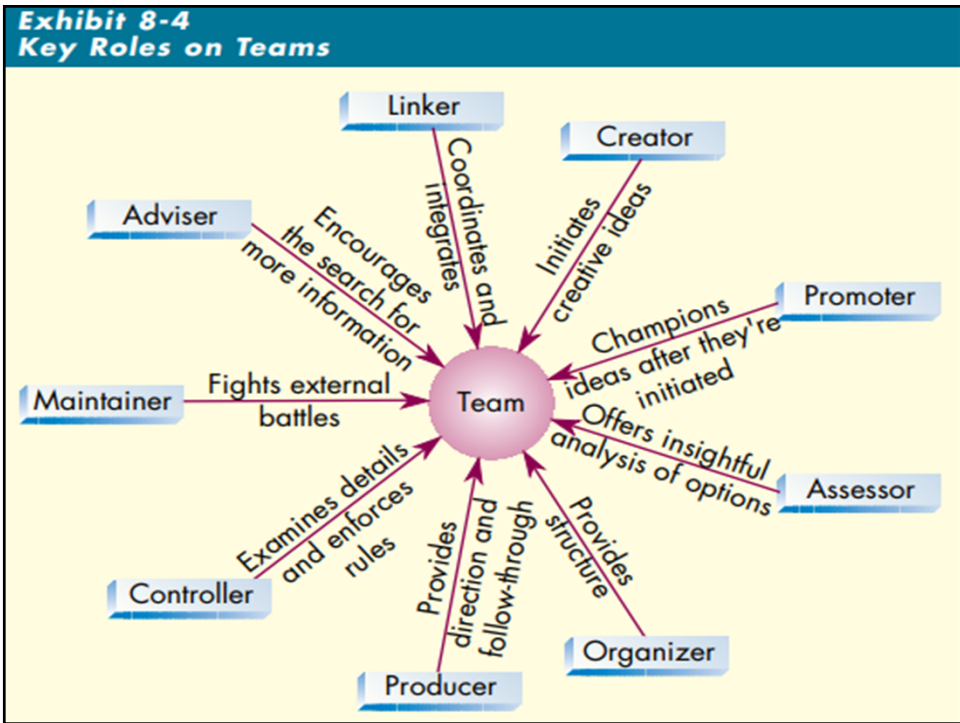
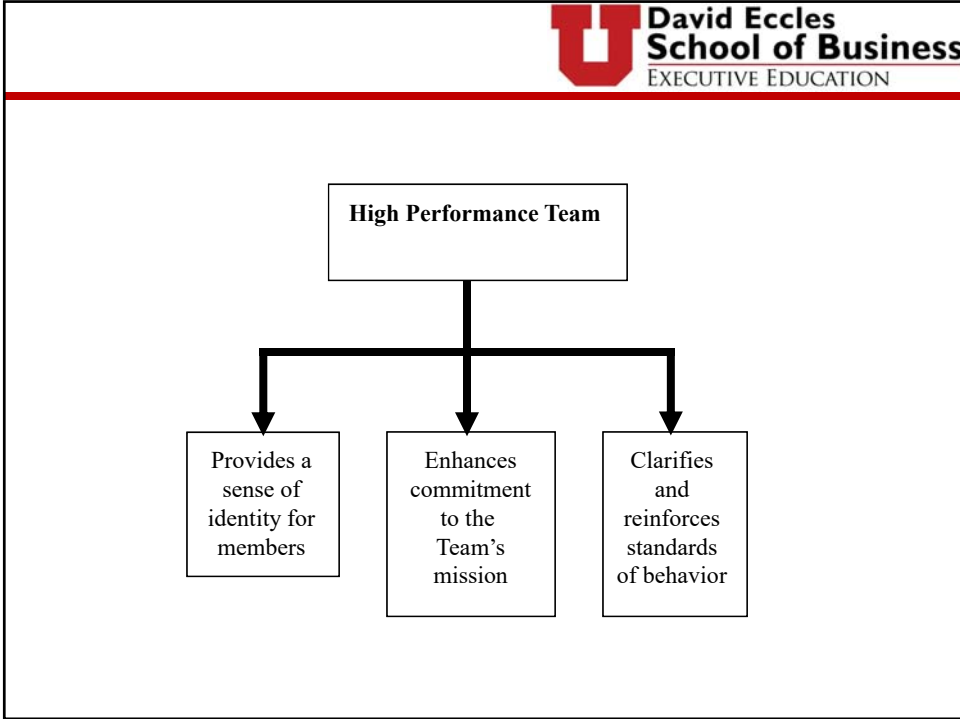
That requires a lot of patience and a lot of energy.”
-Margaret Heffernan – Dare to Disagree

Process! Process! Process!

“The team process establishes effective working relationships amongst the team members. These interpersonal relationship behaviors, once structured properly and established as norms within the team, allow the team to effectively communicate, manage conflict, make decisions, and problem solve.

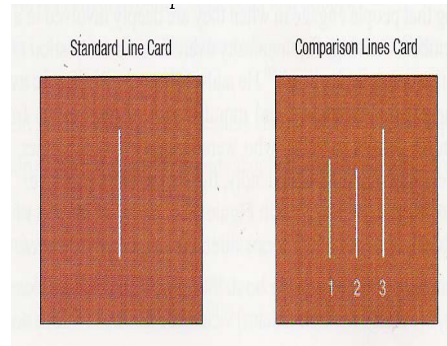
Team maintenance behaviors focus on the interaction between individuals while they are accomplishing tasks.”

-MIT 2011



The Asche Experiment

- A disguised “perception test” designed by social psychologist, Solomon Asche
- Seven to nine college students were to identify which line was the same length as the standard line
- All but one were confederates of Asche and agreed to systematically guess the wrong line
- The one naïve member in the group conformed 80% of the time



Learner-Judger Questions

Judger

What's wrong?
 Who's to blame?
 How can I prove I'm right?
 How can I protect my turf?
 How can I be in control?
 How could I lose?
 How could I get hurt?
 Why is that person so clueless and frustrating?
 What's in it for me?
 Why bother?

Learner

What works?
 What am I responsible for?
 What are the facts?
 What's the big picture?
 What are my choices?
 What's useful about this?
 What can I learn?
 What is the other person feeling, needing, and wanting?
 What's in it for our team?
 What's possible?

Personal Awareness

In order to work effectively with me, please

and try to avoid _____

and please know under pressure I may be

so, please _____.

In order to work effectively with me, please **try to include as much detail as you can about your expectations up front** and try to avoid **adding to your requirements list once we have begun work** and please know under pressure I may be **quiet while I am processing what you're saying** so, please **just give me a minute to think without thinking I am angry or upset about what you said.**

Effective communication matters to me!

Why communicate?

- Communication is the essential function of any workplace.
- Effective, team based communication buffers stress and improves productivity.
- Effective communication strategies can help team members act on their responsibilities.

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Results of Ineffective Communication:

- Poor cooperation and coordination
- Lower productivity
- Undercurrents Of tension
- Gossip and rumors
- Increased turnover
- Absenteeism

Listening. Being a good listener is one of the best ways to be a good communicator. ...

Nonverbal Communication. Your body language, eye contact, hand gestures, and tone all color the message you are trying to convey. ...

Clarity and Concision. ...

Friendliness. ...

Confidence. ...

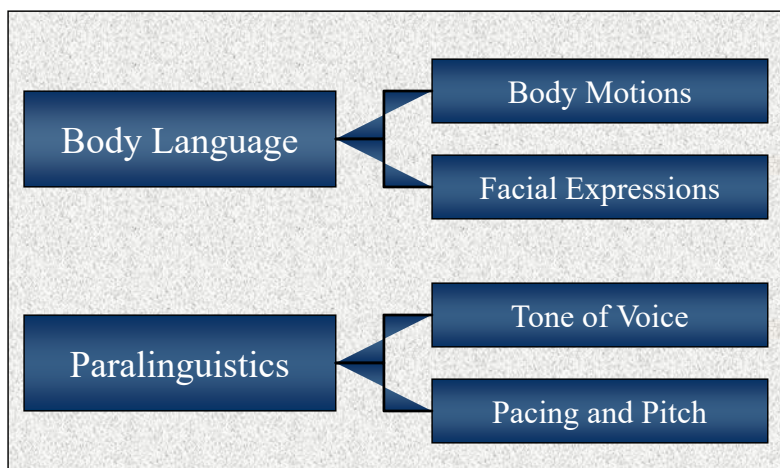
Empathy. ...

Open-Mindedness. ...

Respect....

Your Body Language Shapes Who You Are

Nonverbal Communication

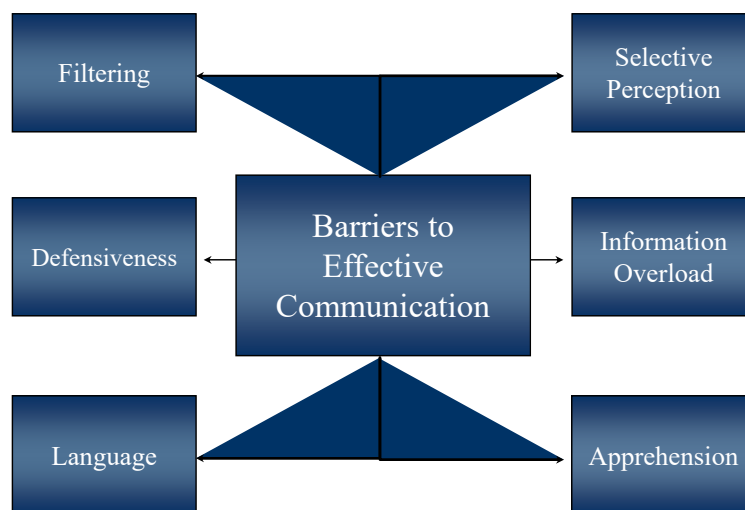


Don't!

- Rush to dismiss other people's opinions even if you disagree with them.
- Come across as someone who knows everything.
People tend to hold back information from a perceived know-it-all.
- Raise your voice. Intentionally or unintentionally, an elevated voice could intimidate the person you are trying to work with.
- Diagnose the conflict. Instead of approaching the conversation with a "me versus you mentality, approach it with an "us versus the problem" mindset.
- Be sarcastic. While humor may diffuse tense moments, sarcasm won't go over well with someone who is frustrated trying to explain a problem.

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Don't be so quick to judge!

May 1, 2018

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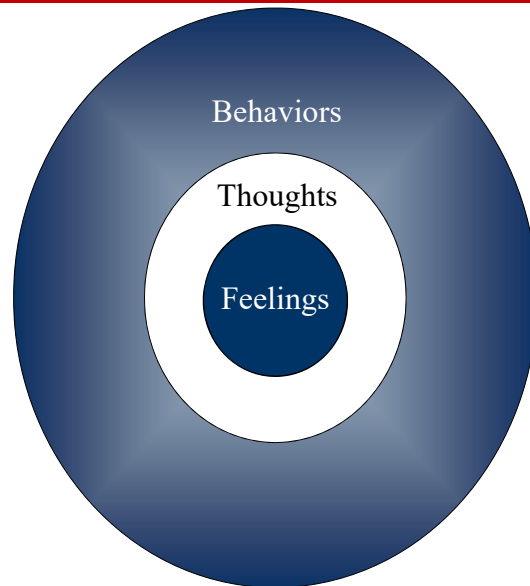
Don't be so quick

TheOpMarket.com



So I'm at the airport and they've got this deal
for 5 donuts for \$5.

to judge others



Watch your thoughts, they become words.
Watch your words, they become actions.
Watch your actions, they become habits.
Watch your habits, they become character.
Watch character it becomes your destiny.

Face-to-Face Communication

If you must criticize:

- See yourself as a coach or mentor
- Show you care
- Pick the right moment
- Avoid telling employees they should do such and such
- Avoid giving the impression that your intent is in your recommendation rather than helping the person.
- Show how the person will benefit from taking your recommendation.
- Give specific suggestions.

Cultural Intelligence

- An outsider's seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures the way that person's compatriots would.
- **The three sources of cultural intelligence:**
 1. Head
 2. Body
 3. Heart
- People who are somewhat detached from their own culture can more easily adopt the mores and even the body language of an unfamiliar host.

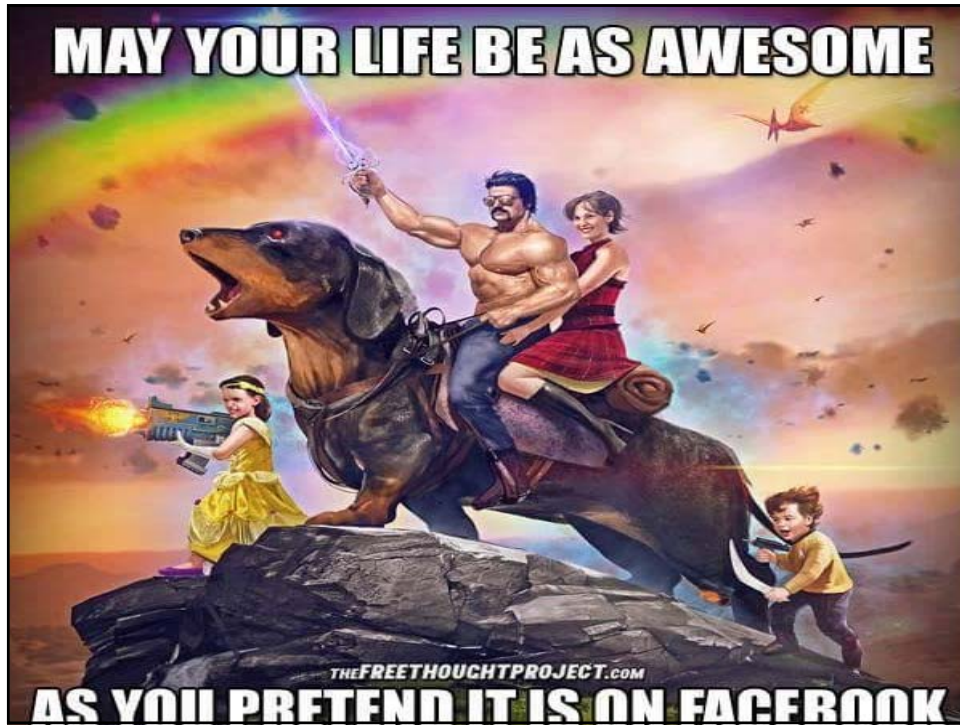
Earley & Mosakowski

“He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery.”

- Harold Wilson (1916 - 1995)

“We don't see things as they are, we see them as we are!”

-Anais Nin



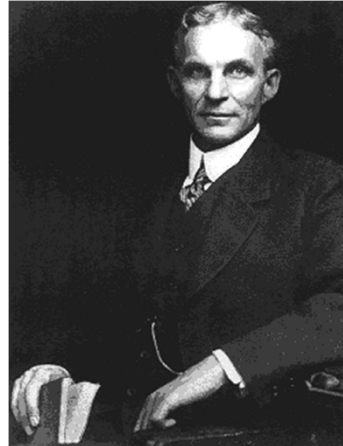
What Is Perception, and Why Is It Important?

- People's behavior is based on their perception of what reality is, not on reality itself.
- The world as it is perceived is the world that is behaviorally important.

A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

**“Whether you believe you can
or whether you believe you
can’t – you’re right!”**

– Henry Ford



Factors Shaping Our Perception:

- **Perceiver**

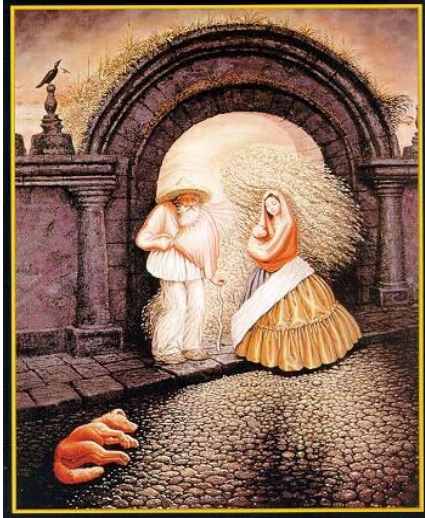
– *Experience, background, mental status (your mind is not always your best friend). Shoe salesmen!*

- **Target**

– *The subject*

- **Situation**

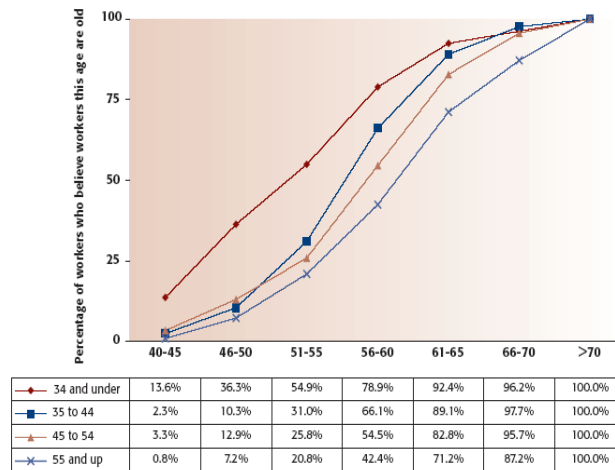
– *Time, heat, cold, etc.*



“We see the world not as it is, but as we are”

– Stephen Covey

Figure 2.4: Perception of Older Workers, by Age Group by Which a Worker is Considered Old



Every event has an infinite number of
possible causes!

Yet...

We choose to believe what we want to
believe!

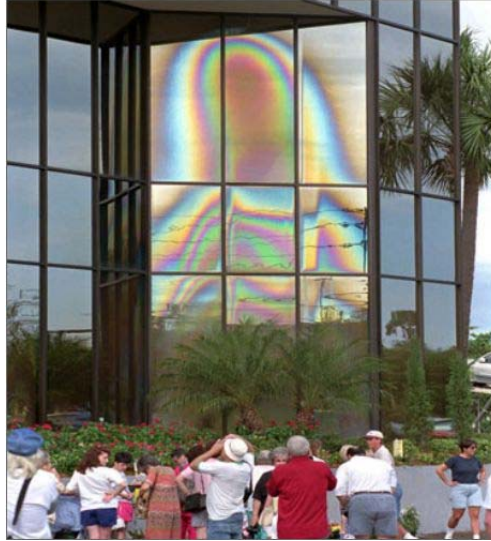


Religious Sightings

Many say the markings on a tree make up the image of the Virgin Mary in the Villafranca neighborhood in Tegucigalpa, Honduras. According to local media reports, people have gathered to pray at the site after a family discovered the image on a tree in their yard.
(Edgard Garrido/Reuters)

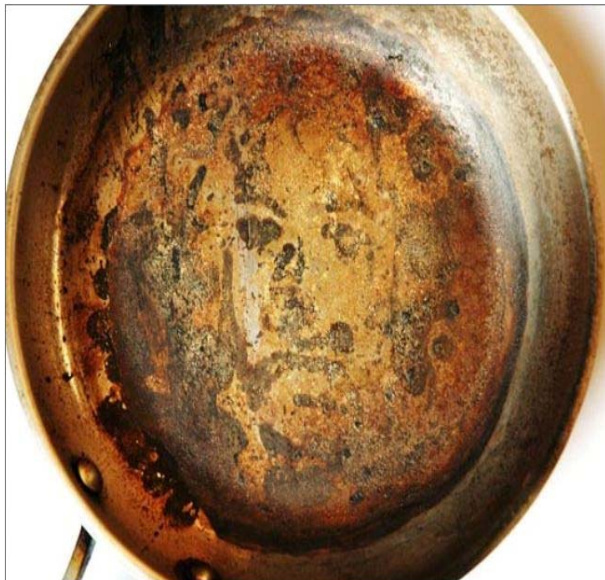
Religious Sightings

People gather on the eve of Easter Sunday to view an image that looks like the Virgin Mary on the windows of this building in Clearwater, FL in 1997. (Peter Cosgrove/AP Photo)

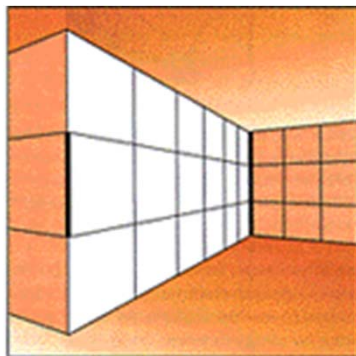
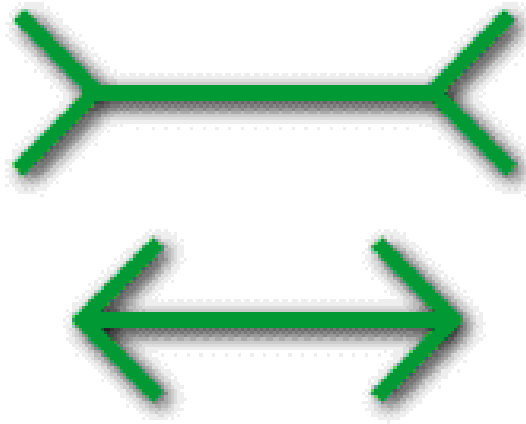


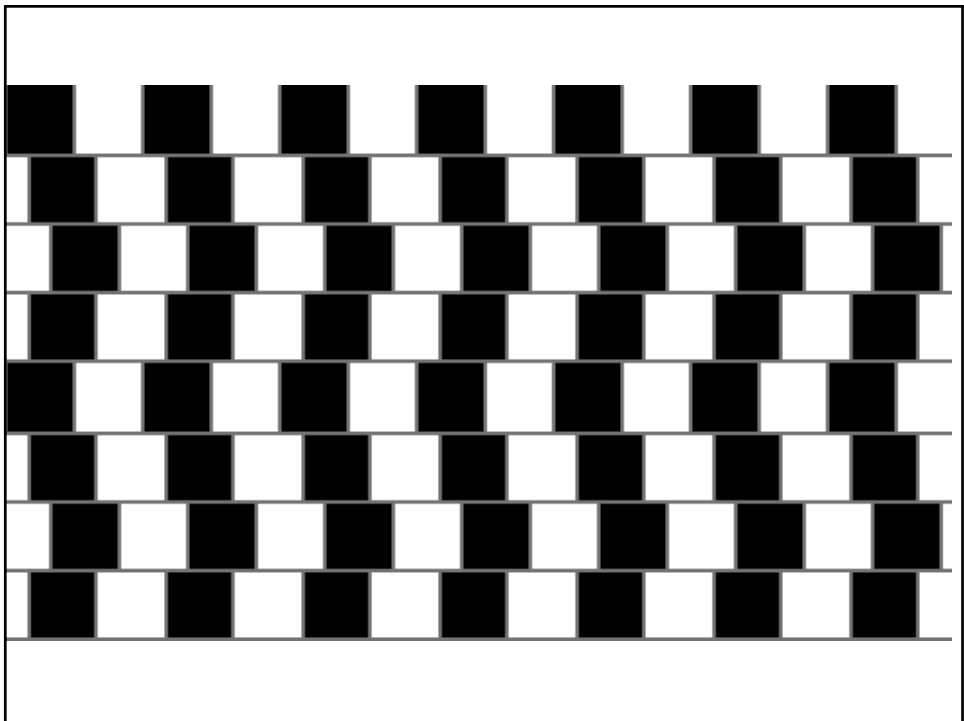
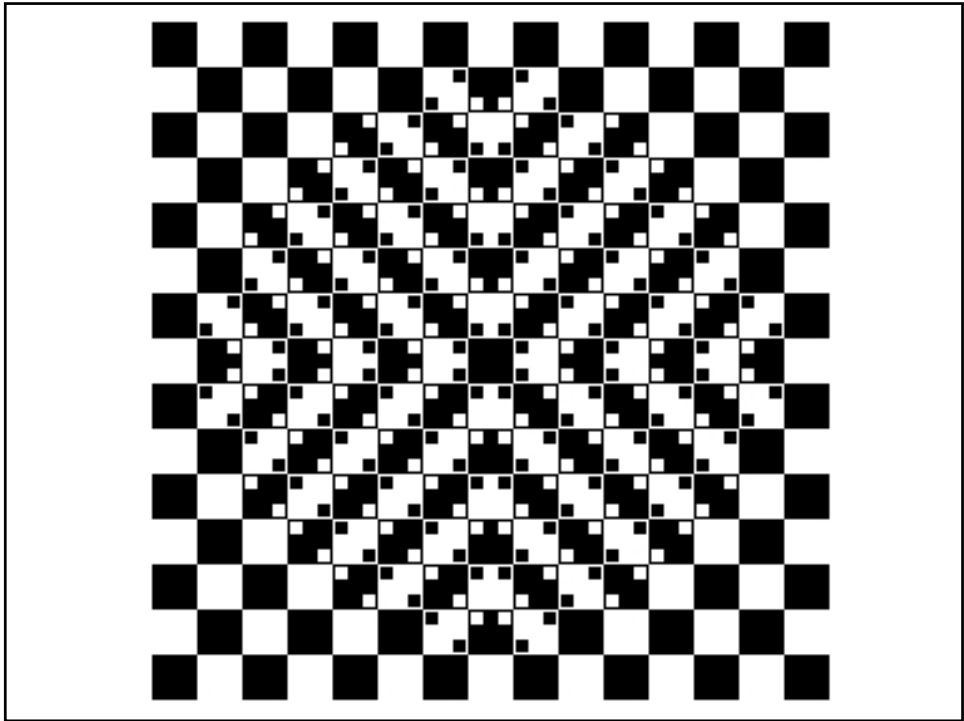
Religious Sightings

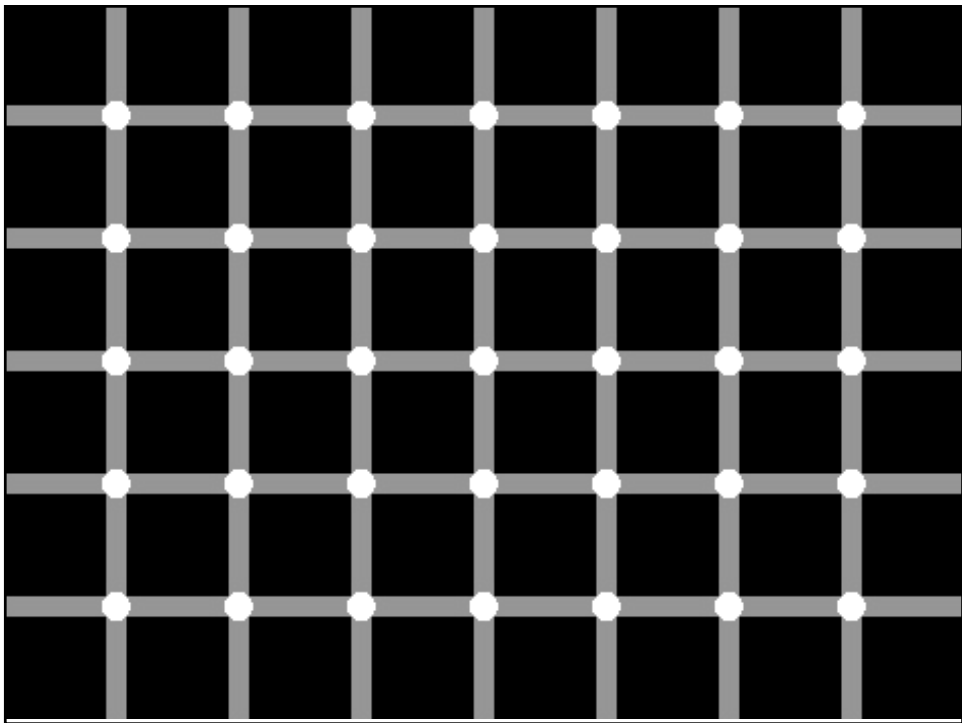
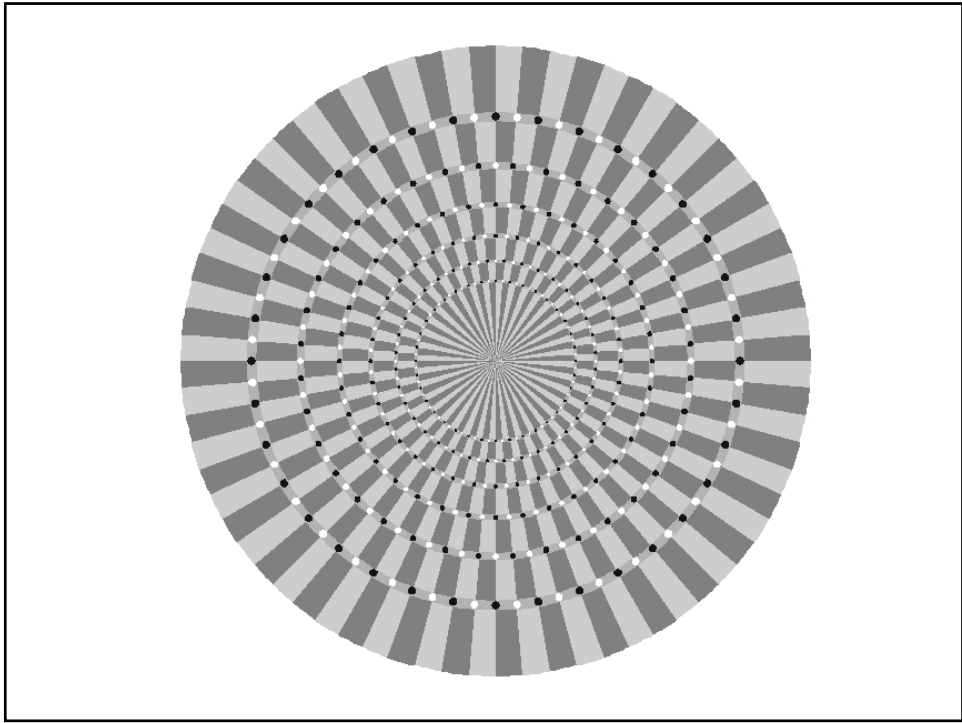
This frying pan belonged to an Australian man before GoldenPalace.com bought it for \$80. Some say they see the likeness of Christ in the leftover burnt mustard. (www.goldenpalace.com)

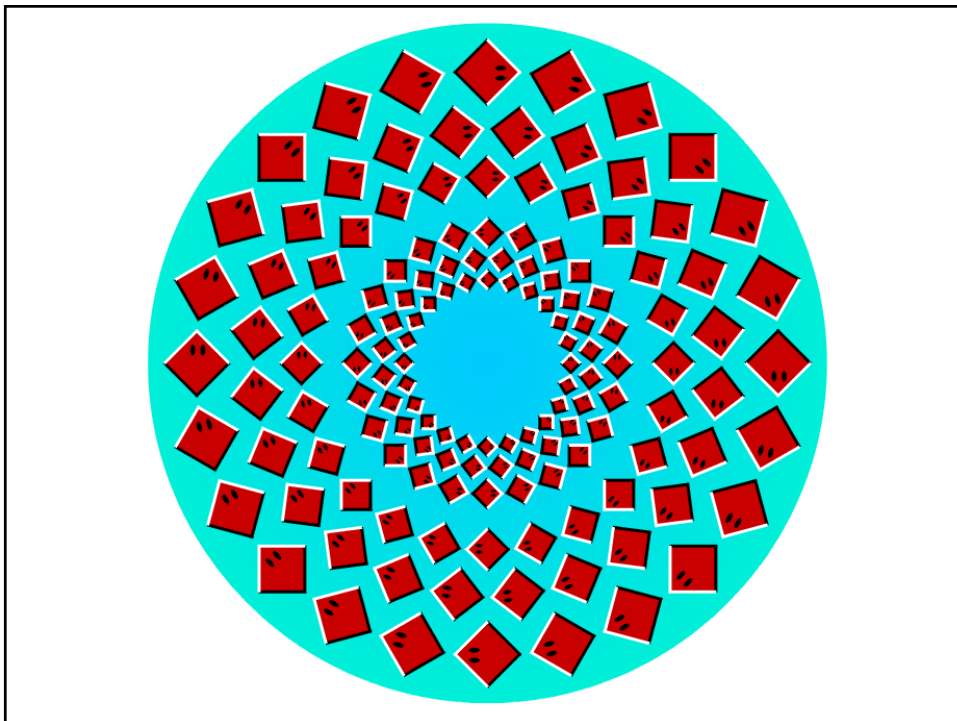
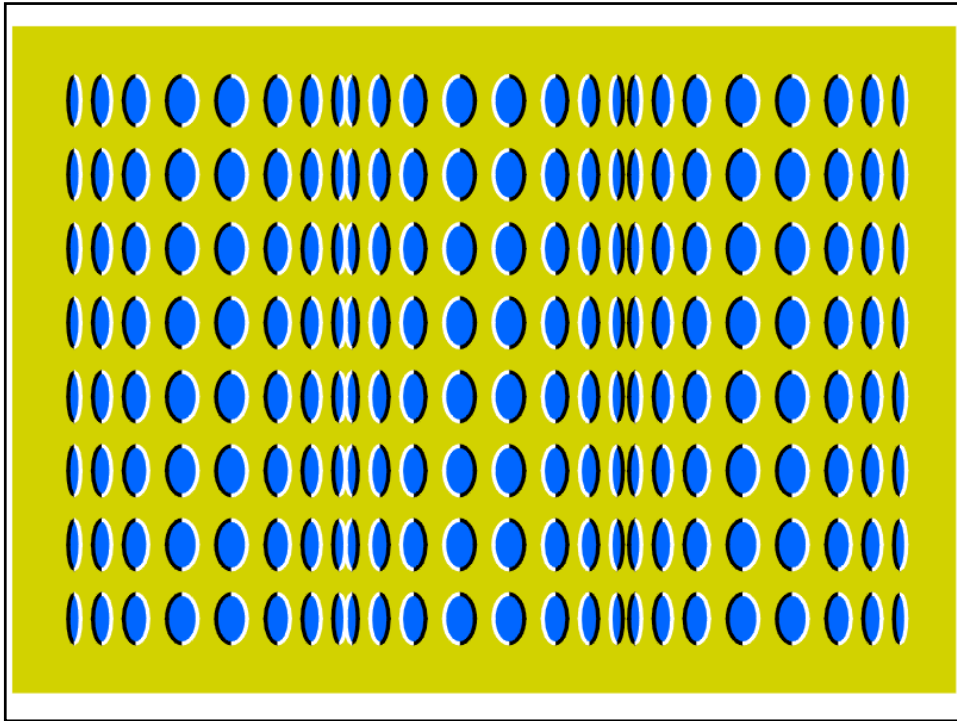


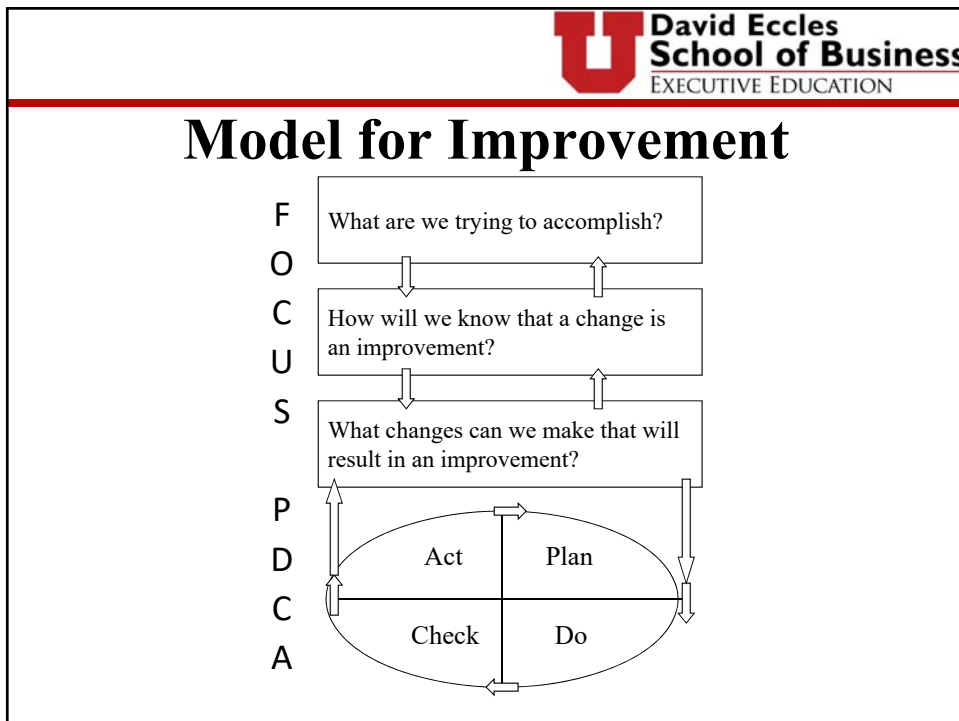
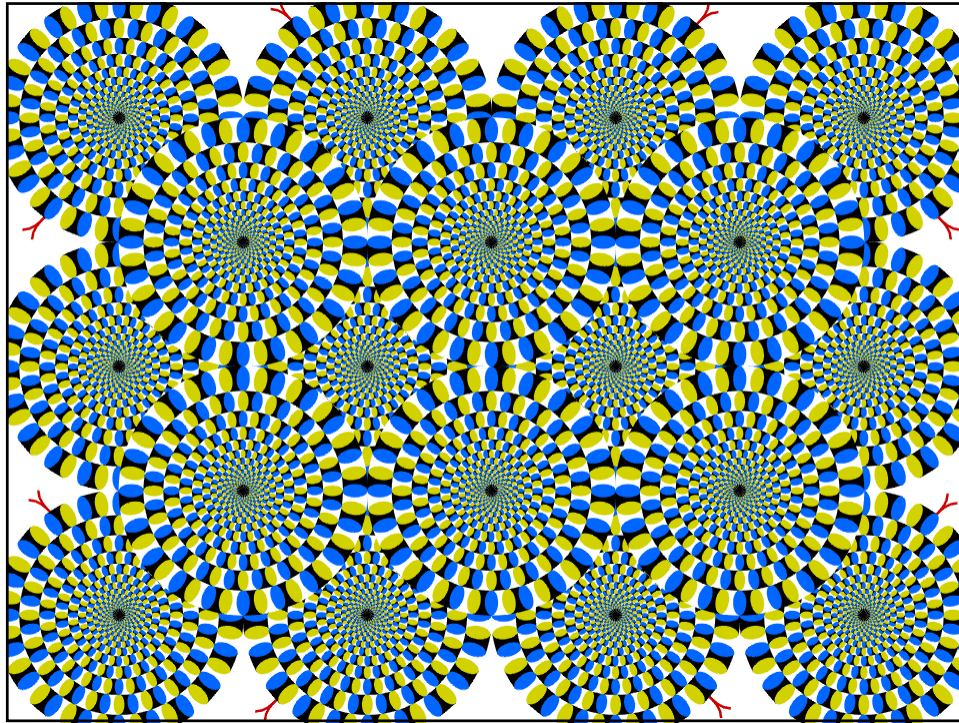
Müller - Lyer illusion











Performance Goals

Yardstick

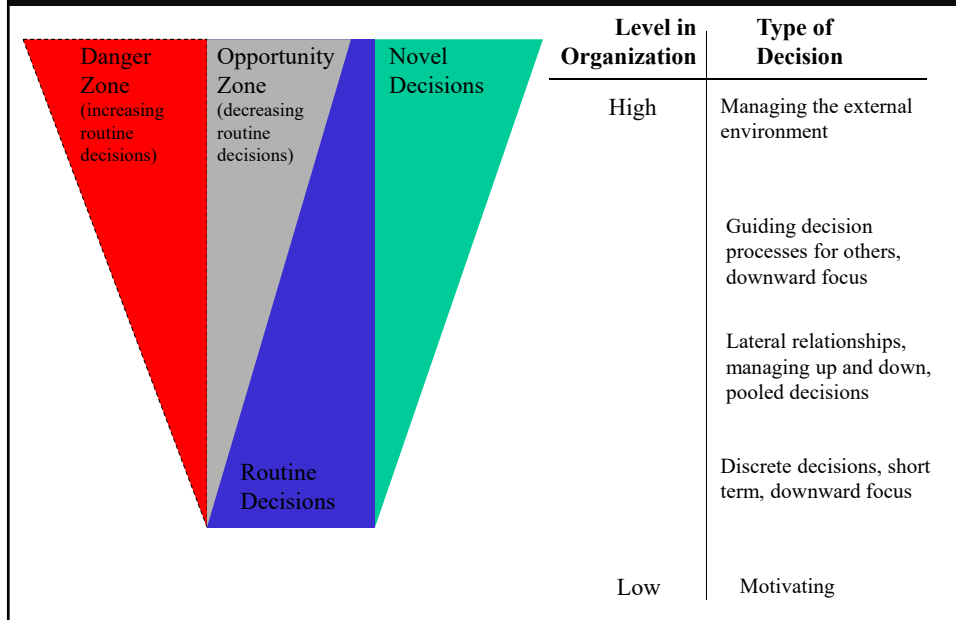
Goals serve to keep the team focused...

Compels
Involvement

...and motivate member action!

Characteristics of a Highly Effective Team

1. Clear Purpose
2. Informality
3. Participation
4. Listening
5. Civilized Disagreement
6. Consensus Decisions
7. Open Communication
8. Clear Roles and Work Assignments
9. Leadership support
10. External Relations
11. Style Diversity
12. Self Assessment



- No micromanaging. Treat everyone as equal
- Take genuine interest in your team members
- Prioritize relationships and results
- Be a role model, lead by example
- Deliver what you promise
- Recognize contribution, celebrate success
- Develop Emotional intelligence
- Lead by heart
- Be a good story teller
- Exhibit passion

“Any act can be the most gracious one if it lacks self-interest.” “Do good deeds!”

“When was your last good deed?”

Thank You!

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