Building Effective Teams
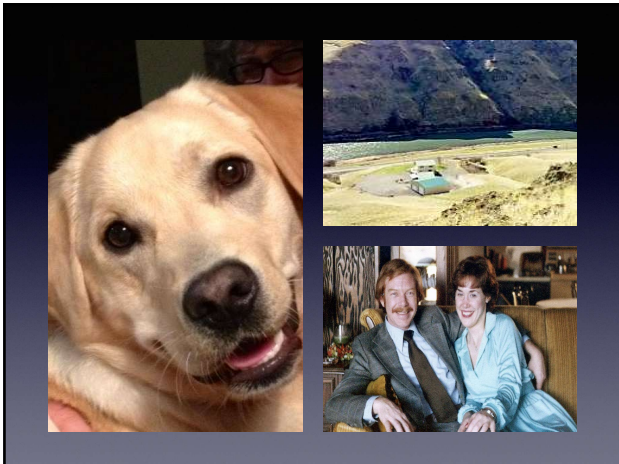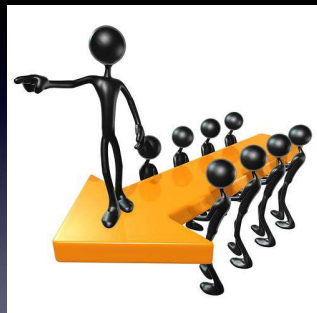
Washington Fire Chiefs
Leadership Conference

By Terri Patton

- You
- You +
  the Team

What makes a team ineffective?

The Effective Leader thinks systemically. He is aware of the system patterns at play, as well as the emotional tugs and pulls lying underneath the issues.

The Effective Leader includes herself as an important player in co-creating the patterns at work in the system.

Self-Awareness

"Those of us who readily embrace leadership...tend toward extroversion, which often leads to ignoring what is happening inside ourselves. If we have any sort of inner life, we 'compartmentalize' it, walling it off from our public work."

"...if people skimp on their inner work, their outer work will suffer as well..."

Parker Palmer

- The things you do not have to say make you rich…

- Saying the things you do not have to say weakens your talk…

- Hearing the things you do not need to hear dulls your hearing…

- And the things you know before you hear them--- these are you and this is the reason you are in the world.

  - William Stafford, *Crossing the Unmarked Snow*

Self Awareness

- How open am I?
- How comfortable am I fostering creativity?
- How comfortable am I using different styles of management and decision-making?
- How comfortable am I with ambiguity?

Self Awareness

- How do I want to be viewed as a leader?
  - Approachable? Available?
  - Someone with all the answers?
  - Reliable?
  - Collaborative?
- What is the workplace climate I want to create?

Who Am I? What Are My Core Beliefs?

Self Awareness

Your Signature Presence
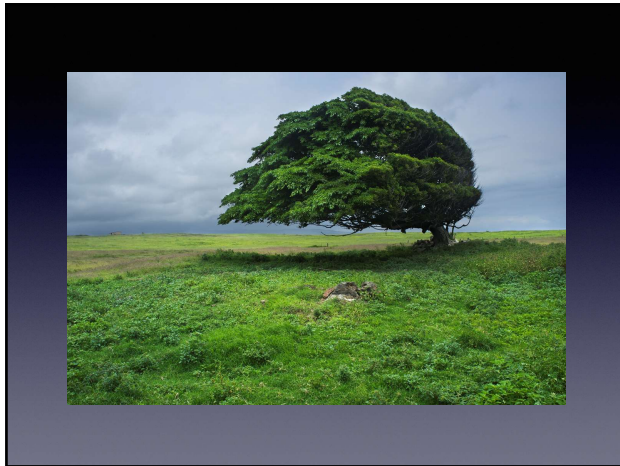
Integrity

Emotional Intelligence

Travis Bradbury

#1 is
Robust Emotional Vocabulary

Self Awareness	Self Management	Social Awareness	Relationship Management
Emotional Self Awareness	Emotional Self Control	Empathy	Influence
	Adaptability	Organizational Awareness	Inspirational Leadership
	Positive Outlook		Conflict Management
	Achievement Orientation		Coaching & Mentoring
			Team Building

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You and the Team

Priority One

Get the right people on the bus!

| Self Awareness	Self Management	Social Awareness	Relationship Management
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Daniel Goleman, ESCRA

Data Collection

- Personal surveys (Myers-Briggs, etc.)
- 360 Feedback
- One-on-one
- Team meetings

Effective Communication

Listening
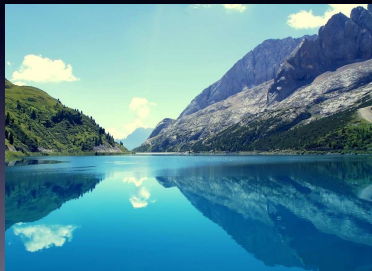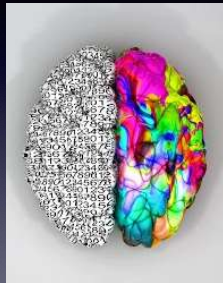
Effective Communication

Straight talk

Don't sacrifice meaning to protect vulnerability!

Team Data Collection

o Appetizers
    Getting to Know You

o Main Course
    Key Questions… What is our culture & how can we improve together?

Other Strategies

- Co-Creating meaning

- Gratitude

Gratitude is the Highest Form of Awareness!

Benefits of Gratitude

- Improves cardiovascular health
- Stronger immune system
- Boosts mental health & resilience to stress
- Creates a positive, uplifting, & supportive environment

- Southwest Airlines

- Scripps

How to Bake Gratitude into Your Culture

Systemic Gratitude

- Support individual practice while working toward system change
- Make it voluntary
- Maintain authenticity
- Consistency

Greater Good Science Center
UC, Berkeley

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Managing Conflict

Bias & Beliefs

Overcoming Bias

- Self Awareness

- Reach Out

- Practice Mindfulness: "I see you" & "Just like me"

- Identify Common Ground

- Ask, don't assume; Listen, don't judge

Effective Leadership

1. INTEGRITY

2. PARTNERSHIP

3. AFFIRMATION

First Break All the Rules

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thank you