



NORTHWEST CONSTRUCTION CONSUMER COUNCIL

Welcome!

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At your table....

Think about the best team leader you've ever had:

- A boss
- A Project Manager
- Someone you have witnessed lead a high performing team

Calibration in terminology

“Management” and “Leadership”

- They do not mean the same but are used interchangeably
- Not the title of the higher-ups
- For today, talk about what you are doing, behaviors, verbs

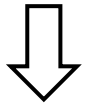
“Managing” – what are you doing?

- Building, tracking schedule
- Building, tracking a budget
- Bidding or issuing contracts
- Ordering materials
- Expediting materials
- Tracking risks
- Writing reports
- Administration – signing time sheets, setting up meetings, etc.

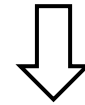
“Leading” – what are you doing?

- Sharing a safety lesson at a toolbox meeting
- Checking in with a team member, listening to what is going well or challenges
- Talking through an issue with your team
- Thanking/recognizing a team member
- Talking to a new person that joined the team
- Giving feedback, asking for feedback
- Walking around the job site

Managing is different than Leading



- About the tasks
- Short term focused
- Feels productive, tangible
- Not personal or emotional
- Can be turned off and on



- About the people
- Long wavelength
- Not always instant feedback
- Can feel personal, emotional
- ALWAYS ON

Back at your table....

For the attributes of the best team leader –

- Which ones are Managing?
- Which ones are Leading?

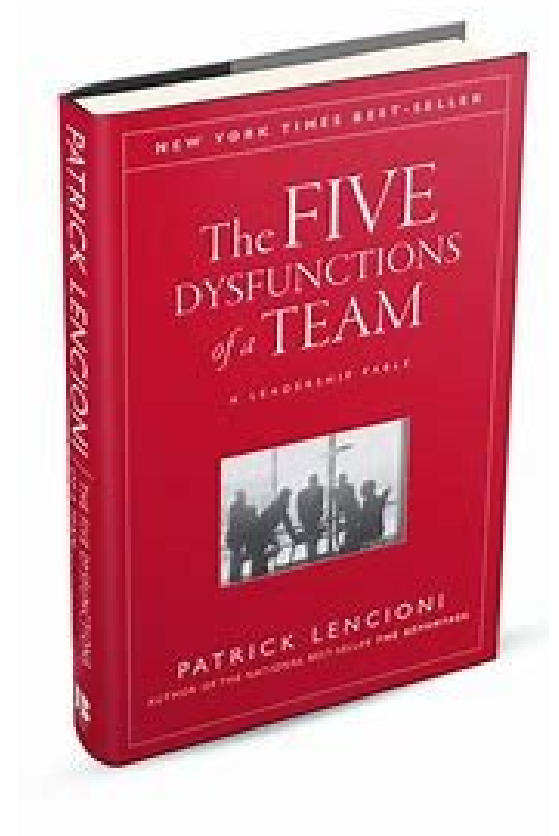
You need to be good at both!

- What happens to your team if you just “manage”?
- What happens to your team if you just “lead”?
- Both are needed to set an environment for a high performing team

What makes a good team?

“For me, it makes a difference if it’s just a group of people expected to work together or if people are actually working as a team. The former is subject to all kinds of potential issues that could take a lot of work to correct. But a team that actually shares identifying and measuring goals, shares decision making, and mutually shares consequences of the outcomes, generally get to the root of performance issues quickly.”

What makes a good team?



Trust

- What does trust feel like?
- What does distrust feel like?
- What happens when there is distrust?

Components of Trust

$$\textit{Trust} = \frac{\textit{Reliability} + \textit{Credibility} + \textit{Integrity}}{\textit{Self Interest}}$$

Reliability

- Do what you say you will do, and when you say you will do it
- Show up on time
- Show up prepared
- Predictable, consistent

As Reliability Increases, Trust Increases

$$\textit{Trust} = \frac{\textit{Reliability} + \textit{Credibility} + \textit{Integrity}}{\textit{Self Interest}}$$

Credibility

- Capable to do your assigned job
- Able to deliver quality work
- Clear on what you know, what you don't know

As Credibility Increases, Trust Increases

$$\text{Trust} = \frac{\text{Reliability} + \text{Credibility} + \text{Integrity}}{\text{Self Interest}}$$

Integrity

- Honest, don't downplay problems
- Share information, transparent
- Accept responsibility for your output
- Give others credit

As Integrity Increases, Trust Increases

$$\text{Trust} = \frac{\text{Reliability} + \text{Credibility} + \text{Integrity}}{\text{Self Interest}}$$

Self-Interest

- *Perceived* motive, your agenda
- Act in the interest of... who?
- Blame Game
- Genuine caring, listening to others

As Self-Interest Increases, Trust Decreases

$$\text{Trust} = \frac{\text{Reliability} + \text{Credibility} + \text{Integrity}}{\text{Self Interest}}$$

Competence vs Character

Reliability & Credibility → Competence Issues

- Learned skills – can be improved

Integrity & Self-Interest → Character Issues

- Who you are – rarely can be improved

$$\textit{Trust} = \frac{\textit{Reliability} + \textit{Credibility} + \textit{Integrity}}{\textit{Self Interest}}$$

Reflection

- What can I do to be more trustworthy?
- Think of behaviors that are happening now that impact your team's ability to trust one another.
- What should you do as the leader to ensure there is trust within the team?

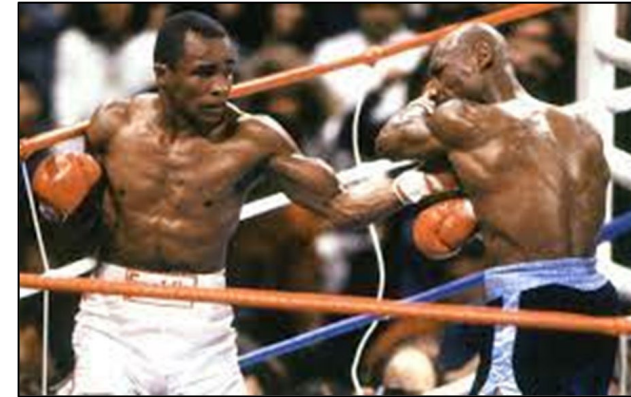
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Conflict



Conflict

- What is conflict?
- How does it happen?
- What are the signs?
- What results from conflict?
- How does it relate to trust?
- Is there “healthy” conflict?



Conflict - the emotional reaction

Understanding what initiates a conflict allows you to minimize the emotional reaction:

- A story is created that may not be accurate
- A part of the story may be missing
- There may be winners and losers

A part of the story may not be accurate

The Ladder of Inference



Conflict

Think of a conflict you are in, experienced recently, or observed.

What inferences were made?

- What did you know about **history** or **backstory** leading up to this?
- What did you assume about **intent** or motivation of those involved?
- Who or what was **blamed**, or what excuses were made?
- Where did an **opinion** get added?

How much of your ultimate story was purely first-hand factual?

A part of the story may be missing

The House of Truth



The House of Truth

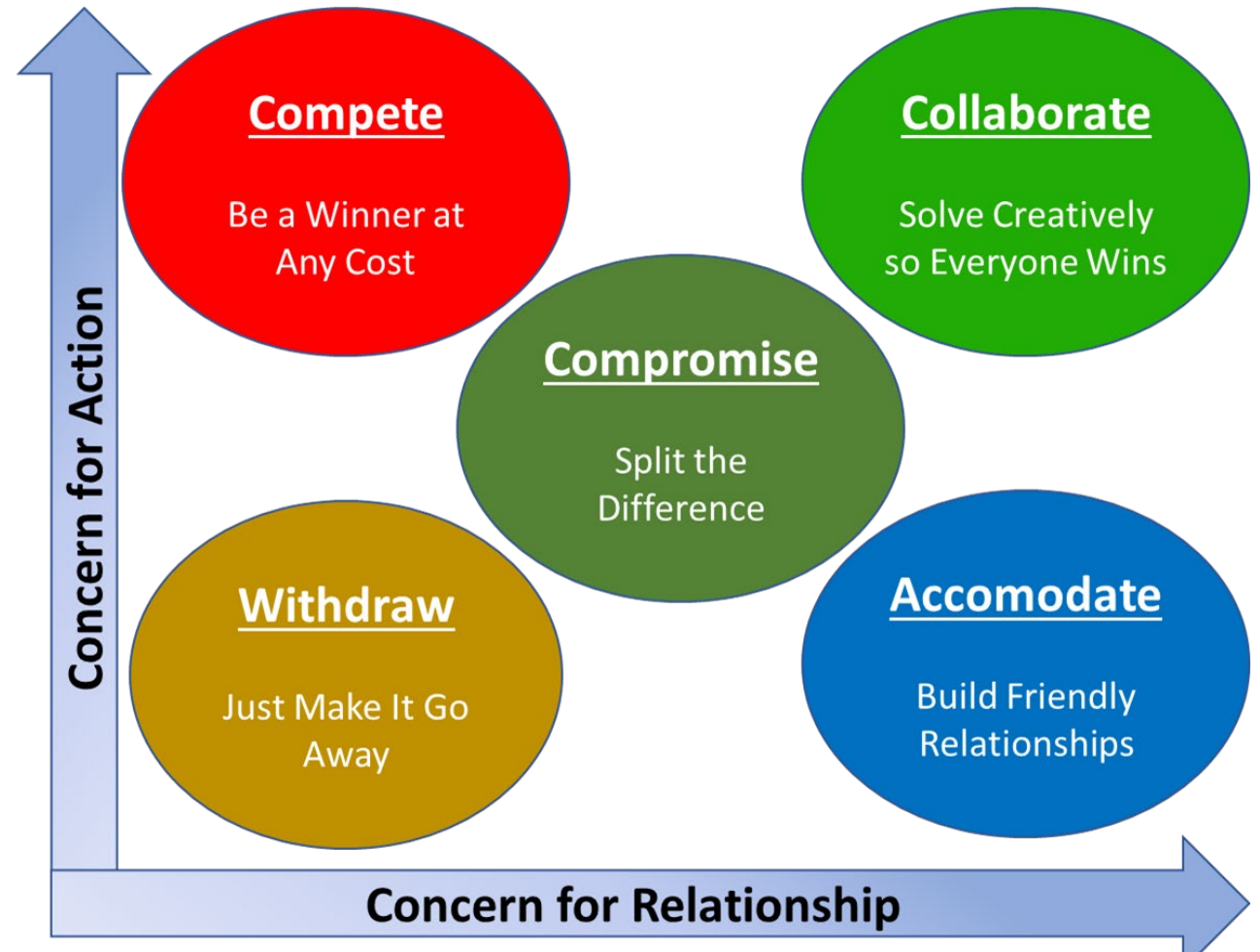


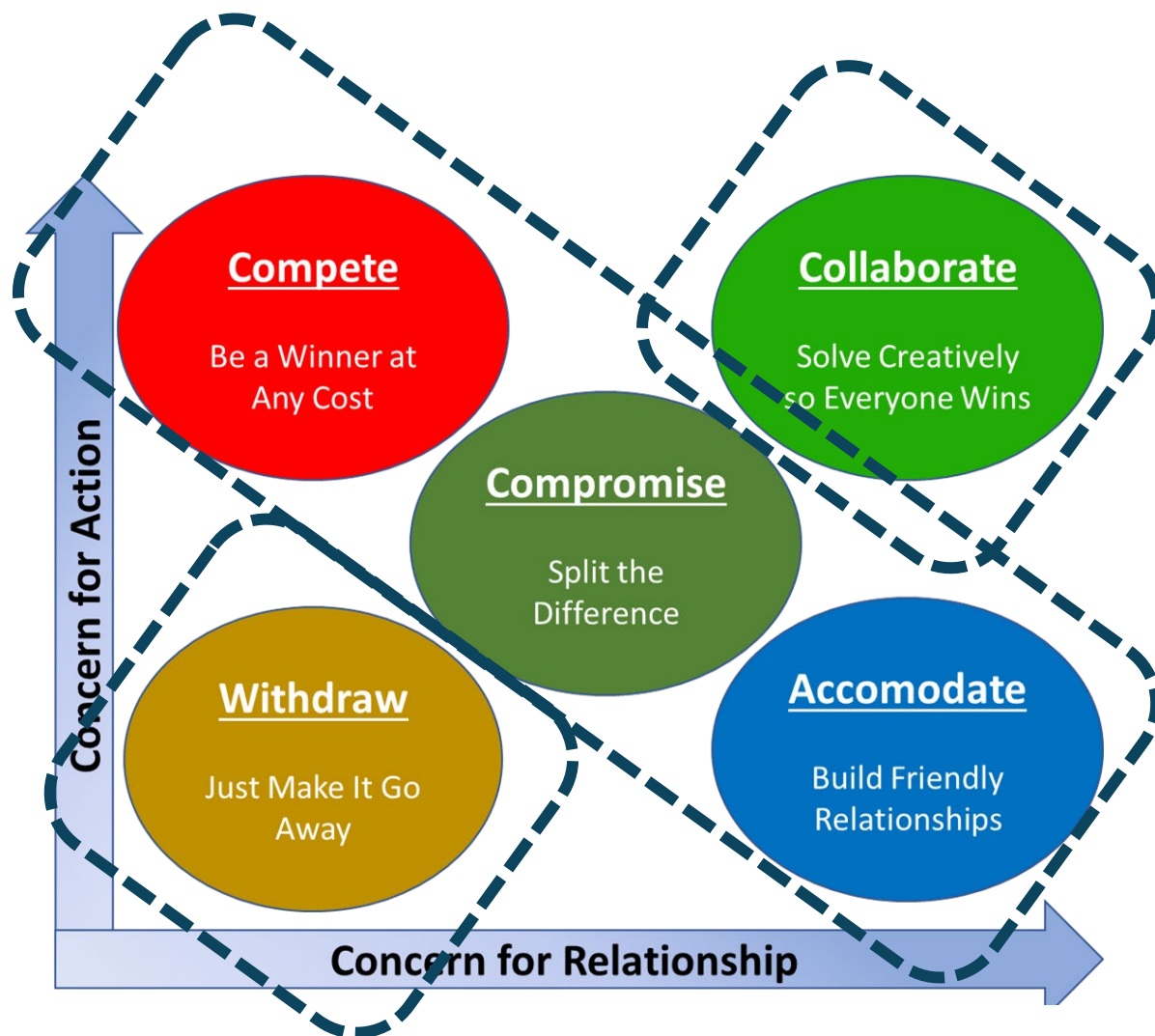
The House of Truth

- Seek out facts rather than inferring, guessing, or opining
- Understand other's perspectives
- Requires the skill of LISTENING, not validating your perspective or solution
- Invokes trust

There may be winners and losers

Action vs Relationship





How do you consistently drive conflicts to be collaborative?

Are there winners and losers, or are you encouraging others to participate?

Are you always seeking to avoid conflict?

Reflection

Think of a conflict you are in, experienced recently, or observed.

- Was the story accurate?
- Were others' perspectives included?
- Where did you see someone's concern for Action?
- Where did you see someone's concern for Relationship?
- Which of the five outcome areas did this end in?

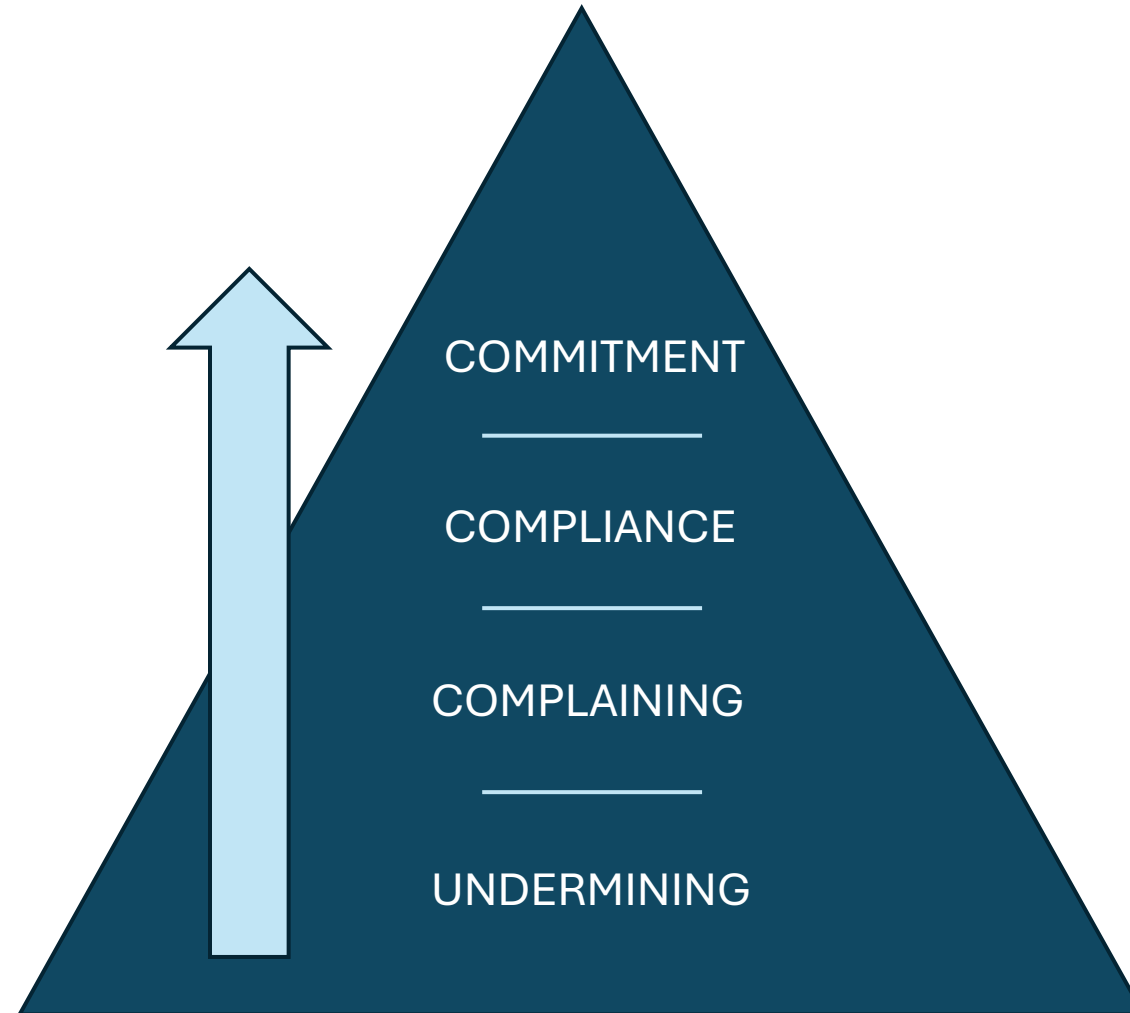
Commitment



Commitment as it's displayed in our attitude

- What impacts someone's attitude when they come to work?
- Attitudes are generally pretty consistent in the short and medium term.
- Attitudes greatly impact how a person contributes to the team and to the job.

Attitudes: What do they look like?

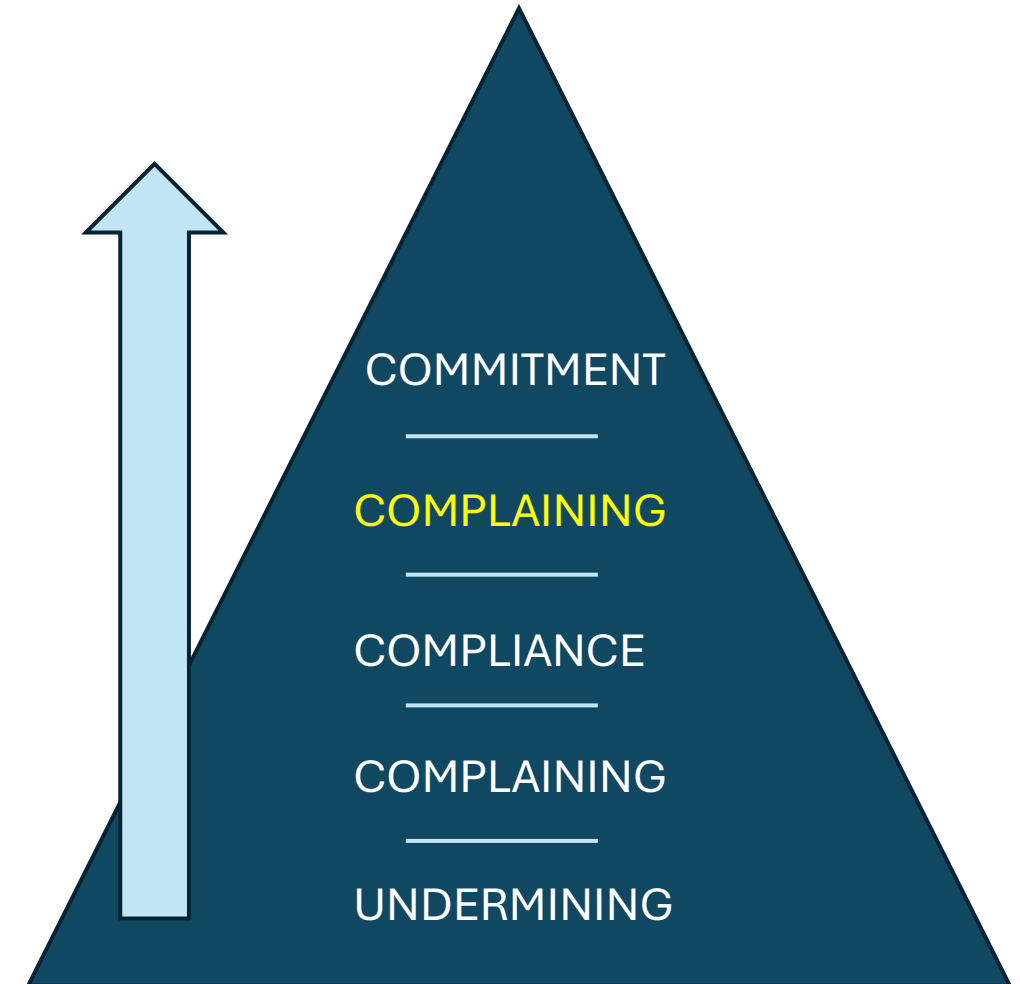


If you have someone complaining, why are they complaining?

- Are they doing so to undermine, or are they actually very committed?

Think about the “House of Truth”

- Are they looking from a different window?
- Are you going to listen to them, even though you don’t want to?
- Are they telling you something you don’t want to hear, but need to hear?



Building a high performing team



At your table....

Think of a couple things you can do starting tomorrow.

- What aspect of a team resonates the most with you?
- What acts of leadership does your team need from you?
- How can you build or restore trust?
- Is there a current conflict that needs resolved?
- How will you address concerning attitudes?

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Feedback



Building a high performing team

