Teamwork Despite Turnover

Neil Swidey

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The downside to a booming economy

Invasion of the newbies

“They couldn’t fill the jobs. They were hiring guys out of McDonald’s and barrooms.”
-veteran superintendent on the Big Dig
How turnover strains collaboration and teamwork

Teamwork put to the test
West Coast guys

Riggs

Tim

Hoss

East Coast guys

D.J.

Billy
At the center of everything

Quality of communications

And the org chart
IQ vs. EQ

The ability to read, process and manage the emotions of the people around you, to get the best out of them and tap into their collective wisdom.

What it takes to build an effective team
The safety dividends of bonding

A good team leader reduces turnover
Leaders who walk the walk

Assign a veteran to each newbie
Tell newbies: Admit what you don’t know

“Psychological Safety”
Harvard Business School’s Amy Edmondson

Accountability for Meeting Demanding Goals

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<th>LOW</th>
<th>HIGH</th>
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<tr>
<td><strong>Comfort zone</strong></td>
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<td>Employees really enjoy working with one another but don’t feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.</td>
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<td><strong>Learning zone</strong></td>
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<td>Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.</td>
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<td><strong>Apathy zone</strong></td>
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<td>Employees tend to be apathetic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas.</td>
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<td><strong>Anxiety zone</strong></td>
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<td>Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.</td>
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“STOP WORK” safety policy vs. culture

BONDING THROUGH A COMMON ENEMY
“Big brother” bonding

(Even with thrown-together teams)

The power of bonds (even new ones)

D.J.
Bonding through common purpose:
The old couple that teamed up to get answers

Mary McCauley, State Police
Joan Parker, State AG's Office

HARNESS THE POWER AND ENERGY
OF NEW BLOOD
But don’t be fooled by the myth of “fresh eyes”

Rebuilding trust after fatigue sets in

The story continues / Plenary session

More info:

TrappedUnderTheSea.com
neil@neilswidey.com
@neilswidey

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Questions? Thank you!

Up Next:
9:45-10:30 am
Interactive break in Canyon 1-6

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