



High-Performing Teams

Building The Foundation

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Introduction & Objectives

High-performing teams are driven by a common **Purpose** and they continuously work to create an environment of **Clarity** and **Psychological Safety**. *High-Performing Teams: Building the Foundation* uses these three pillars to help teams, and the individuals within those teams, assess their strengths and opportunities for growth. Throughout this workbook, you will explore three core aspects of The Birkman Method—Usual Behavior, Needs, and Interests—both at an individual and team level. You will find customized information based on your responses to the Birkman questionnaire, as well as information that reflects your team as a whole. This approach will lay the foundation for creating awareness and appreciation of different personalities in the workplace, resulting in stronger, more productive teams.

Throughout this workbook and related workshop you will:

- Become familiar with the three pillars of high-performing teams and learn how to identify a high-performing team
- Recognize the strengths and potential challenges of your personality compared to that of your team
- Discover the similarities and differences between how you and your team are motivated
- Improve communication and effectiveness by leveraging awareness of individual and team Needs
- Create a development plan to turn awareness into actionable results in order to impact the bottom line of the business

High-Performing Teams

When a group of individuals work together in synergy, they are able to create more efficient and effective outcomes. It's increasingly important for organizations to build these strong, synergistic teams as the world today is becoming more Volatile, Uncertain, Complex, and Ambiguous (VUCA) than ever before.¹ Some of the factors contributing to this new VUCA reality are the rapid changes in technology, globalization, workplace demographics, and the greater interconnectedness the world experiences every day. VUCA means we must continuously improve workplace dynamics, and create teams capable of solving complex problems. We can no longer just work together—we must build *high-performing teams*.

High-performing teams are driven by a common Purpose and continuously create an environment of Clarity and Psychological Safety.

High-performing teams are able to thrive in VUCA situations by being intentional about where they focus their energy and the type of environments they strive to create.

The following are the three core pillars of high-performing teams:



Purpose

The team's uniting factor for why it exists.



Clarity

An environment where you continuously strive to understand and create alignment between the team's people and tasks.



Psychological Safety

An environment where team members feel safe to take risks and be vulnerable in front of each other.

Purpose

High-performing teams know their driving Purpose and understand the important role they play in the bigger picture of their organization. This allows team members to feel more engaged and reveals the significant role each individual plays in helping the organization fulfill its vision.

Purpose Statements create Clarity around delivering the right products or services to the right people in the right ways. Use the steps below to brainstorm a Purpose Statement for your team.

1

Function

The most important thing that your team does, delivers, or creates.



2

Stakeholders

The key groups of people impacted by your team's work.



3

Impact

The outcome or result you generate for stakeholders.



Our Team Purpose Statement

Clarity

In order to execute with confidence, high-performing teams create Clarity from the inside out. They work to gain an understanding of who they are, the tasks they have and should be working on, as well as how these two pieces come together. Clarity allows teams to work, collaborate, and make decisions with greater focus and intention.

One way to begin creating Clarity around your team's tasks and initiatives is by discussing the four functions of a team. Creating Clarity around which area your team is operating in allows you to identify the tasks you are working on at a high level and to see if these initiatives are helping fulfill the team's larger Purpose and objectives.

Below are the four functions of a team. Choose 5 descriptions that reflect the mode your team is working in right now, then decide which function best reflects the current state your team is in.

Implementing

- Getting things done with a sense of urgency
- Emphasizing implementation
- Solving practical problems
- Focusing on immediate tasks
- Prioritizing doing over thinking
- Operating in a reactive mode
- Focusing on quick, tangible results

Analyzing

- Analyzing and working with processes
- Emphasizing stability and risk mitigation
- Solving process problems
- Focusing on past methods
- Prioritizing consistency over flexibility
- Operating in a cautious mode
- Focusing on measurable, repeatable results

Communicating

- Communicating and working with people
- Emphasizing competition
- Solving people problems
- Focusing on people
- Prioritizing flexibility over consistency
- Operating in a competitive mode
- Focusing on financial incentives

Ideating

- Brainstorming and working with ideas
- Emphasizing innovation
- Solving strategic problems
- Focusing on the future vision
- Prioritizing thinking over doing
- Operating in a proactive mode
- Focusing on long-term results

Evaluating Team Clarity



What mode is your team primarily operating in right now—Implementing, Communicating, Analyzing, or Ideating? Is there general consensus from all team members?

Does your team believe this is the best mode for it to be operating in right now?

Is the mode your team is operating in sustainable for the long run? How might your team need to shift its mode in the future?

Further Discussion

On creating Clarity around people...

1. What are the strengths of each member on your team?
2. What interpersonal challenges does your team face?
3. How is your team motivated?
4. How can you set your team up for success?

On creating Clarity around tasks...

5. What are your team's top priorities and projects?
6. Does your team have the resources to execute on these priorities?
7. How does your team measure its performance and track outcomes?
8. How does your team delegate tasks and responsibilities?

On creating Clarity around alignment...

9. How well does your team communicate tasks and initiatives to one another?
10. Who should be responsible for each project?
11. How is your team held accountable for its actions?
12. How is your team rewarded for its outcomes?

Psychological Safety

More than ever before, teams must leverage everyone's ideas and talents in order to combat the constant disruption in our world—and teams feel better equipped to do this when working in psychologically safe environments. Psychological Safety allows individuals to feel comfortable showcasing their strengths and to speak up about what they need to thrive. This gives team members the comfort to share out-of-the-box ideas and creative solutions more often.

One way to evaluate your team's current levels of Psychological Safety is by completing and discussing Amy Edmonson's Psychological Safety survey. Amy Edmonson is an organizational behavioral scientist who introduced the concept of Psychological Safety in 1999. Below are the statements she uses when evaluating a team's levels of Psychological Safety, by asking how much an individual agrees or disagrees with each one.

- If you make a mistake on this team, it is often held against you.
- Members of this team are able to bring up problems and tough issues.
- People on this team sometimes reject others for being different.
- It is safe to take a risk on this team.
- It is difficult to ask other members of this team for help.
- No one on this team would deliberately act in a way that undermines my efforts.
- Working with members of this team, my unique skills and talents are valued and utilized.

Edmondson, Amy. (2011). Psychological Safety, Trust, and Learning in Organizations: A Group-level Lens. Trust and Distrust in Organizations: Dilemmas and Approaches.

Evaluating Team Psychological Safety



Further Discussion

How does your team feel about its current levels of Psychological Safety?

What are two risks that could result from a lack of Psychological Safety on your team?

Is there anything in the way of your team creating a more psychologically safe environment? How can you work to break down these barriers?

On taking risks...

1. Does your team typically respond with judgement or curiosity?
2. Does your team embrace ideas or suggestions that are different?
3. Do you feel the support of your team to step outside of your comfort zone?
4. Do you feel you will be punished or praised for taking risks?

On being vulnerable...

5. Does your team share failures and related learnings with one another?
6. Do you feel comfortable openly talking about your mistakes?
7. Does your team have a sense of mutual respect between team members?
8. On your team, do you feel comfortable being your authentic self?

Setting the Foundation

How might the new VUCA (Volatile, Uncertain, Complex, Ambiguous) reality potentially impact your team or organization?

What is your team's strongest pillar? Its level of Purpose, Clarity, or Psychological Safety? Why do you think this is the case?

What pillar does your team need to further develop to build a higher-performing team? Why?

Key takeaways from this section:

SAMPLE

The Birkman Method

The Birkman Method is a valuable tool to help high-performing teams uncover their Purpose as well as create Clarity and Psychological Safety. Birkman helps individuals and teams bring awareness to their Usual Behaviors in addition to the Interests and Needs they have in the workplace. When individuals can talk more clearly about their unique behaviors, and even more, better understand the approaches of others, teams can be more effective and intentionally leverage everyone's diverse styles.

Birkman...



is an assessment company that has helped people in the workplace **since 1951**



uses a scientifically **reliable and valid** approach to understand workplace dynamics



provides insight into **behavioral and occupational** information



is a tool with a **global reach** across 6 continents and 70 countries

“The reality of life is that your perceptions –right or wrong–influence everything else you do.

When you get a proper perspective of your perceptions, you may be surprised how many other things fall into place.”

Dr. Roger Birkman, founder and creator of The Birkman Method

There are three core insights from The Birkman Method that will help build your high-performing team:

1. Usual Behavior
2. Interests
3. Needs

Usual Behavior

Your Usual Behaviors reveal your natural style and how you likely approach tasks and manage relationships. This is what you perceive as your productive style and the behaviors that others may notice about you most.

Behaviors become assets in the workplace when leveraged effectively and used in productive ways that better the team or situation. Because these behaviors are natural elements of who you are, it's important to be aware of the times you may unintentionally overdo a certain behavior. Your behaviors become liabilities when they are barriers to productivity or negatively impact relationships.

To build your high-performing team, in the following two sections you will learn about Usual Behavior to:

- Create Clarity around you and your team's unique behavioral approach
- Discuss the strengths and challenges of each behavior
- Recognize differences in style as competitive advantages
- Identify situations when your behaviors work for you and when you may need to shift your approach
- Assess alternative actions to help build resilience and be more effective in certain situations

Below are the 18 behaviors identified by The Birkman Method. You can reference the *Glossary of Usual Behaviors* at the end of this workbook for definitions of the behaviors below.

Social	Independent	Practical	Expressive	Active	Paced
Straightforward	Sensitive	Assertive	Suggesting	Insistent	Flexible
Collaborative	Competitive	Focused	Responsive	Decisive	Reflective

Leveraging Your Diverse Strengths

High-performing teams recognize and appreciate that team members can utilize a variety of behavioral approaches to achieve success, and that the best teams intentionally leverage their diverse strengths.

Your Usual Behavior shows that you tend to be Focused, Competitive, and Paced. Take a moment to reflect on how these behaviors characterize your approach at work. In the space below, write about how these behaviors act as strengths and specific ways you can leverage them in the future.

FOCUSED

How this behavior is a strength for me:

- You concentrate and have a focused attention to the task at hand.
- You tend to complete one task before moving on to the next.
- You are not easily distracted and are able to remain focused for extended periods of time.

COMPETITIVE

How this behavior is a strength for me:

- You are competitive and opportunity-minded.
- You emphasize the importance of personal incentives in the workplace.
- You are comfortable promoting your personal agenda.

PACED

How this behavior is a strength for me:

- You take a planned, thoughtful approach to your work.
- You find the most efficient ways to accomplish tasks.
- You are patient with intellectual discussions and activities.

Your Team's Strengths

The behaviors of your team members make up your team's approach at work, and they identify your team's brand and culture in the workplace. Below are the predominant behavioral strengths of your team.

SOCIAL	STRAIGHTFORWARD	REFLECTIVE
<p>The members of your team:</p> <ul style="list-style-type: none">• Have a friendly and approachable style.• Tend to be active in group discussions and meetings.• Find it easy to start conversations, even with new people.	<p>The members of your team:</p> <ul style="list-style-type: none">• Communicate in a candid, matter-of-fact way.• Deliver the facts in a concise and non-evasive manner.• Have a minimum of self-conscious feelings and tend to be at ease around superiors.	<p>The members of your team:</p> <ul style="list-style-type: none">• Tend to examine issues thoroughly and consider many data points.• Weigh the potential consequences associated with different outcomes.• May revisit already-made decisions when new information becomes available.

What do these behaviors reveal about your team's strengths? How do they help your team succeed?

The behaviors most different from your team's Usual Behaviors are being **Independent**, **Sensitive**, and **Decisive**. Are these the top behaviors for any individuals on your team? If so, how do these behaviors complement your team's overall style?

What two additional behaviors could help increase your team's success given its unique goals and objectives? Reference the *Glossary of Usual Behaviors* on page 36 to help guide your decision.

Reflecting on Your Team's Strengths

Articulating your strengths creates workplace **Clarity**.

Appreciating these diverse strengths builds **Psychological Safety**.



How can you use your Usual Behavior strengths to contribute to your team's Purpose?



How can your team intentionally use its behaviors to overcome difficult, VUCA situations?



How does knowing your team's Usual Behaviors give you greater insight into how to continuously foster an environment of Psychological Safety?

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Creating Awareness of Your Overused Behaviors

High-performing teams understand that at times they may overuse their strengths. They mitigate the effects of these unproductive tendencies through greater awareness and identifying options for alternate action.

In the workplace, sometimes our strengths turn into *over used* strengths. **It's important you are aware of the times when you may become overly Focused, Competitive, or Paced.** In the space below, bring awareness to these situations by asking yourself, "What are the signs one of my behaviors is not working for me?"

FOCUSED	Signs I may be overusing this behavior:
<p>At times, does your Focused style appear as though you are unresponsive to new demands? What happens when you are unwilling to adjust?</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
COMPETITIVE	Signs I may be overusing this behavior:
<p>At times, does your Competitive style appear too self promotional? What happens when you are overly focused on personal gains?</p>	<hr/> <hr/> <hr/> <hr/> <hr/>
PACED	Signs I may be overusing this behavior:
<p>At times, does your Paced style come across as being too slow to act? What happens when you delay necessary action?</p>	<hr/> <hr/> <hr/> <hr/> <hr/>

Managing Your Overused Behaviors

Developing the ability to identify when your behaviors serve you well, when they are damaging to situations, and knowing how and when to choose alternative courses of action is one way to increase your *emotional intelligence*. Two important elements of emotional intelligence are self-awareness and self-management. Having a plan for alternative action in the moments when you feel these behaviors are shifting from a strength-behavior to an over used behavior is a critical aspect of self-management.

In the space below, create a plan for alternative action that you can use to shift your style when it's becoming ineffective. You can use ideas from the list below or identify strategies of your own.

FOCUSED	Plan for Alternative Action:
<ul style="list-style-type: none">○ Be willing to shift tasks as more important priorities arise○ Show interest in new initiatives by asking questions and expressing enthusiasm○ Be open to changes or interruptions that may feel imposed on you	<hr/> <hr/> <hr/> <hr/> <hr/>
COMPETITIVE	Plan for Alternative Action:
<ul style="list-style-type: none">○ Emphasize team advancement by openly acknowledging others' success○ Reward and celebrate team performance○ Promote long-term and intangible benefits around others	<hr/> <hr/> <hr/> <hr/> <hr/>
PACED	Plan for Alternative Action:
<ul style="list-style-type: none">○ Be intentional about completing tasks rather than only thinking about them○ Create a checklist of items to get done every day○ Put dedicated time toward thinking and use the rest of your time for implementation	<hr/> <hr/> <hr/> <hr/> <hr/>

Your Team's Overused Behaviors

Below are the three ways that your team's strengths can turn into liabilities.

SOCIAL	STRAIGHTFORWARD	REFLECTIVE
<p>At times, does your team's Social style cause members to say what they think others want to hear?</p> <p>Tips to keep in mind:</p> <ul style="list-style-type: none">• Be clear on your position before meeting with your team• Create a space for others to talk and then actively listen to what they have to say• Encourage discussion to bring in other points of view	<p>At times, does your team's Straightforward communication style come across as being too harsh?</p> <p>Tips to keep in mind:</p> <ul style="list-style-type: none">• Keep who you are communicating to at the front of your mind and personalize your message• Provide explanation on important matters and ask if further discussion is appreciated• Create the opportunity for a two-way conversation around the topic	<p>At times, does your team's Reflective style come across as though members are over-processing information? Tips to keep in mind:</p> <ul style="list-style-type: none">• Emphasize immediate execution and actionable next steps• Simplify problems and decisions by intentionally focusing on core issues only• Make decisions at an 80% confidence level, not 100%

Have you seen these behaviors play out in an ineffective way on your team? What are the signs that your team may be overusing these behaviors?

How might your team benefit from the opposite approach of being **Independent, Sensitive, and Decisive**? What effective tactics might you consider employing? *You can reference the Glossary of Usual Behaviors for definitions.*

What are three action items your team can commit to doing when you see these behaviors turn into liabilities? How can your team manage these behavioral challenges more effectively in the future?

1. _____
2. _____
3. _____

Reflecting on Your Team's Overused Behaviors



How might your over used strengths hinder you and your team from achieving its Purpose?



How does understanding the concept of over used behaviors bring greater Clarity to your team's opportunities for growth?



A benefit of knowing your team members' behavioral approaches is that it allows you to recognize their intentions from an objective point of view and be less inclined to personalize their overused behaviors. Give an example of how your team can use behavioral language to build greater Psychological Safety.

Interests

Your Interests identify activities you enjoy as well as the environments you like to work in. Interests influence what projects and functions each team member will likely prioritize and gravitate toward most.

By knowing you and your team members' Interests, you can more intentionally assign responsibilities that maximize motivation. Motivation is a key variable that can increase team productivity and satisfaction.

To build your high-performing team, in the following section you will use Interests to:

- Bring Clarity to you and your team's motivators in the workplace
- Discuss why you may prioritize certain activities and projects over others
- Identify ways to get your Interests fulfilled either inside or outside of the workplace
- Evaluate how you and your team's Interests can connect you with your Team Purpose Statement

Birkman measures 10 Interests which can be grouped into the 4 broad Interest areas seen below. These Interests relate to the four core functions of every team and organization. You can reference the *Glossary of Interests* at the end of this workbook for definitions of each one.

Implementing

Outdoor

Scientific

Technical

Communicating

Persuasive

Social Service

Analyzing

Numerical

Processes

Ideating

Literary

Musical

Visual

Your Interests at Work

High-performing teams understand that each team member is motivated in different ways. They ensure that all Interest areas are accounted for, even those that they do not naturally prioritize.

Your Motivational Focus shows what activities you are most likely to prioritize and value, as well as the environments you are most likely to engage in based on your Birkman Interests. Below you can see how much you focus on each Interest relative to the others. *For reference, the average level of each Interest for the general workplace population is 50, and the maximum value is 99.* How much are you more or less motivated by each one?

Your Motivational Focus



Outdoor 44	Activities or projects with physical movement and exposure to natural elements	Persuasive 80	Influencing others to your point of view through the use of verbal communication
Technical 50	Knowing how things work as well as using technology and machinery	Social Service 71	Personally helping or advocating for others
Scientific 58	Analyzing and discovering why things are the way they are	Musical 80	Auditory sensitivity to sound, including tone of voice and noise in your environment
Processes 20	Administration of systems and project management	Visual 4	Creating an impact through aesthetics and design
Numerical 49	Financial or data analysis and analyzing metrics	Literary 95	Composing thoughts and gathering information through reading and writing

The Impact of Interests on Work

How does Your Motivational Focus reflect the activities and environments you value most at work?

How does Your Motivational Focus reflect the projects you prioritize most and least within your role? How might the areas you are less motivated by create blind spots for you in the workplace?

Fulfilled Interests allow individuals to bring their best selves to work. Identify your top three Interests. How can you be intentional about ensuring that you get your Interests fulfilled either inside or outside of the workplace? What activities or hobbies might you consider pursuing?

Motivating Your Team

Below is a graph of Your Team's Top Motivators, which reveals how many members have an above average Interest in each area. Pay attention to the motivational areas that are most extreme for your team.



IMPLEMENTING

Interest in execution and hands-on work. Solving practical problems.

ANALYZING

Interest in working with data and processes. Doing detailed work.

COMMUNICATING

Interest in working directly with people. Influencing others.

IDEATING

Interest in creative and strategic projects. Working with ideas.

What areas is your team most motivated by in the workplace? How does this reflect the projects or initiatives your team naturally gravitates towards?

In what areas is your team least interested? Does your team need to prioritize these areas more in the work you do? Based on your team's function, might this be a blind spot your team needs to be aware of?

Reflecting on Your Team's Interests

Knowing how you are internally motivated can help you connect with your team's **Purpose**.



How can you use your Interests to connect with and fuel your team's Purpose?



How will understanding your team's Interests help you more strategically align certain individuals with different tasks and initiatives?



How can your team use its understanding of everyone's Interests and motivations as a way to increase Psychological Safety?

Needs

Needs reveal the environments where you feel most comfortable and how you expect others to behave. They give insight into what you need to be most productive.

Fulfilled Needs allow you to feel comfortable and most productive in the workplace. They are the underlying expectations you have for your team members and others who you work with. Your Needs are neither right nor wrong, yet depending on the group or work dynamic, in some situations it's easier to get your Needs fulfilled than in others. Most importantly, Needs are hidden from others and sometimes even from ourselves. Therefore, it is critical to be aware of your Needs and to have a strategy for communicating them to your team.

To build your high-performing team, in the following section you will use your Needs to:

- Evaluate how to get your expectations fulfilled either in the workplace or in your personal life
- Recognize that not everyone on your team has the same Needs as you
- Create Clarity regarding you and your team's underlying Needs
- Determine why you and your team may not respond well to certain situations and behaviors

Below are the 18 Needs identified by The Birkman Method. You can reference the *Glossary of Needs* at the end of this workbook for definitions of each Need.

Social Inclusion	Time Alone	Practical Solutions	An Outlet For Emotions	Things To Do	Downtime
A Straightforward Approach	A Sensitive Approach	Directive Authority	Democratic Authority	A Definite Plan	A Flexible Plan
A Collaborative Environment	A Competitive Environment	Few Interruptions	Alternating Tasks	Quick Decisions	Time To Process

Communicating Your Needs

High-performing teams are aware that each member has different Needs. Team members know how to communicate these expectations to ensure they get the support they prefer from their work environment to be most productive.

Below you will find information on your top three Needs, which are Time Alone, Downtime, An Outlet for Emotions. Review your Needs and identify specific actions you can take or phrases you can communicate to help get your Needs fulfilled.

TIME ALONE

Communicating my Needs:

Do you ever feel overwhelmed by having to participate in too many social engagements? That may be because you expect to have time alone. You may find that:

- You need time alone or with a few close friends.
- You expect breaks from group activities.

DOWNTIME

Communicating my Needs:

Do you ever feel overwhelmed by too many immediate demands? That may be because you expect downtime in your schedule. You may find that:

- You expect to have time to allow for thinking and planning
- You prefer to slow down your pace at times.

AN OUTLET FOR EMOTIONS

Communicating my Needs:

Do you ever become frustrated by people who downplay your feelings or focus only on practical matters? That may be because you expect to have an outlet for emotions. You may find that:

- You need environments that support and encourage the expression of feelings.
- You expect shared enthusiasm and excitement from others.

Communicating Team Expectations

Below are three of the most significant Needs on your team.

DOWNTIME	TIME TO PROCESS	A SENSITIVE APPROACH
Your team needs time to think and plan.	Your team needs to have all of the information before deciding.	Your team needs discussion around sensitive issues.

Identify three examples that display the importance of these Needs in terms of your team being its most effective.

Is your team able to get these Needs fulfilled in the workplace? Why or why not?

What three things can your team commit to doing to ensure it gets its Needs fulfilled? What rules of engagement can you follow to make sure people have a way to discuss what they expect from others?

Reflecting on Your Team's Needs



How can fulfilled Needs help team members be more energized to achieve your team's Purpose?



How will understanding each team member's Needs help you better align individuals with different projects, situations, and working dynamics?



How can your team use its knowledge of everyone's unique Needs to more intentionally foster an environment of Psychological Safety?

SAMPLE

Action Plan: Team Analysis

It's important to document next steps and to put insights into action. Work with your team to complete the Team Analysis below.



Purpose



Clarity



Psychological Safety

Team Current Climate

Key Learnings

Opportunities for Development

Impact Future Outcomes

Now, using your findings from the “Opportunities for Development” on the previous page, create an Action Plan to purposefully impact your team’s future outcomes.

Description of Opportunity:

Description of Desired Outcome:

Tasks or Objectives What do we need to do?	Stakeholder(s) Who is responsible?	Resources What do we need?	Due Date When should it be done?

SAMPLE

Fostering an Environment of High Performance

Developing an environment of Clarity and Psychological Safety takes ongoing effort and commitment—here are some ways to continue to build a foundation of high performance.



Clarity

1. Establish clear processes and deadlines.
2. Be as specific as possible when addressing goals, roles, and procedures.
3. Have a meeting with your manager regarding Clarity of your role and future path.
4. Create clear communication channels.
5. Create Clarity between people and tasks. Create Clarity between team tasks and the organization's purpose.
6. Make a list of the different roles and department interdependencies where more Clarity may be needed.
7. Be specific when giving feedback and direction to others. When receiving feedback, ask for clarification and examples.
8. Provide an agenda before important meetings so others can best prepare. Make sure the team has Clarity before moving on to the next topic during meetings.
9. Close decisions by identifying and recording action items, then follow up if needed.
10. To help others seek Clarity, openly and confidently address sources of confusion that you may have.



Psychological Safety

1. Give others the chance to talk, and listen with intent.
2. Welcome curiosity from others and ask questions.
3. Remain curious and demonstrate a willingness to consider others' perspectives.
4. Give frequent face-to-face feedback.
5. Give praise and compliments when others deserve it.
6. Promote discussions, debates, and healthy conflict.
7. When communicating, challenge the issue or the point, not the person.
8. Admit when you don't know something and need help from others.
9. Help the team foster humility by being open and honest when you make a mistake.
10. When the team makes a mistake, share insights on what can be done better next time.

Action Items: Ongoing Team Maintenance



High-performing teams understand that productive change can be created when you continue to turn awareness into action. What can you do on an ongoing basis to ensure dedication to your goals? To sustain these changes, **choose four action items** below to take this session from one event to an ongoing experience of fostering Purpose, Clarity, and Psychological Safety. If the ideas below don't fit for your team, create your own action items that are specific to your team.

- Kick off the team's weekly meetings with a reminder of the Team Purpose Statement.
- Schedule a quarterly Clarity meeting so your team has an open invitation to share where more explanation, support, and transparency is needed in their projects and roles.
- Share your team's Usual Behaviors with another team that you work closely with. Use these insights to discuss how you can work better together.
- Map your meetings by discussing what needs to be Implemented, Communicated, Analyzed, and Ideated to organize meeting action items.
- Conduct a semi-annual behavioral feedback review by asking team members which behaviors are working for them and which ones are not. Use the Usual Behaviors on page 36 for reference.
- Identify what steps you can take to ensure your team shifts modes from Implementing, Communicating, Analyzing, and Ideating when necessary.
- Send out a quarterly survey to review the level of Purpose, Clarity, and Psychological Safety on your team. Are you trending up or down?
- Schedule a 10-minute meeting with different team members to share your takeaways and goals that resulted from the workshop and establish a deeper relationship with each person.
- Hold your Expectations at the forefront by keeping a reference card of your Needs on your desk. Practice how you can explain and articulate each Need when it is not being fulfilled.
- Before you meet with your manager, review your report and Key Learnings from the workbook to increase your self-awareness around your strengths and expectations.
- Assess the team environment by discussing additional behaviors that may help the team progress.
- At important team meetings, have each person bring their Needs note card and place it prominently to remind each team member what they need during the meeting to feel most comfortable.

EMILY EMPLOYEE

My Usual Behaviors are...

Focused

You concentrate and give all of your attention to the task at hand.

Competitive

You are opportunity-minded and you compete for tangible rewards.

Paced

You conserve your energy and plan before acting.

I Need...

Time Alone

You need time alone or with a few close friends.

Downtime

You need to manage your schedule to allow for time to think and plan.

An Outlet for Emotions

You need environments that support and encourage the expression of feelings.

I am Motivated by...



Birkman Interests Key

- Outdoor
- Technical
- Scientific
- Processes
- Numerical
- Persuasive
- Social Service
- Musical
- Visual
- Literary



My Team

My Team's Usual Behaviors are...

Social

Your team is outgoing and find it easy to talk to people.

Straightforward

Your team is direct and matter-of-fact when communicating.

Reflective

Your team examines issues thoroughly.

My Team Needs...

Downtime

Your team needs time to think and plan.

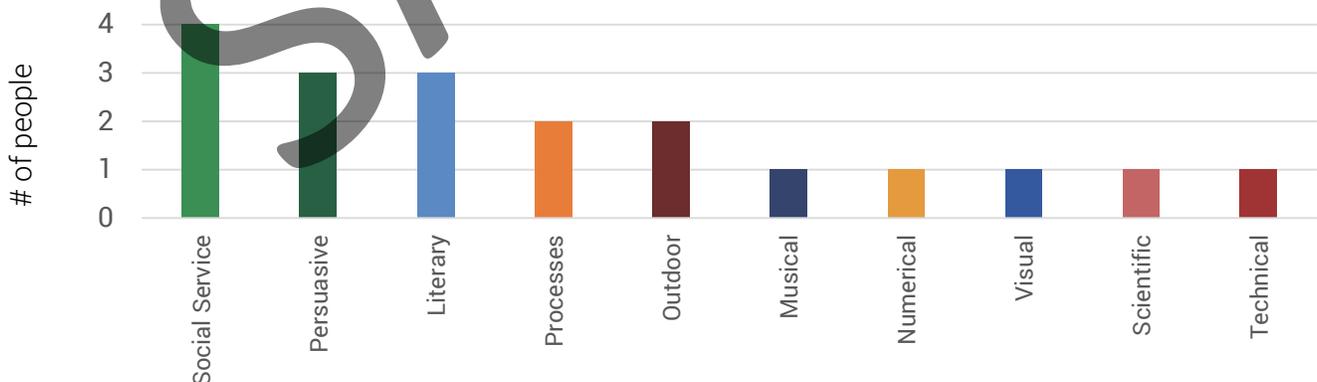
Time To Process

Your team needs to have all of the information before deciding.

A Sensitive Approach

Your team needs discussion around sensitive issues.

My Team's Top Motivators are...



Glossary of Usual Behaviors

Independent

You are autonomous and find it easy to work alone.

Social

You are outgoing and find it easy to talk to people.

Paced

You conserve your energy and plan before acting.

Active

You have a high energy level and tend to stay busy doing things.

Practical

You are objective and you are able to separate issues from emotions.

Expressive

You have an enthusiastic style and tend to act on intuition.

Straightforward

You are direct and matter-of-fact when communicating.

Sensitive

You self-monitor what you say and how you say it.

Suggesting

You assert your position in a suggesting manner.

Assertive

You openly share and assert your opinions.

Flexible

You are open to new approaches and are comfortable changing plans.

Insistent

You are structured and methodical in your approach.

Collaborative

You promote decisions and initiatives that will benefit everyone.

Competitive

You are opportunity-minded and you compete for tangible rewards.

Focused

You concentrate and give all of your attention to the task at hand.

Responsive

You work on many things at once and shift your attention easily.

Decisive

You make immediate decisions with the information available.

Reflective

You examine issues thoroughly and value the decision-making process.

Glossary of Interests

Implementing

Interest in execution and hands-on work.
Solving practical problems.

Outdoor

Activities or projects with physical movement and exposure to natural elements.

Scientific

Analyzing and discovering why things are the way they are.

Technical

Knowing how things work as well as using technology and machinery.

Analyzing

Interest in working with data and processes. Doing detailed work.

Numerical

Financial or data analysis and analyzing metrics.

Processes

Administration of systems and project management.

Communicating

Interest in working directly with people.
Influencing others.

Persuasive

Influencing others to your point of view through the use of verbal communication.

Social Service

Personally helping or advocating for others.

Ideating

Interest in creative and strategic projects.
Working with ideas.

Literary

Composing thoughts and gathering information through reading and writing.

Musical

Auditory sensitivity to sound, including tone of voice and noise in your environment.

Visual

Creating an impact through aesthetics and design.

Glossary of Needs

Time Alone You need time alone or with a few close friends.	Social Inclusion You need to feel included and accepted in social activities and group work.
Downtime You need to manage your schedule to allow time to think and plan.	Things To Do You need a full schedule with a lot of activities.
Practical Solutions You need an objective environment where emotional issues are kept to a minimum.	An Outlet For Emotions You need environments that support and encourage the expression of feelings.
A Straightforward Approach You need others to be direct and forthright with you.	A Sensitive Approach You need explanation and discussion, especially around sensitive issues.
Democratic Authority You need agreeable relationships and for open conflicts to be kept to a minimum.	Directive Authority You need strong, clear, verbal direction from superiors.
A Flexible Plan You need to have broad guidelines instead of specific instructions.	A Definite Plan You need defined rules, systems, and procedures.
A Collaborative Environment You need an environment that emphasizes group benefits and does not reward self-promotion.	A Competitive Environment You need a method to measure personal advancement and opportunities to advance.
Few Interruptions You need time to focus with a minimal amount of distractions.	Alternating Tasks You need a variety of tasks and prefer to shift your focus frequently.
Quick Decisions You need environments that allow for quick decisions.	Time To Process You need to have all of the information before making a decision.