

Extraordinary Teams

2013 CBODN Annual Conference

April 26, 2013

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The Extraordinary Teams Inventory has been created by
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www.extraordinaryteams.com

www.hrdq.com

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Today....

- Definition and profile of an extraordinary team
- Five differentiators of such teams
- Actions that increase team capacity
- Implications for your role on and with teams...

... the place where courage
and transformation come
into the picture

Meet the Team(s)



Kathleen Ryan

+ Me +

+

help from
my Team:



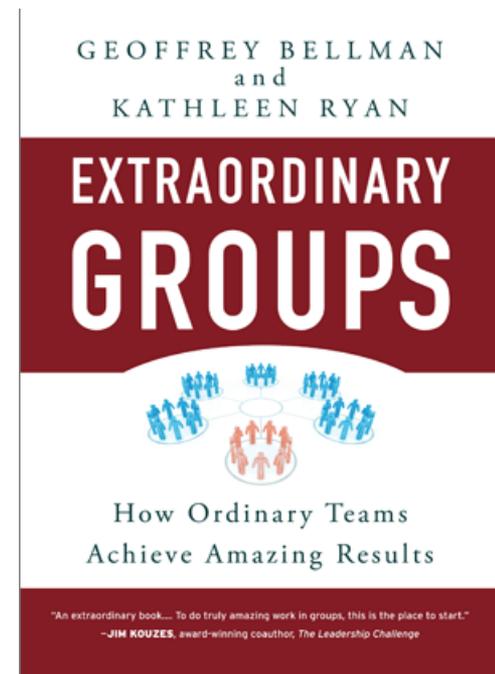
Geoff Bellman



Coray Gurnitz
c o n s u l t i n g

Research on Extraordinary Teams

- Starting in 2005: What makes some groups so fantastic while others are not?
- Four years of field research and writing went into *Extraordinary Groups*
- Since 2009, developing and testing questions in pursuit of a valid and reliable survey tool
- In all, more than 1500 people involved and 200 groups/teams
- Survey to be published summer of 2013 by HRDQ



Your Own Experience

1. Think of an amazing group or team experience you have had at some time in your life, with less than 20 people.
2. Identify three things that enabled that experience to be so memorable.
3. Find a partner; briefly discuss the factors.

Characteristics of an Extraordinary Team

- Outstanding tangible results
- High-quality, high impact work
- Enjoyable working environment, people feel respected
- Fully engaged members
- Ability to work through the important issues—even risky ones that block performance
- Team members learn from one another
- Team members are positively changed because of being on this team

Definition of an Extraordinary Team

Extraordinary Teams provide opportunities for personal transformation while delivering outstanding results.

Two essential components of Extraordinary Teams:

- Personal transformation
- High performance re: goals

Personal Transformation

- Fundamental shift in perception about one's own potential and that of teams
 - Often lasts a lifetime, enduring, profound, broad impact
- People gain a new sense of
 - Personal learning
 - New relationships
 - Increased confidence
 - Pride of accomplishment
 - Greater sense of community
- People feel more...Energized! Connected! Hopeful! Positively changed!
- The “wow” impact of an extraordinary team comes because of Personal Transformation

Outstanding Results

- Tangible in nature: see them, count them
- Surpasses expectations: timelines, budgets, actual achievements
- Impact on team members and others is impressive
- Results often much-valued innovative breakthroughs
- Often unanticipated positive results or other benefits

The Five Indicators of an Extraordinary Team – the ETI model



Some Objectives of the ETI:

- Shifts the model toward the positive, not another bad morale survey...
- Tests the *Extraordinary Groups* hypotheses
- Offers a real shift that pushes us as practitioners to our best...
- Psychometrically sound, i.e. you can take the results to the bank!

Compelling Purpose



**An inspiring and shared understanding
of why the team comes together**

Members...

- *Are inspired by the team's purpose*
- *Talk about how the impact of the work is motivational*
- *Use the team purpose to guide decisions*
- *Are proud of the team's achievements*

Embracing Difference

embracing difference



**Members see, value, and use their diversity
as a strength**

Members...

- *Explore conflict issues to make progress*
- *Challenge each others' ideas*
- *Explore differences as a way to move ahead*
- *Speak up when they see problem behavior on the team*
- *Don't try to control the conversation*

Full Engagement

full engagement



Members enthusiastically participate in the team's work

Members...

- *Work intensely to meet deadlines*
- *Take initiative to get the work done*
- *Make the team's work a priority even when it's difficult to do so*
- *Know that their work contributes to the goals of the whole organization*
- *Pay full attention at team meetings*

Strengthened Relationships



**Trust, respect, collegiality and often friendships
grow among team members**

Members...

- *Are or become friends with other team members*
- *Develop deepened relationships with other members through socializing*
- *Grow closer to other members because they share things about their personal lives*
- *Make efforts to get to know other team members*

Profound Learning



Individual and collective learning exceeds expectations, reaching beyond the work of the team to members' careers and personal lives

Members...

- Learn about themselves because of being on this team*
- Learn things in the team that they didn't expect to learn*
- Are often surprised by what they have learned*
- Are different in important ways because of membership in this team*
- See the world in new ways because of being on this team*

The Extraordinary Team Inventory

- Online team survey
- Team report, overall and by indicator
- Extensive Facilitator Guide, with slide set
- Participant Guide that accompanies the workshop detailed in the FG
 - 15 suggestions for team action
 - 15 suggestions for individual action

Application to Your Practice:

- Remember in extraordinary groups, feel more...Energized! Connected! Hopeful! Positively changed!
- In a group of 3 to 5, discuss the following:
 - What would you see in a team if each of these signs of transformation were present?
 - What would it be like for YOU to feel these?
 - Look at excerpts from the 5 indicators... Which of these resonates with you? Which brings forward some of what you'd like your clients to experience?
 - If you and your client took the *transformative leap*, which of these areas would make a big difference for their results, and make you feel great about your contribution?

Should I Take on Transformation?

- Imagine taking a stand to create transformative change for your clients and, perhaps more of a stretch, for the teams within which they are members or leaders
- To a partner, make a declaration...
- Sit with it, feel what it brings up for you.
- Does your declaration require you to take a risk, to be courageous in some way?
 - Talk about that with a partner
 - I'll pick a few groups to report out...

Poems of Transformation

From *The Abnormal Is Not Courage*

By Jack Gilbert

...Not the surprise. The amazed understanding. The marriage,
Not the month's rapture. Not the exception. The beauty
That is of many days. Steady and clear.
It is the normal excellence, of long accomplishment.

From *The Summer Day*

by Mary Oliver

...Tell me, what is it you plan to do
With your one wild and precious life?

Connections

- For more ideas and tools—all free--related to the development of extraordinary teams, visit www.extraordinarygroups.com.
- For ordering the *Extraordinary Team Inventory* (ETI), visit www.hrdq.com
- For purchasing copies of *Extraordinary Groups: How Ordinary Teams Achieve Amazing Results* (Jossey-Bass, 2009), go to www.jossey-bass.com or www.amazon.com
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