

Leading Innovation, Change & Teams

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Center for Leadership and Organizational Effectiveness

**Federal Bureau of Investigation
Buffalo Division
Law Enforcement Executive Development Seminar**

What are the most significant challenges facing leaders in law enforcement today?



Vision Exercise



Scenario:

It is the year 2020 and your law enforcement agency has been enormously successful. That is, your agency has been successful beyond anyone's wildest expectations! It has been recognized as one of the most successful and innovative law enforcement agencies in the country. In fact, your agency is receiving significant recognition and widely seen as "the" model of the future of law enforcement.



Destination Post-Card



POST-CARD

(insert pictures or images that capture the "feel" of your destination)

*Insert key messages (What would you like to say about the destination?
How does it feel to be here?)*



To:

*Who are the key stakeholders that you would like to share your message with?
(Can be more than one)*

- 1)
- 2)
- 3)
- 4)

BRAINSTORMS

(Describe what success looks like with tangible indicators)

1)

2)

3)

4)

QUOTES

(Quotes that illustrate your success from recognized leaders)

1)

2)

3)

Exercise

- Work in small groups based on similarity in agency size, mission**
- With your group, complete a “Destination Post-Card” of this vision of the law enforcement agency of the future**

Share your vision by completing the post-card (yes, you can write on the post-card template provided)

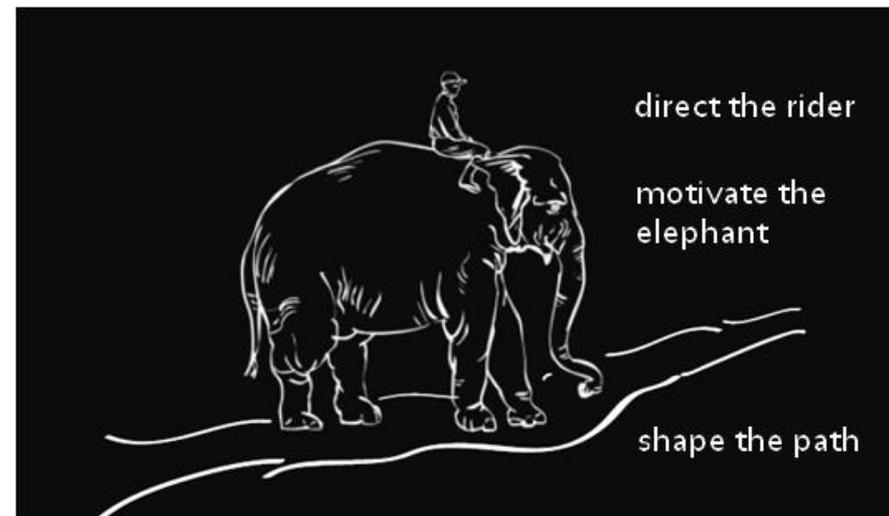
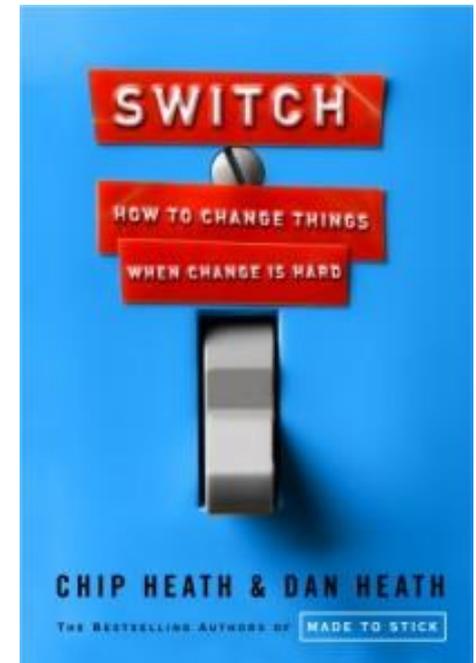
- Be visual and creative! Use the provided materials
- Designate someone who can summarize your post-card
- Please manage your time

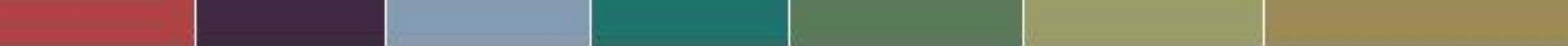
Leader-Centric approach to change

Based on well-established behavioral research principles

Three-part framework

- Cognitive (direct the rider)
- Emotional (motivate the elephant)
- Environmental (shape the path)





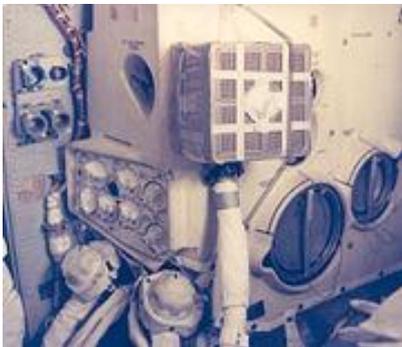
To achieve the vision in your destination post card, what do you need to have people doing in your agency?

Teamwork can result in...

✿ Tremendous successes – case in point: **Apollo 13 Tiger Team**

- Lunar-landing space mission that experienced a potentially catastrophic oxygen tank explosion
- Flight director, Gene Kranz, led a **tiger team** that devised and executed a plan that safely returned the Apollo 13 astronauts to earth

"Houston, we have a problem"



"Failure is not an option"



Teamwork can ALSO result in...

- ✿ **Utter failures** – case in point: **President Kennedy's foreign policy team and the Bay of Pigs Fiasco**
 - Kennedy's foreign policy team accepted a fundamentally flawed CIA plan to invade Cuba in 1961
 - Bad decision influenced by "groupthink"
 - Example of groupthink at work:

RFK was quoted as approaching Schlesinger and saying: "You may be right or wrong, but the President has made up his mind. Don't push it any further. Now is the time to help him all we can." Schlesinger stopped his usual role as devil's advocate and critic and began to sanction his own challenges.

Teamwork and Law Enforcement

- Think of the teams that you have led, been on, or observed that have been:
 - highly effective
 - highly ineffective
- What are the keys to (in)effective teamwork?

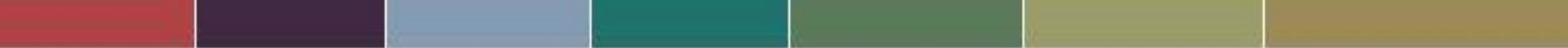


The
**Marshmallow
Challenge**



- Challenge: Have your team build the tallest freestanding structure using
 - 20 sticks of spaghetti
 - One yard of tape
 - One yard of string
 - One marshmallow
- Entire marshmallow must be on top: height is measured from top of table to top of marshmallow
- Use as much or as little of kit as you need
- You may break up spaghetti, string, or tape
- Challenge lasts 18 minutes





UB School of Management

University at Buffalo The State University of New York

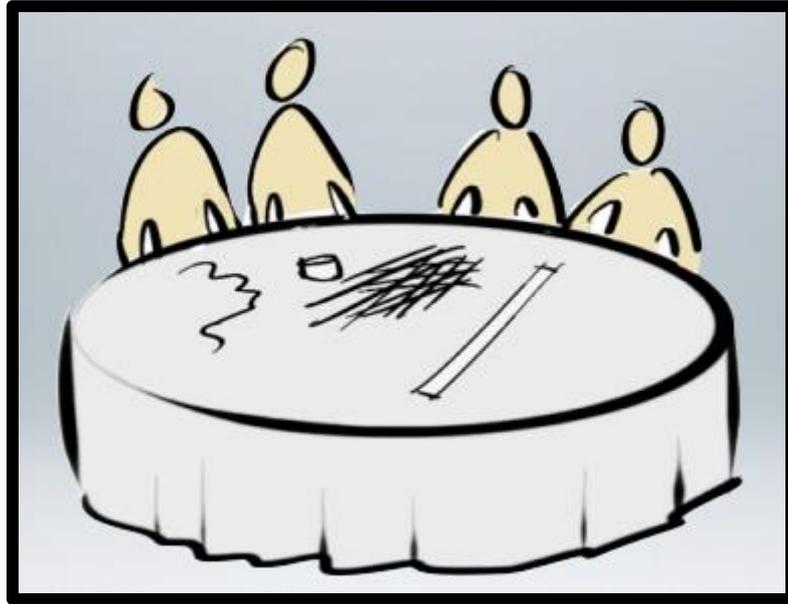
Center for Leadership and Organizational Effectiveness

The background of the slide is a dense, close-up photograph of numerous white, round, and rectangular pills. The pills are scattered across the entire frame, creating a textured, monochromatic background. The lighting is soft, highlighting the smooth surfaces and slight shadows of the individual pills.

Lesson One:

The Importance Experimentation & Prototyping

Typical Progress



Start



18
minutes

Typical Progress



Start



Orient

Plan

Build

Ta-Da!

18
minutes

The background of the image is a dense field of white, rounded rectangular pills, likely representing a pharmaceutical or medical context. The pills are scattered and overlap, creating a textured, monochromatic background.

What type of team
consistently shows
Poor
Performance?

MBA's





What type of team
consistently shows
Great
Performance?

Kindergarteners



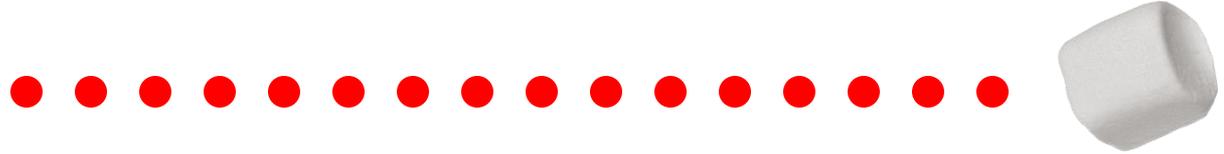
Why?



Fail



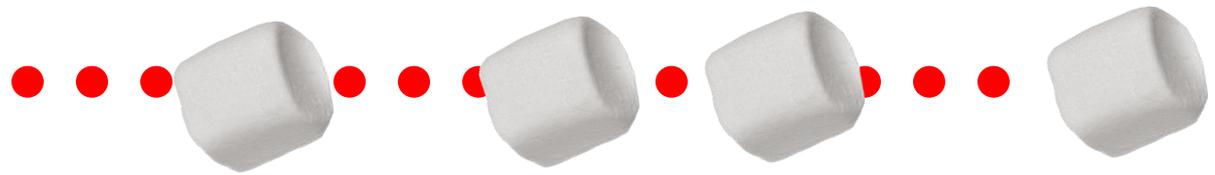
Win



Start



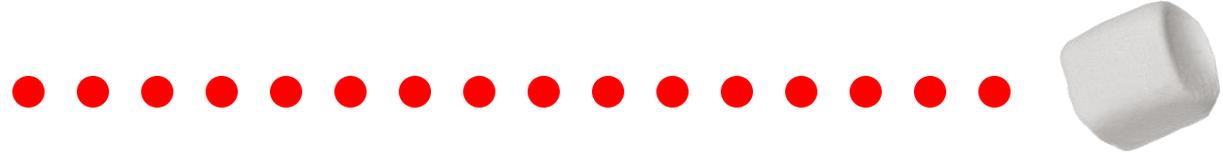
18
minutes



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Lesson One:

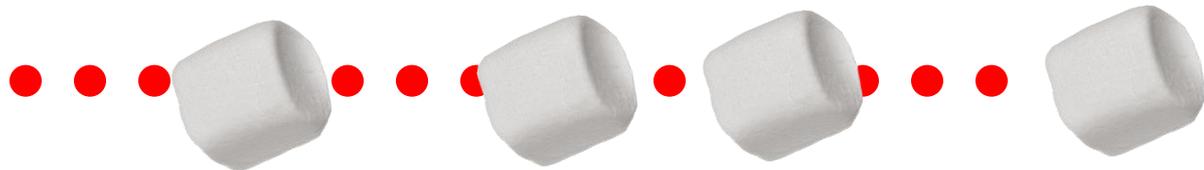
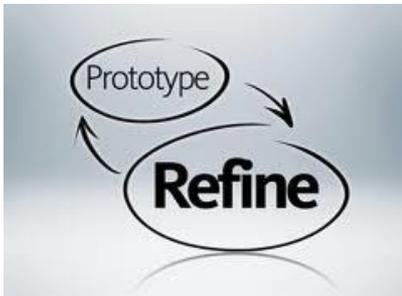
The Importance of Experimentation



- Find the best plan & execute
- Focus on the structure



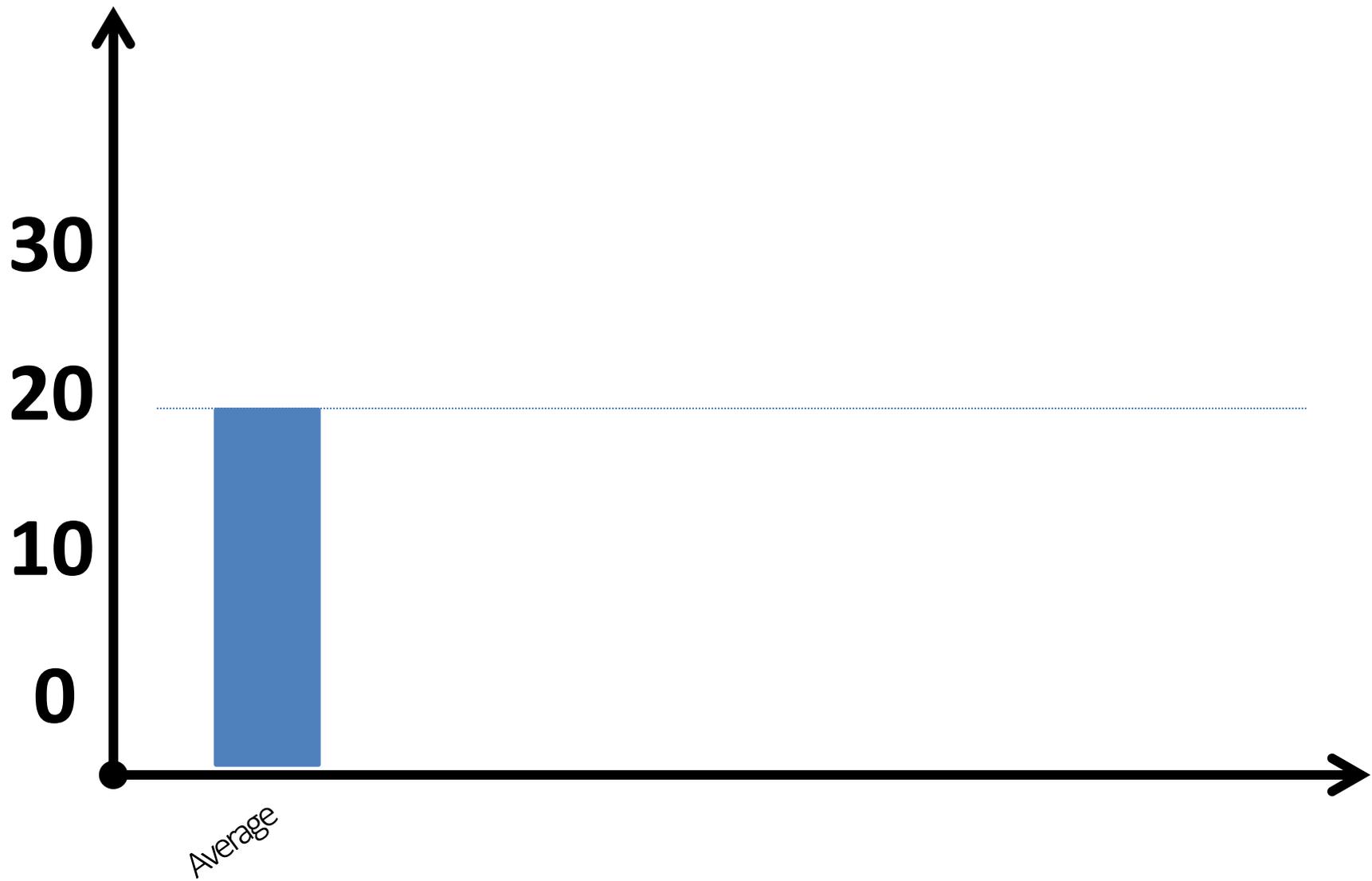
- Focus on the marshmallow
- Play, prototype, experiment

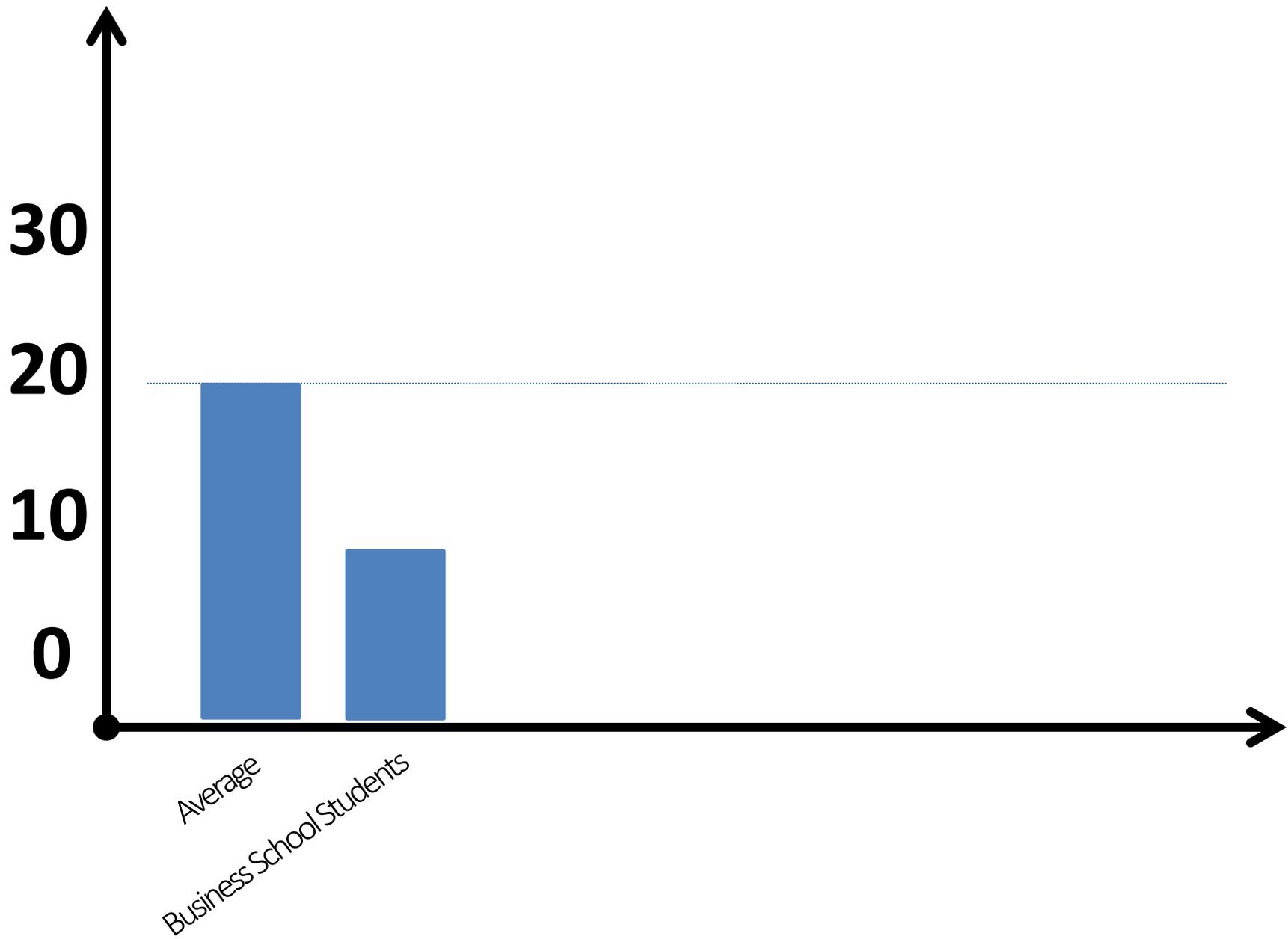


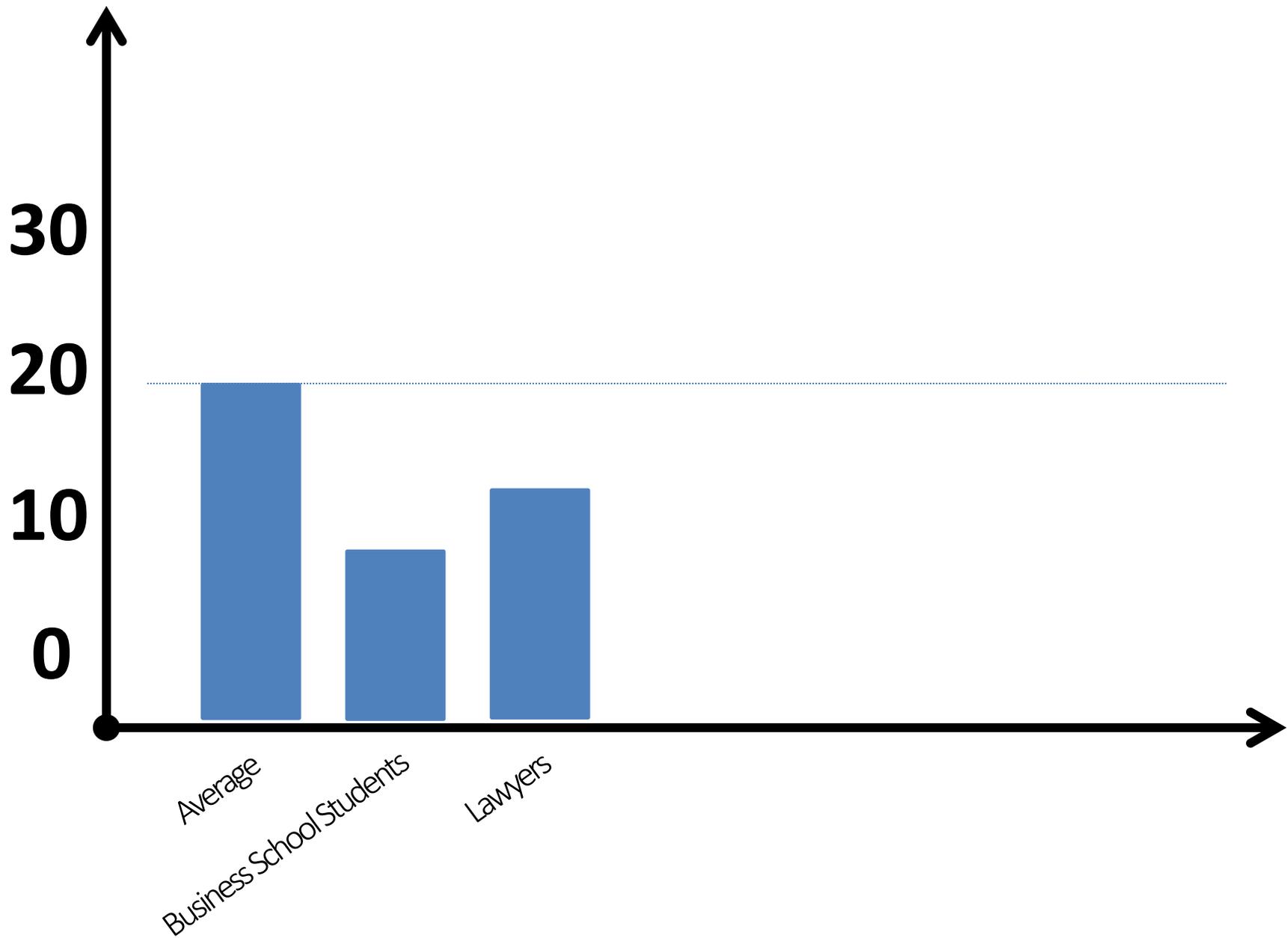
The background of the slide is a dense, close-up photograph of numerous white, rounded rectangular pills. The pills are scattered across the entire frame, creating a textured, monochromatic background. Some pills are in sharp focus, while others are blurred in the foreground and background, giving a sense of depth.

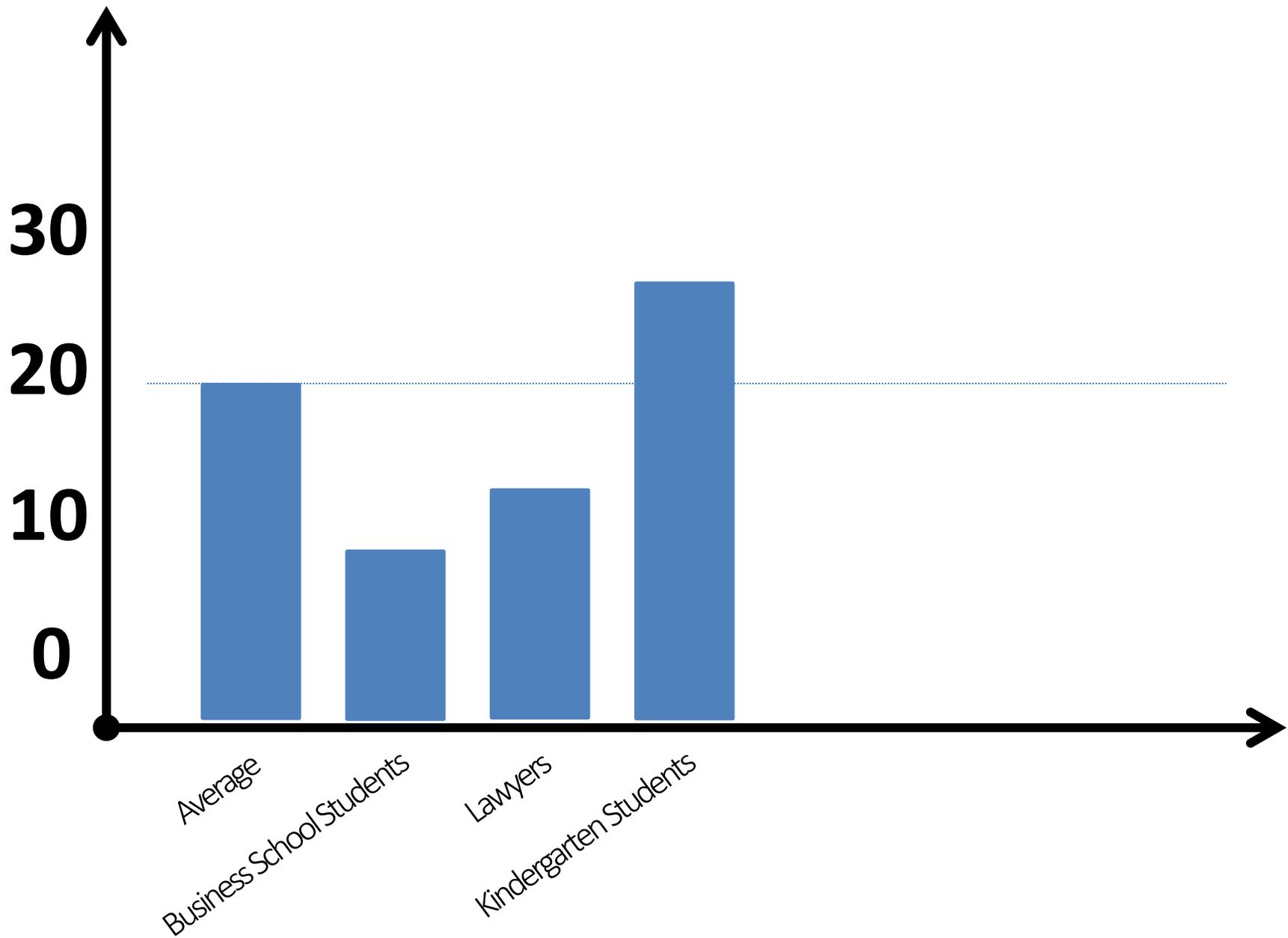
Lesson Two:

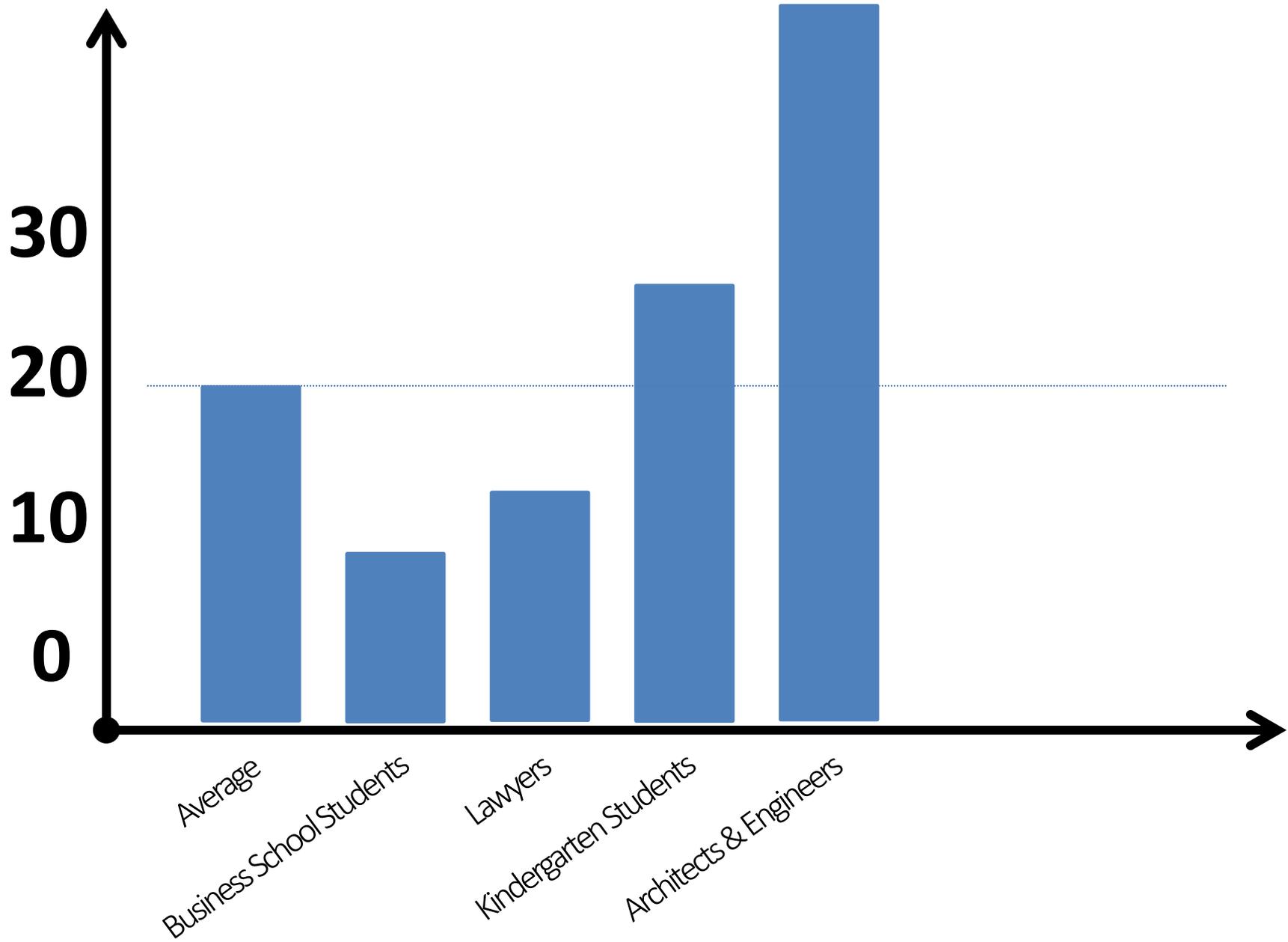
The Importance of Facilitation

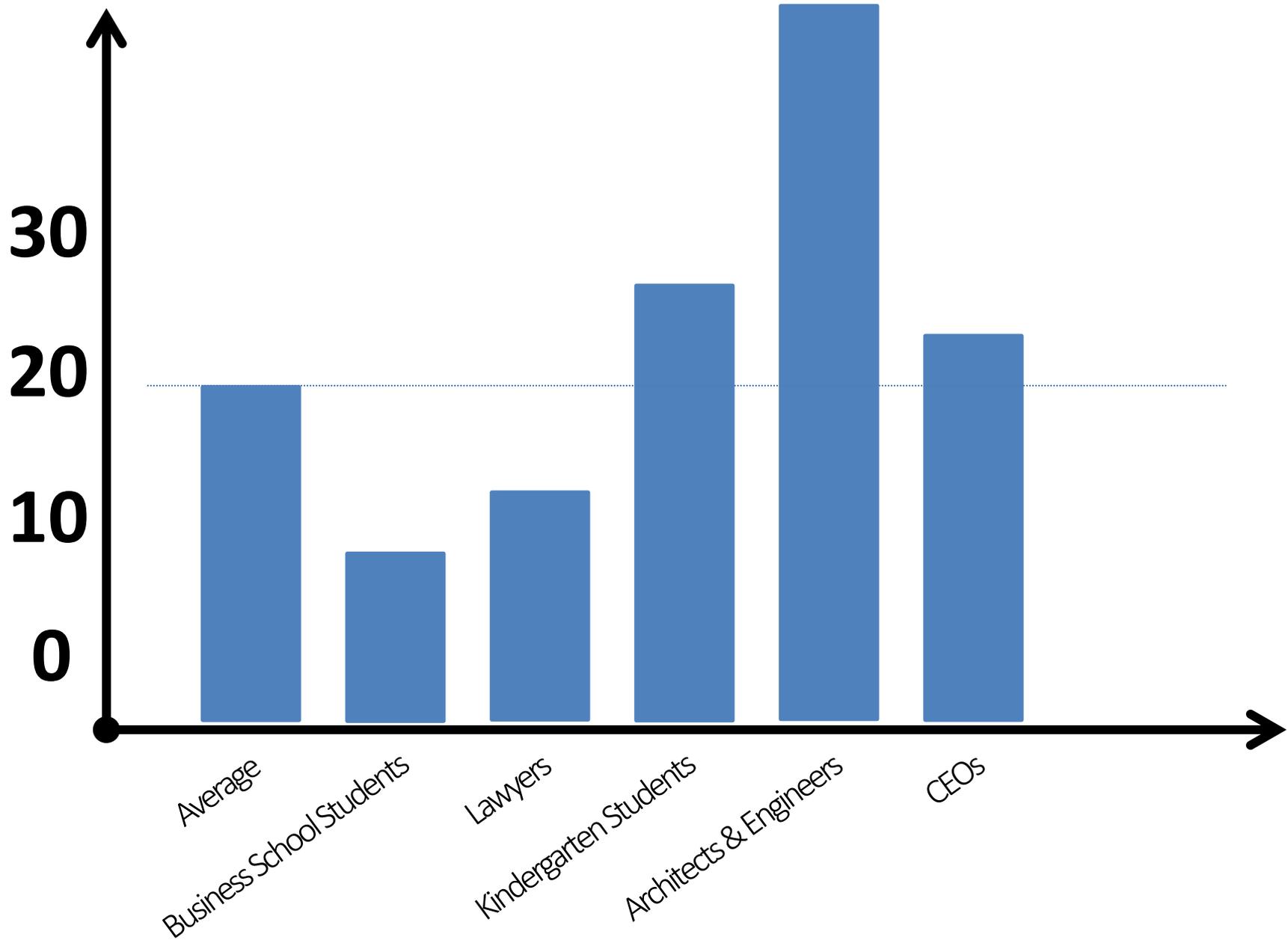


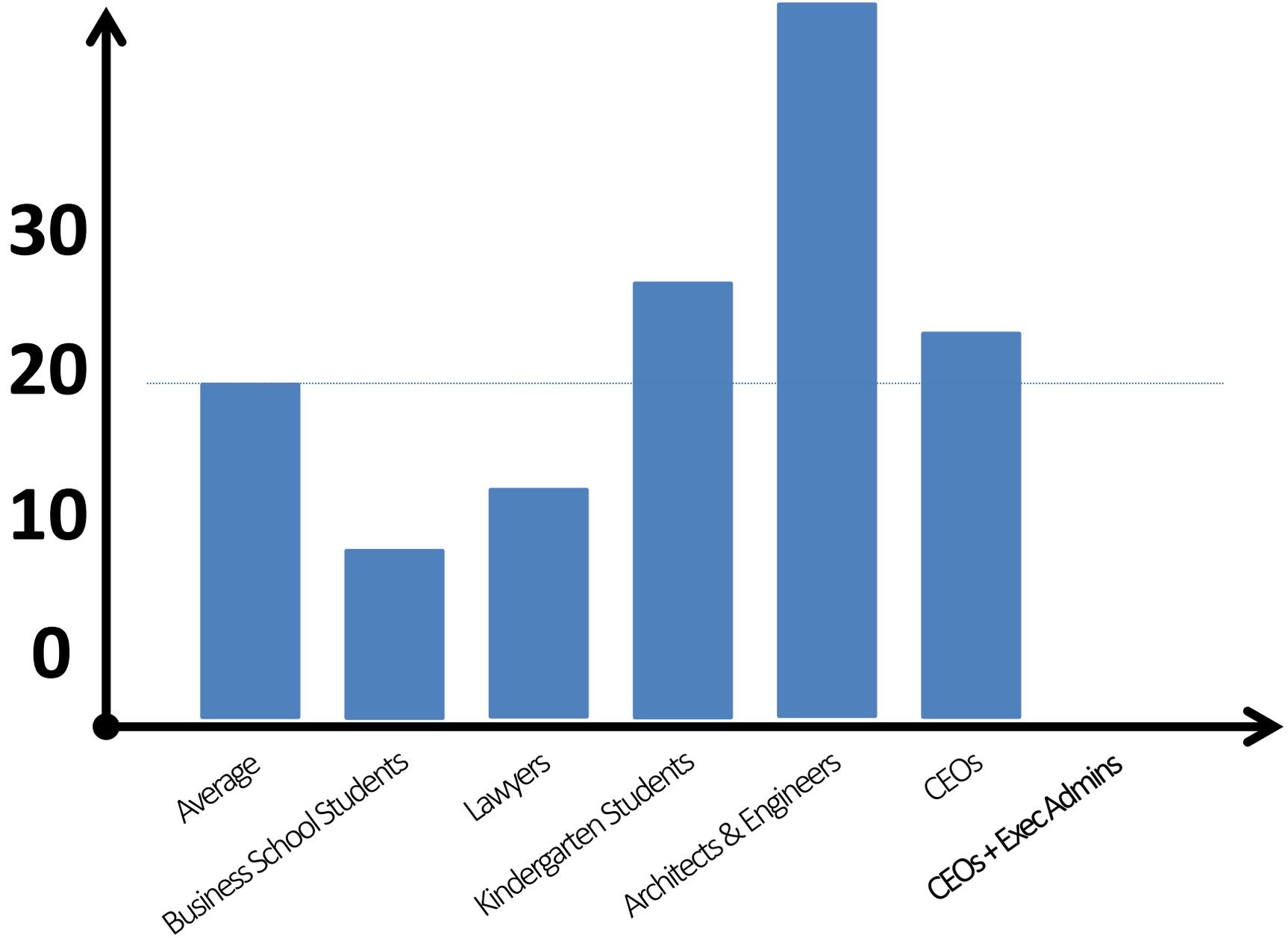


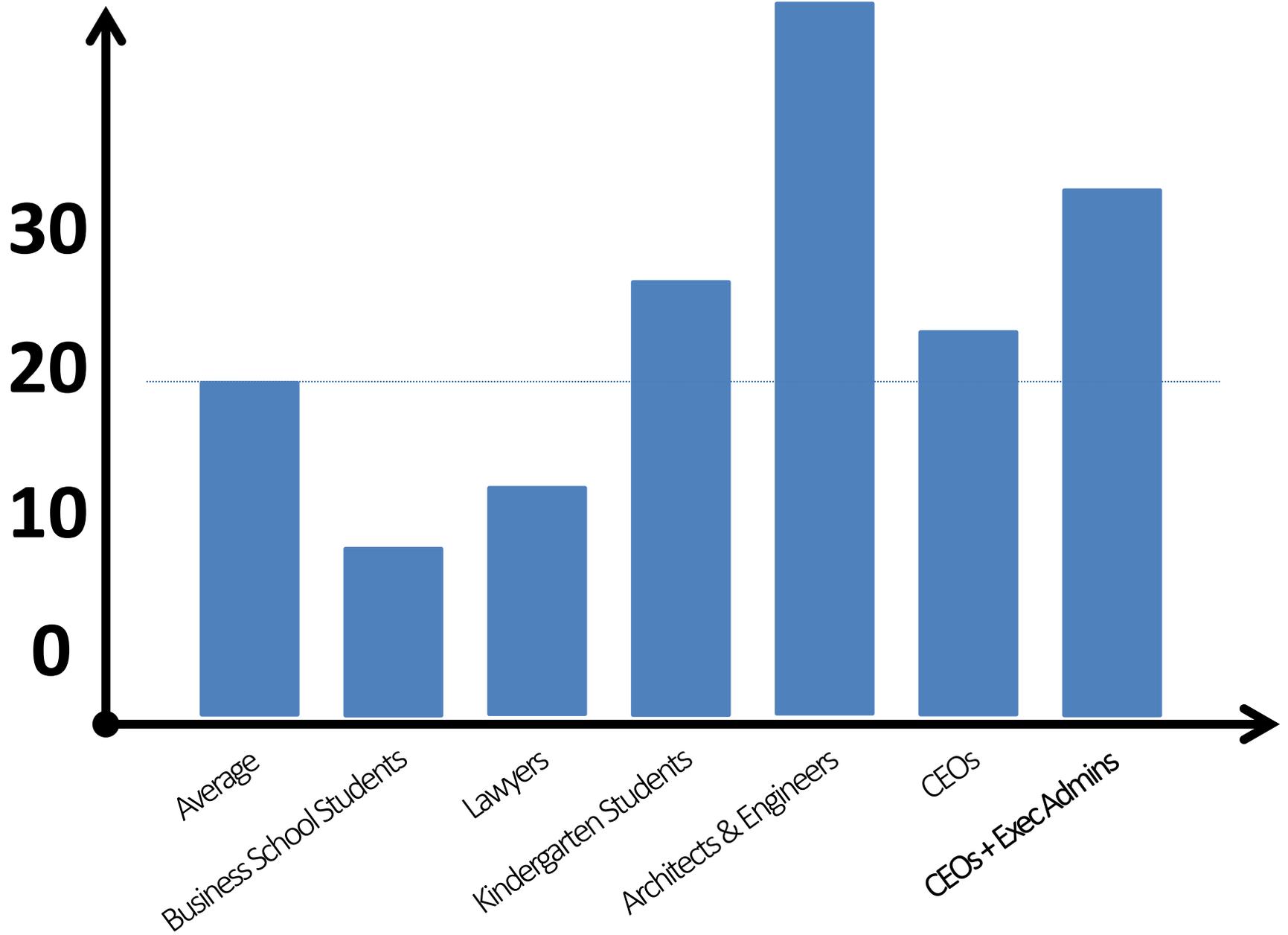


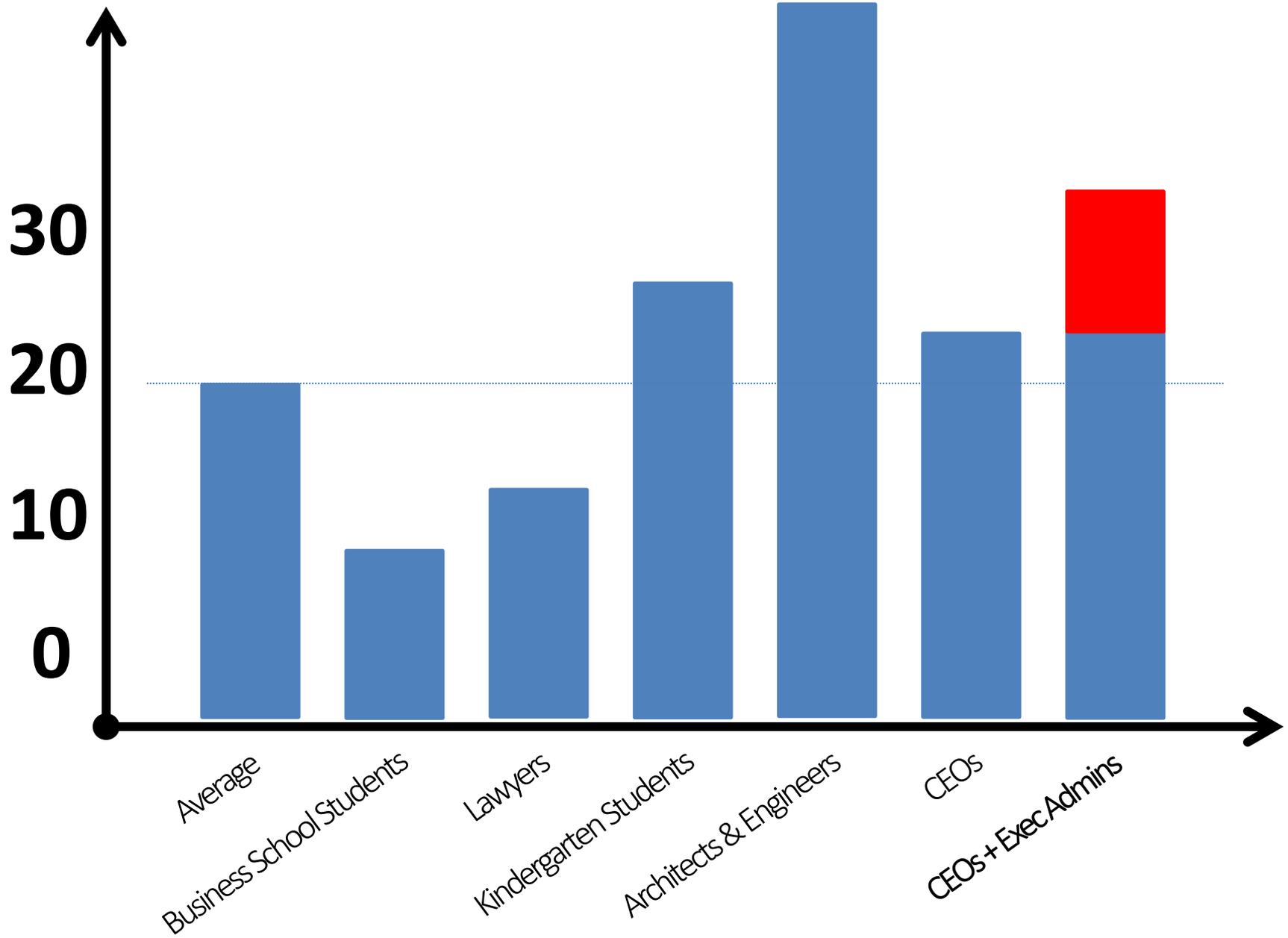














Lesson Three:

The Importance of Trust

Teams that lack trust

- Conceal their weaknesses from one another
- Hesitate to ask for help or provide constructive feedback
- Don't readily offer help to others
- Jump to conclusions about intentions and aptitudes of others without attempting to clarify them
- Fail to recognize and tap into one another's skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges

Absence of Trust

Teams that have trust

- Admit mistakes and weaknesses
- Ask for help
- Accept questions and input from others
- Give each other the benefit of the doubt before arriving at negative conclusions
- Take risks in offering feedback and assistance
- Appreciate and tap into each other's skills and experiences
- Focus time and energy on important issues, not politics
- Offer and accept apologies

Establishment of Trust

Building Trust: “Personal Histories” Exercise

- With the group at your table...
- Have everyone answer the following questions about themselves:
 - Where did you grow up?
 - How many siblings do you have and where do you fall in the sibling order (oldest, youngest, etc.)?
 - What was the most difficult or important challenge you had growing up or during early adulthood?
 - What early experience(s) most profoundly shaped your decision to go into primary care?



Tools and Approaches

- **Personal Histories Exercise** – helps team members begin to become comfortable with one another on an interpersonal level
- **Behavioral Profiling** (e.g., DISC) – knowing each others' behavioral preferences and styles helps team members' ability to understand and appreciate one another

Establishment of Trust

Role of the Leader

- **Have the team spend time interacting with and learning about each other**
- **Role model vulnerability**
- **Build a climate of psychological safety**

Establishment of Trust

Teams that fear conflict

- Have boring meetings
- Create environments where back-channel politics and personal attacks thrive
- Ignore contentious topics that are crucial for the teams success
- Fail to tap into the opinions and perspectives of team members
- Waste time and energy with posturing and managing interpersonal risk

Fear of Conflict

Absence of Trust

Types of Conflict

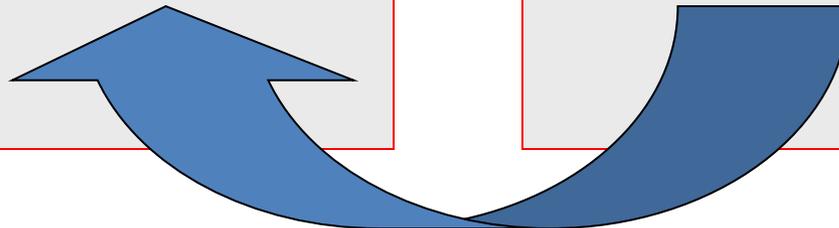
Person-Based Conflict

- Rooted in anger, personal friction, personality clashes and tension
- Interferes with effort and attention to the task by creating preoccupation with reducing threats, increasing power and building cohesion



Issue-Based Conflict

- Depersonalized; focused on merits of ideas, plans and projects
- Stimulates creativity and enhances decision quality through constructive criticism, consideration of different perspectives and stimulation of discussion



Teams that have constructive conflict

- Have lively, interesting meetings
- Extract and utilize the ideas of team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion

Existence of Healthy Conflict

Establishment of Trust

Role of the Leader

- **Mining** – through the team leader, the team uses constructive conflict to raise critical issues and resolve concerns
- **Real-Time Permission** – Reminds the team of the importance of healthy debate and reinforces the behavior
- **Consensus with qualification** – Ensures that everyone participates, weighs in on decisions, and has their perspective heard, but leader brings closure (calls the question)
- **Conflict Profiling** (e.g., TKI) – helps team members understand how they each respond to conflict differently and how they can manage those differences to successfully use and work through conflict

Existence of Healthy Conflict

Establishment of Trust

Teams that lack commitment

- Create ambiguity among the team about direction and priorities
- Watch windows of opportunity close due to excessive analysis and unnecessary delay
- Breed lack of confidence and fear of failure
- Revisit discussions and decisions again and again

Lack of Commitment

Fear of Conflict

Absence of Trust

Tools and Approaches

- **Commitment Clarification** – by taking time at the end of the mtg to clarify agreements and decisions, helps reduce ambiguity and solidify commitment
- **Specifying Roles and Responsibilities** – by specifying responsibilities for specific tasks and ownership over roles and reviewing this, increase likelihood on follow through

Commitment To the Team

Existence of Healthy Conflict

Establishment of Trust

Teams that have commitment

- Have clarity around direction and priorities
- Are aligned around common core objectives
- Have an ability to acknowledge and learn from mistakes and setbacks
- Take advantage of opportunities
- Move forward without hesitation
- Change direction without hesitation or guilt

Commitment to the Team

Existence of Healthy Conflict

Establishment of Trust



Role of the Leader

- **Push for closure**
- **Use deadlines for making decisions and schedules for completing work/objectives**
- **Work with team members to align individual interests with team goals**

Commitment To the Team

Existence of Healthy Conflict

Establishment of Trust

Building Commitment and Clarity in Teams: Team Charter

- **Purpose**

- Clarify team goal and mission
- Determine how team members can best work together to achieve team goals

- **Content**

- Mission statement and goals
- Key resources
- Key roles and responsibilities
- Team norms
- Accountability

- **Guidelines**

- Should be created by the team (not just the team lead)
- Should be simple and straightforward
- All members should sign the document
- Should be posted in a prominent place
- Should be a “living” document – i.e., revisited at key stages of the team

Avoidance of Accountability

Teams that avoid accountability

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines and key deliverables
- Place an undue burden on the team leaders as the sole source of discipline

Team

Conflict

Trust

Embracing Accountability is Critical!

**"It is not only what we do,
but also what we do not do,
for which we are accountable."**

Moliere

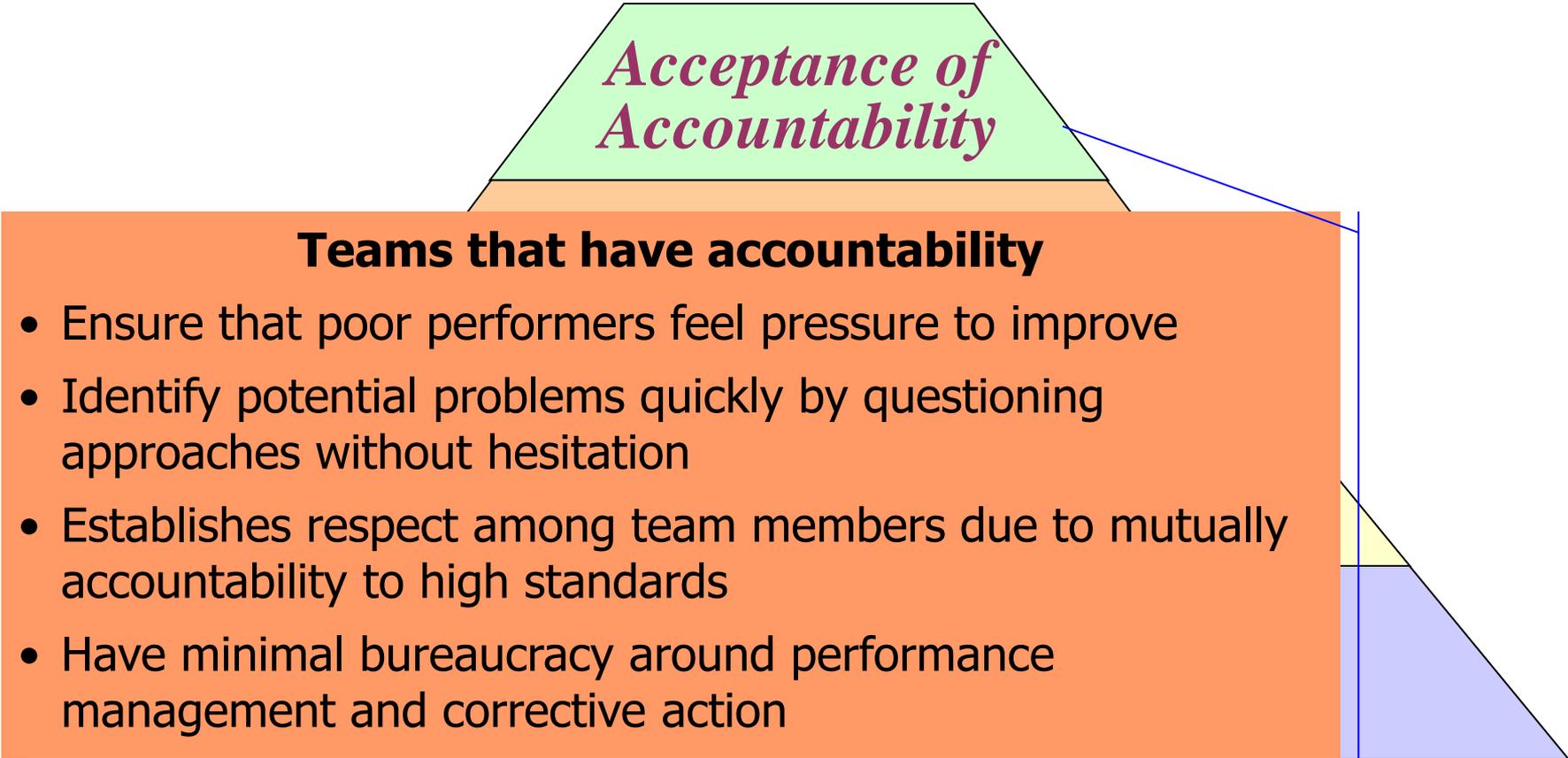
**"It is easy to dodge our
responsibilities, but we cannot dodge
the consequences of dodging our
responsibilities."**

Sir Josiah Stamp

**"The ancient Romans had a tradition:
whenever one of their engineers
constructed an arch, as the capstone was
hoisted into place, the engineer assumed
accountability for his work in the most
profound way possible: he stood under
the arch."**

Michael Armstrong

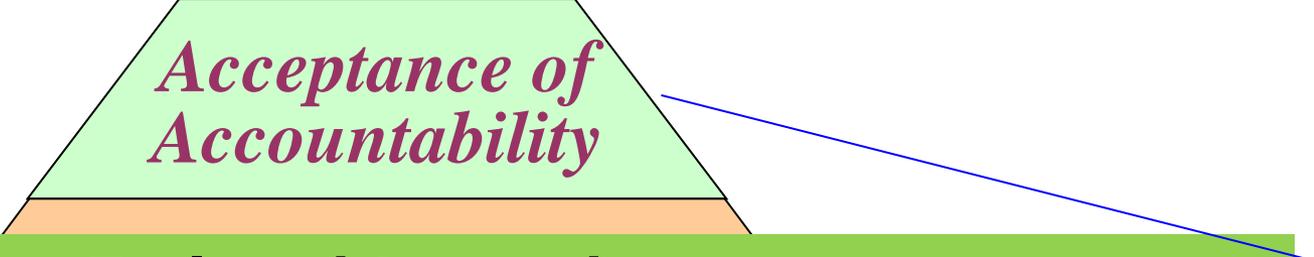




Acceptance of Accountability

Teams that have accountability

- Ensure that poor performers feel pressure to improve
- Identify potential problems quickly by questioning approaches without hesitation
- Establishes respect among team members due to mutually accountability to high standards
- Have minimal bureaucracy around performance management and corrective action



*Acceptance of
Accountability*

Tools and Approaches

- **Publishing Goals and Standards** – publicly clarify what the team needs to achieve, who needs to delivery what, and how everyone needs to behave
- **Team Member Feedback** – by giving each other focused, direct, and actionable feedback team members become more comfortable holding each other accountable
- **Lighting Round at Mtgs** – by updating each other on tasks and progress, team members can weigh in on how they are spending their time and efforts

Embracing Accountability: “Team Member Feedback” Exercise

- **Go around the table and have everyone answer the following questions about each team member (excluding themselves). Write down your answers.**
 - **Be sure to focus on behaviors** (what s/he says or does) **vs. inferences** (assumptions or conclusions about behaviors observed).
 1. What is the person’s single most important behavioral quality that **contributes** to strength of the team? (i.e., his/her greatest strength)
 2. What is the person’s single most important behavioral quality (i.e., what s/he does) that **deducts** from the strength of the team? (i.e., his/her greatest weakness)



*Acceptance of
Accountability*

Role of the Leader

- **Build a culture of peer accountability**
- **Be the ultimate arbitrator of discipline**

Team

Existence of Healthy Conflict

Establishment of Trust



*Focus
On
Results*

Accountability

Tools and Approaches

- **Scorecard** – by identifying a clear overarching goal and discussing supporting activities, teams stay focused on team achievements and needs
- **Celebrate and reward team accomplishments** – reinforces the importance of achieving goals
- **Conduct “after-action reviews”** -- reviewing team projects and initiatives focuses team on how to better learn, improve

Commitment

Existence of...

Establish...

*Focus
On
Results*

Achievement
Achievement

Commitment

Existence of Trust

Establishment of Trust

Teams that focus on results

- Retain their achievement-focused members
- Have minimal individualistic behavior
- Enjoy success and suffer failure acutely
- Benefit from those who put the team's goals/interests ahead of their own
- Avoid distractions

*Focus
On
Results*

*Acc
Acc*

Commit

Existence

Establishment of Trust

Role of the Leader

- **Set the tone for a focus on results**
- **Recognize, reward and celebrate achievements that advance core team objectives/goals**
- **Help the team stay focused on key priorities**

Team Pyramid

Source: Lencioni (2002). *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass.

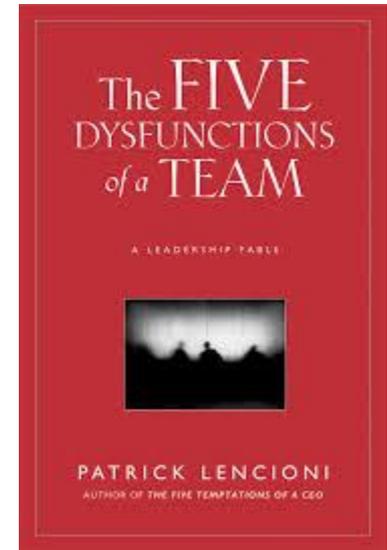
*Inattention
to
Results*

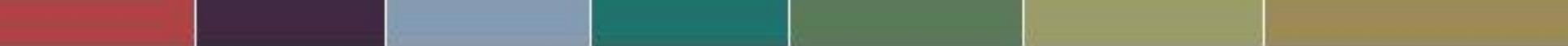
*Avoidance of
Accountability*

Lack of Commitment

Fear of Conflict

Absence of Trust





For More Information...

Marshmallowchallenge.com

- Website created by Tom Wujec

Thank you!

Paul Tesluk

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