

SHATTERING THE TOP FOUR MISCONCEPTIONS ABOUT CULTURE, TEAMS, AND SUCCESS

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This sounds a lot like BlueEQ.

Myth: "Culture can only happen in person."

Requires conformity!

ditto Martha

That culture is driven from the top down.

You cant change the culture of team

Culture fix is up to management

Success depends upon being located in the same physical location.

Myth "Culture will just happen, we don't need to work on it"

Our culture will suffer as everyone will no longer be present

perks = culture

They automatically happen

That you can "create" culture. Culture is not what you say it is, but rather how people behave and what they say.

Myth- positive culture looks the same to everyone

That culture is static

Culture can be posted and not lived

Success looks the same to everyone on the team

Disagreeing / conflict is bad -

treat everyone the same is a misconception

Myth: Training events alone can "fix" culture

Success is I

there is a difference between a "team" and a group. a lot of groups are not actually good teams

Teams can only be successful and a unique culture can only be built in-person

Myth: We don't need to develop our team consciously.

as long as you have a strategy, you're good.

If everyone knows the rules they will follow them

Hybrid teams can build culture

you still can't replace face to face?

There are differences in symantix between culture and psychological safety within an ORG.

People are more productive in physical environments.

myth: we have to keep things as it has been

Culture as rituals, vs. rapport

culture's just about relationships

People assume what the company culture is, while everyone has their own idea of what it is.

Culture is tradition

Culture can't be created.

doing an ice breaker at meetings is all that's needed to shape culture

myth: culture will die if we're not face to face

culture is a unicorn

Culture initiatives cost too much and don't benefit the bottom line.

Culture doesn't need to be nurtured or maintained.

--Love that!

culture will "take care of itself"

It's better to hire and train culture "fits" vs culture adds

These are soft skills and we should not spend our time or money on their development

Download the Handout: <https://webcasts.td.org/documents/20329>

Ah the male sports analogy :(

I've always heard it said that a team is at its peak when it reaches synergy. Synergy is simply when the sum of the whole is greater than it's parts

One or two people in the team do 90% of the work

What does this "Go Directly?" thing mean? I am not understanding it.

Go directly means give feedback to the person directly, not talking about it or them to other people.

Is Gossip precipitating the 'drug' of oxytocin, despite that it's negative and degenerative of a team/org culture?

You're describing a VERY TOXIC environment!

Sometimes people don't realize they are dominating a conversation. These are great ideas for how to help others recognize their blindspots.

Interestingly, we rarely evaluate performance based on how well one Interact or create healthy relationships...
On output

Only output

How do you work with someone who doesn't have the skills (or doesn't think they have the skills) to talk to the other person directly?

Discomfort in a team can be such a spark for growth but only if it's handled in a solutions-oriented, and open manner

BlueEQ also uses the research done by Google's Project Aristotle! Interesting!

Worth mentioning the role of the leader in establishing psychological safety.

Our company has a motto of "assume positive intent" that guides a lot of our framework for performance management conversations and development

Love that,

For those of just joining, Dr. Sass and Josh will refer to a handout. You can click this link to download the Handout: <https://webcasts.td.org/documents/20329>

that is awesome!

I emphasize that multiple times with all new hires in orientation. I think human nature is to do the opposite even though typically people do have good intentions

Clear is kind, Unclear is unkind -Brené Brown

In our leadership development program, we teach that everyone is a leader, regardless of title or role.

There is a difference between leadership and management!

delegation

No giving all the answers

No formal training - all I had were relationships.

Not doing everything myself

autonomy and accountability

Deciding what work I should hand off to others

Balancing a prior friendship to moving to leader of that friend

Balancing empathy/compassion with results/outcomes/productivity.

Trusting the people around me to deliver on items that I care deeply about and trusting that they will be successful.

It's been a long time, but moving into leadership roles with previous peers.

Providing specific positive feedback of "what" someone did well.

owning delegated work that was not my work standards but got the work done

Soliciting and delivering developmental feedback.

Mine was handling the initial shift of my relationships with my team when I went from a peer to a manager. Even though I thought I was still acting the same that big red "manager" sign was in front of me and I had to figure out how to adapt my communication

My weakness when it comes to leadership was (and still is to an extent) supporting my people personally and professionally but not having anyone in the net who can support me in turn. It led to severe burnout.

Remaining vulnerable, honest, authentic, yet making decisions and providing developmental feedback to my direct reports as needed, and frequently in 1:1 meetings, briefly, clearly and with compassion.

one of my favorite quotes!

Is it not more that leaders recognize the sign of culture and foster it?

That sounds like one of the big focuses of the diversity training we offer. We stress to look at conflict as a chance to learn more about the other person and a chance to learn about the benefits they receive from working the way they do.

Would love to get a copy of the chat after this program. Great stuff here!

Same here. Particularly in terms of accessibility and inclusion of neurodivergent and cultural learning

Me too. There's some good stuff here but I can't pay attention to both.

I'm glad to hear y'all focus on that as well! The way I work with ADHD might be totally different than someone else, but it does come with a different set of benefits

a I'm the only neurotypical person on my team right now 🤖 They're all pushing me to grow in great new ways

Isn't great to have that diversity of approach and thought! There's always so much to learn from people

There also tends to be a difference between the culture the company strive for and what the culture really is. The way that we describe what the company is to our new hires is this "You've just started your job and been here for about 30-90 days and a friend or family member asks you what it's like working here. The next thing that comes out of your mouth is our culture good or bad."

amen!

that's a great point! Current state versus 'what we strive for'

The only part I take a bit of umbrage at is that "these are our cultural norms" implies that culture is either static or optimizable. As a ND person, I have reasons for keeping my camera off, but throwing out the expectation of "it is what it is" means I have no chance at affecting it in my favor when I need to

Can we manage share personal but appropriate messages in the workplace, adjusting for situation, person and setting?

^ (sorry, that was just an example)

static culture is stagnant culture

Tbh the idea of being "professional" is something we've been eliminating because that word has to often been used to describe a pretty patriarchal, white, view of what acceptable work norms are and it's not inclusive or accurate to what we're striving for in companies/on teams.

I tend to use "respectful" (ie, respectful workplace behaviors) or "Shop appropriate" (like that kinds of things we can be talking about in downtime, etc)

Some colleagues take this to mean suddenly it's safe to discuss very personal issues in a public setting at work. Has this changed so dramatically in the past 2 years?

pledger Yes. I've heard that said as: "Since change is constant, an organization that no longer changes is dying."

I have seen exactly what you're talking about. It's difficult to get people to understand the line between personal but appropriate vs personal and innapropriate

yes!

- amazing topic you bring up. I know what you mean.

I wholeheartedly agree. I swear our executives favorite phrase is "Flex and Pivot" and we joke that the only constant here is that there will be change

but sometimes knowing those personal issues helps us better lead the person, as we better understand what is driving their thought process in the moment

Ours is "Adapt and Evolve" rofl

you are ON FIRE! 🙌 I wish we could have a coffee! ☕

No reason you couldn't use zoom and have a virtual coffee :)



and yet, I don't think it's ok to use those phrases that accept and promote change carelessly, which I think happens to much. We can't address change with a cavalier attitude. I think we have to stay mindful of the ramifications of change.

(true! But we can't see last names or send private chat... so here is me! Who wants a coffee?

<https://www.linkedin.com/in/chisholmcoaching/> 😊☕)

interesting that you are doing away with "professional." We are actually instituting training on professional expectations. We've been seeing reports of employees dressing inappropriately for client meetings, checking phones during client meetings, et cetera. We are trying to offset technical training with this type of soft skills training.

I want to have a whole Zoom or real live chat with practically everyone here!

Same. This is a fire group

following!

I'll add you on LinkedIn !

Q&A is coming up, continue to chat your great questions for Dr. Sass and Josh to "Everyone"!

sounds like a form of pre-validation, getting back to that EQ

But an open-door policy puts the burden on the employee to step up

What was the name of the book about feedback? Goldridge?

Okay... anyone who links with me today, or is already link and sends a message, I'll send an invitation to have a group Zoom Coffee and Chin Wag about this wonderful stuff, and more! (Lisa = Social Committee! Ha!)

:-)

I agree, we talk extensively on professionalism with employees, but I try and also acknowledge that they are human and have needs. So instead of "You can't be on your phone in front of guests" its "I know things might come up and you need to take a call, but be sure you step to somewhere non-guest facing. The guest doesn't know why your on your phone and they might make the wrong assumption."

- that's an excellent approach!

I think open door can only be part of the strategy, it's no replacement for one on ones. I love that I can count on an hour each week with my boss to get on the same page, plan, and connect

direct and constructive also feels more authentic

(Late to the party, I need a small overhaul of my profile since I took a break from LinkedIn for a bit
<https://www.linkedin.com/in/colleen-daniels-920906104/>)

Work to align mutual understanding of culture and values

Thanks,

, exactly. We have to frame it so the employee understands it is not an arbitrary rule and explain the client's perspective.

I think that being vocal and explicit about the need to set aside time to develop the team or culture in innovative/experiential ways is one way to create the dedicated time/space to address it.

High-five on intentionality

Haha, thanks! (My experience is that it often gets ignored, otherwise..)

How do you get appointed Leaders to adopt the mindset of Leading vs getting the work done? (so that they say they "don't have time" to know people, when it's part of their role to "make time")?

it has to be reinforced from the top; it needs to be part of what is measured, what they are reviewed on, and what they are held accountable for

especially in a sales envt, where there's a \$ incentive to keep their heads buried

Exactly, and it aligns with one of the biggest mindsets I try to push in orientations. I try very hard to get them to understand that everyone is different, their definition of respect is different, and if you want to work really well you have to reach the platinum rule: Treating other the way that they want to be treated. You can't get there without lots of empathy

Ed... I agree.

Agreed!

I also agree, but that's often the hardest part. You can convince C-suite cognitively, but I haven't nailed down how to get them to actually commit with accountability

, we're doing a lot of shifting in our work to be more intentional about separating "management" from "leadership" so I understand that journey and am actively involved in some of that mentorship support work with managers in my company.

It's a big shift, but like Maggie said about thinking as personal/personable as a line, we've been defining the things of like

Yours job description is the manager side but the skill building and personal development we're going to do is about LEADERSHIP

So we do a lot of soft skill and EI/EQ development but finding the right balance and platforms is our current active project

How would you propose fostering a higher order of a team's EQ?

Yes, what Josh M replied to Ed

I like the idea of "not now" when thinking of bandwidth.

I love that! I always remind managers in our Lunch and Learns (management classes) that their job is really all about their team. What they are really measured by is not their performance, but the performance and unity they can get from those working under them

we incorporated it into our review standards for leaders (similar to how we review leaders for their ability to create an inclusive work environment)

accept vulnerability

re: the platinum rule

YES. And if you can get all the work done and hit all your KPIs but your team engagement is continuously low or you have a high turnover/low attrition talent rate you're still not hitting the mark on leadership

- hit return too soon. I'm all about the platinum rule. You and I might be long lost cousins or something.

I wish I had influence over the review standards. I'm on the property level of a hotel management company, so I have to find other ways. That is a great approach though. That's why I want us to start 360 reviews where managers can learn from their reports how they are really doing

agree

That's possible lol I have a big family

Quote of the Day: "Bad behaviour can get you pretty far!" 🤔

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It has to be intentional!

we have good leaders at the top of the organization who see the need to make that part of our process. it doesn't mean we haven't met resistance in the middle of the organization, but having that support above is key.

Day one of everyone's job includes an exchange of pet photos in my store 😊

I've always heard the quickest way to build a strong connection is embarrassing stories; we all have them and we can all relate to them

great session - have to hop off; hopefully we'll receive the recording/deck?

Yes, they will send the recording tomorrow, I believe.

I'm a huge goofball in my initial convos with people in my organization so they can relate to me when I turn around and start development with them. Works like a charm and is my genuine personality so a win/win. I used to feel like I couldn't make a lame nerd joke, or reference a silly meme without looking "unprofessional" but ____ that.

If Suzy Q comes to me complaining about John Doe, how do I coach Suzy Q without getting into the gossip? Without taking sides?

Connect with today's Presenters:

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We will post a link to the chat transcript tomorrow with the handout and recording at <https://webcasts.td.org/webinar/4632>.

This was great! I have another meeting. Can't wait to watch it again!

Talk to people, not about people.

Thank you.

How do you give Senior leadership feedback?

Thank you so much! Great information!

Thank you for your time, Dr. Suss and Josh!

Thanks!

Thank you!

Wonderful content and ideas. Thank you!

thank you!

Thank you!

Thank you!

This is wonderful! Thank you so much!!!

Awesome content!!! Thank you all

This was excellent. Thank you!

Thank you!

Thank you Maggie and Josh, enjoy the rest of your day. You too Eliza

Thank you!

Nice to meet you all!

amazing overview and insightful

Thanks, everyone!

Thank you!

Thanks guys! Awesome!

Thanks!

This concludes today's webinar. Thank you for attending. The recording will be available at <https://webcasts.td.org/webinar/4632> . We will send all registrants an email tomorrow with this link. Please visit our event calendar to sign up for future webcasts <http://webcasts.td.org/events>.

Thanks