FIX YOUR TEAM

The tools you need to rebuild relationships, address conflict and stop destructive behaviours

Rose Bryant-Smith
Grevis Beard

WILEY

Fix Your Team for Corporate Counsel: Rebuild relationships, address conflict, stop destructive behaviours and reduce legal risk

www.fix-your-team.com

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What is happening out there in the world?

- Technological change continues, employee availability

- Greater visibility and accountability, e.g. social media, #metoo

- Public enquiries → reputational damage
  e.g. Royal Commissions

- Greater regulation (eg bullying)

- New entrants to the workforce
  (millennials) will not tolerate
  'command and control' management

All this change means…

OWN IT!
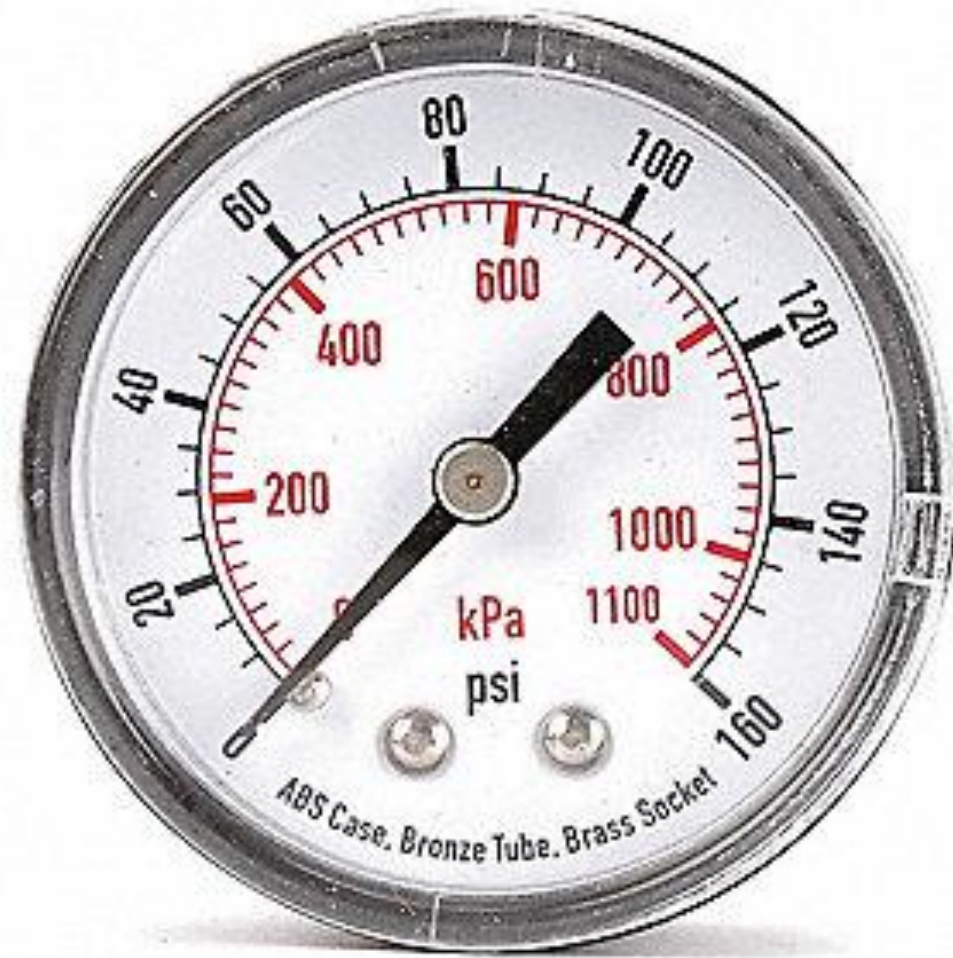
The benefits are clear !

1. Adapting to these changes gives your organisation (including your managers and teams) a **competitive edge**

2. Workplace misconduct damages **productivity** and diverts management attention

3. Failure to manage toxic behaviour tolerates **harm** to individuals (wellbeing, OHS, ethics) and it **costs** money

4. All managers want a **High Performing Team**

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High Performing Workplaces research (2011)

- 12% more productive than Low Performing Workplaces

- >20% more innovative in services, products, methods

- 3 x higher profit margin (15.63% vs 5.44% average)

- Lower employee turnover

- 24.8% higher customer satisfaction

- Less tension and conflict

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High Performing Workplaces research (2011)

- Spend more time and effort managing people (+29%)

- Give increased recognition and acknowledgement (+19%)

- Welcome criticism/feedback as learning opportunities (+20%)

- Encourage employee development and learning (+21%)

- Give employees opportunities to lead projects (+23%)

- Foster employee involvement and cooperation (+ 18%)

- Encourage new ways of thinking about problems (+16.5%)

Boedker, Vidgen, Meagher, et al. *Leadership, culture and management practices of high performing workplaces in Australia*. Sydney, Society for Knowledge Economics; 2011

Employees now expect
a high performing workplace,
engaged managers, sound ethics
and a positive culture

So why do dysfunctions in teams still occur?

➢ Dynamics and pressures of the sector

➢ Inherited workplace culture from previous manager

➢ Ability of individuals to self-reflect

➢ Lack of skills to improve their own and team's behaviour

➢ Fear of 'conflict' and holding others accountable

➢ Poor leadership 'styles' are rewarded

➢ Workplace context allows bad behaviour

➢ Other…?

12 Dysfunctions of Teams

1. Gossip culture: harmful banter, meetings are awkward, social media platforms are used to discuss workplace issues

2. Unprofessional Conduct: questionable 'rituals' like hazing and excessive drinking; sexual innuendo; micro-aggressions and casual discrimination; derogatory 'jokes'

3. Toxic personalities: sarcastic or belittling comments (often "offline"); undermining and negative reactions are the default position; playing people off against each other

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Legal risk: Bullying

"Repeated, unreasonable behaviour that causes a risk to the health or safety of a worker or group of workers"

Employer's duties include:
- To provide a **safe, healthy workplace** and **systems of work**
- To **minimise risks** as far as practicable
- To give employees the **necessary information, training and supervision** to enable them to work safely and without risks to health
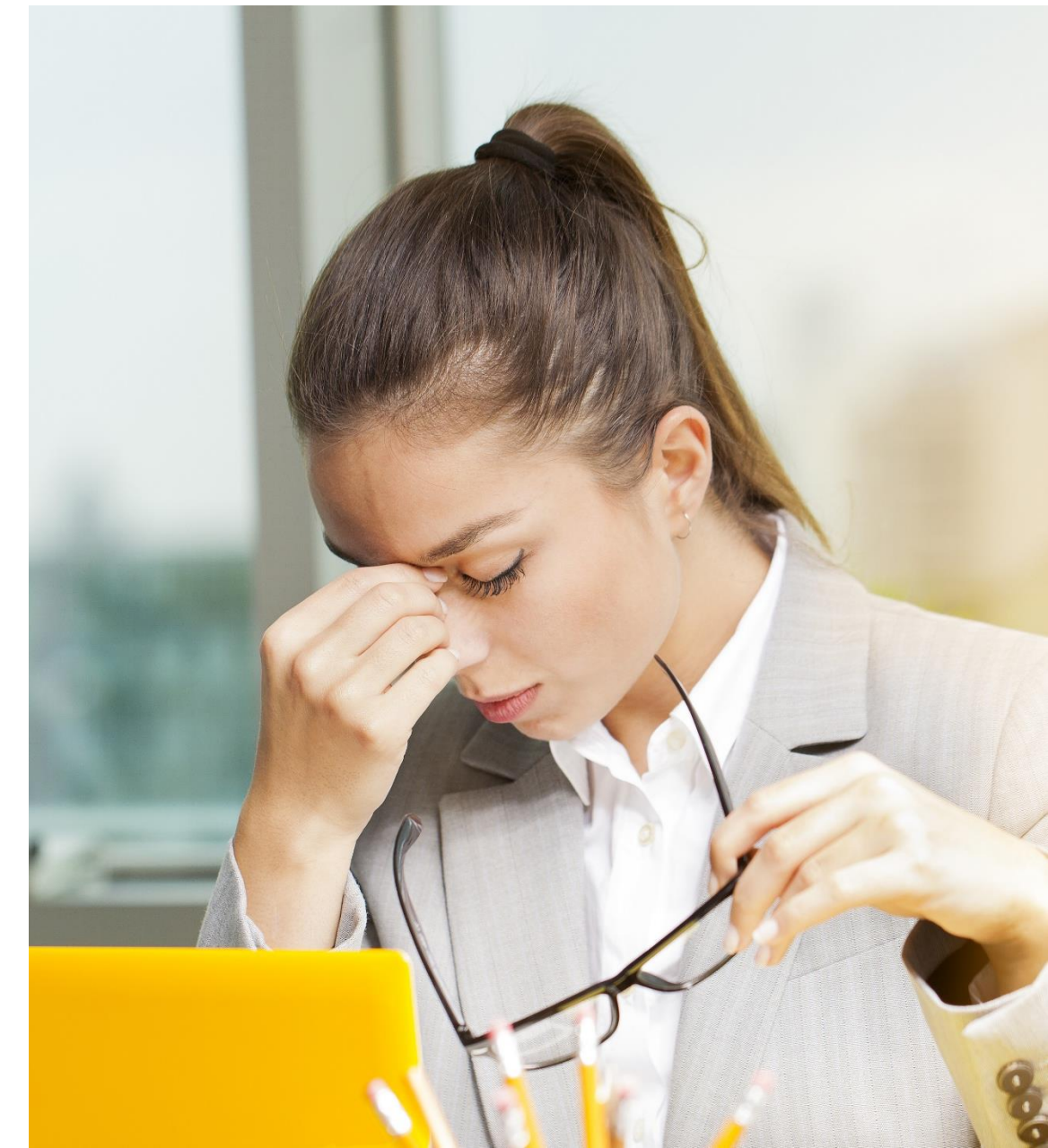
12 Dysfunctions of Teams

4. Personal crisis: someone in the team is struggling and distracted; unexplained absences or unusual poor performance; suspected health issues; team feels frustrated

5. Workplace romance gone bad: colleagues were having an affair, now the fall-out of the break-up is affecting everyone!

6. Family ties: people related to powerful employees (eg family business) get favours and perks; they are resented and isolated by the rest of the team

12 Dysfunctions of Teams

7. Lack of diversity and inclusion: people of the same demographic do well; others are silenced, discouraged, ignored and under-valued; social events are very white-bread

8. Skeleton in the closet: resentments continue from an unresolved issue from the past; employees still feel grief and anger; lack of trust in management

9. The manager's style: manager is avoidant, 'command and control', unpredictable, old-school or a political player

Legal risk: Discrimination

Treating an employee less favourably because of a personal attribute

Attributes include disability, sex, race, religious belief…

Less favourable treatment includes:

- Missing out on opportunities for employment, promotion or development
- Derogatory comments
- Being unfairly targeted for retrenchment or performance criticism…

12 Dysfunctions of Teams

10. Unhealthy competition: individual employees 'win at all costs'; undermining; little collaboration, trust or load-sharing

11. No clarity, No accountability: confusion over role, accountabilities, task outputs and reporting lines; some employees exploit the confusion while others try to improve things (without success)

12. Overwork: everyone is incredibly busy and stressed; long work hours are rife; team is testy, irritable and burning out

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Legal risks: Corruption; Breach of industry regulations

Driving outputs with little regard to **how** those outcomes are achieved increases the risk of compliance breaches

"Win at all costs" mentality

eg Australian cricket team

eg Hayne enquiry into banking and
financial services

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Understanding Team Dysfunctions

- Is the 'surface' problem hiding the real problem?

- Is more than one problem at play? It may be a cluster?

- Do you need more information?

  → Get more data about the team's perspective

  → Gather data from HR (turnover, complaints…)

  → Managers learn more about how they are perceived
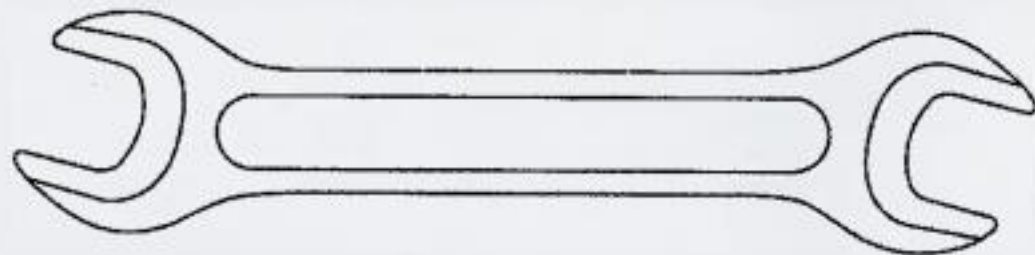
- What if the whole organisation is broken?
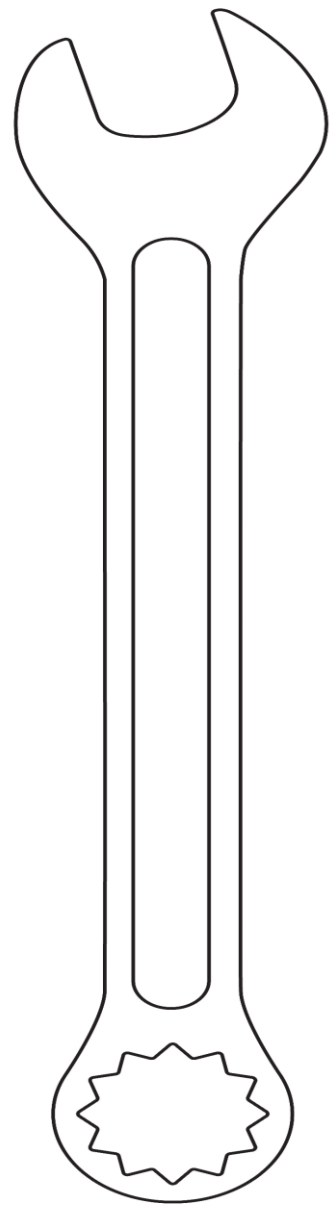
The manager's style

We expect a lot of our managers, and when they fail to deliver, the backlash can be severe. They are often doing their best, but they lack the nous, the trust of their team or the support of the organisation to hear and fully comprehend how they are performing in their management role.

Read more about this dysfunction on page 63.

6 Fixes

1. Address unhealthy conflict
2. Address unconstructive individual behaviour
3. Develop the team's character and connections
4. Align with values
5. Develop leadership and management
6. Care for each other

# Each of the six Fixes has different tools

e.g.

- Train the team to have important conversations

- Ensure the organisation's values are lived

- Choosing the next recruit to influence the team culture

- Investigating allegations of inappropriate behaviour

- Conflict coaching or mediation

- Hold people accountable

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Refuse the 'hospital handpass'!
Fixing the team is the manager's responsibility.

- *Chapter 21: Building buy-in and budget to implement the fix*

- Improvements in team functioning can be approached like any other business goal

- Managers must 'own it'

- Managers can develop a business case if they need extra resources
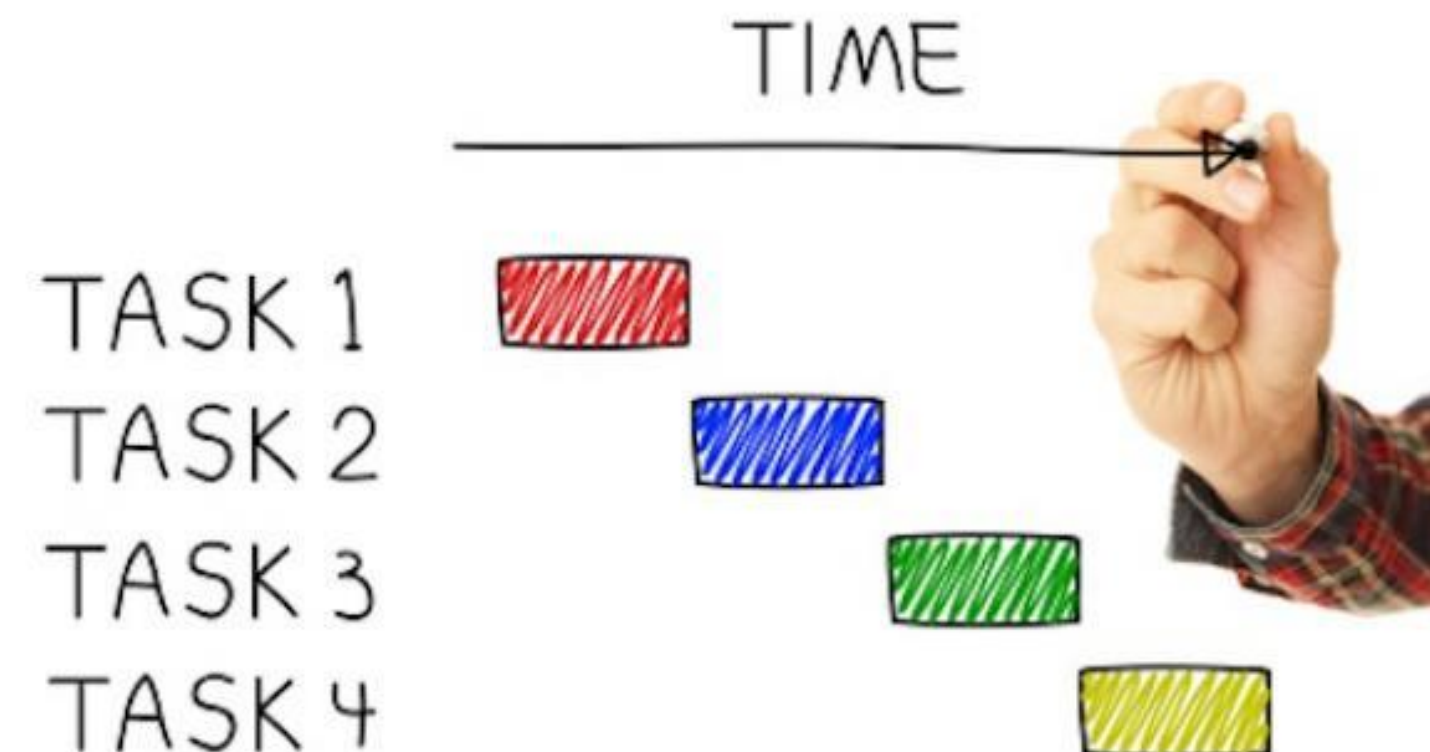
TIME

TASK 1

TASK 2

TASK 3

TASK 4

Five things you can do *now!*

1) **Train your managers** in managing conflict, having difficult conversations, setting clear standards, being present and walking the talk (values). Access the **free 40-minute training** at www.fix-your-team.com

2) Encourage managers to **fix their own team problems**. Toxic people and team dysfunction do create legal risks, but they are primarily *management* problems.

Five things you can do *now!*

3) Encourage managers to **intervene early** if they see toxic behaviour, low-level ethical breaches, factions or undermining emerging in their teams.

4) **Buy the book**.

5) Get **coaching for managers** if they need behind-the-scenes help. We provide confidential advice and practical guidance.

Rose Bryant-Smith
Director
0400 311 712
rbryantsmith@worklogic.com.au