

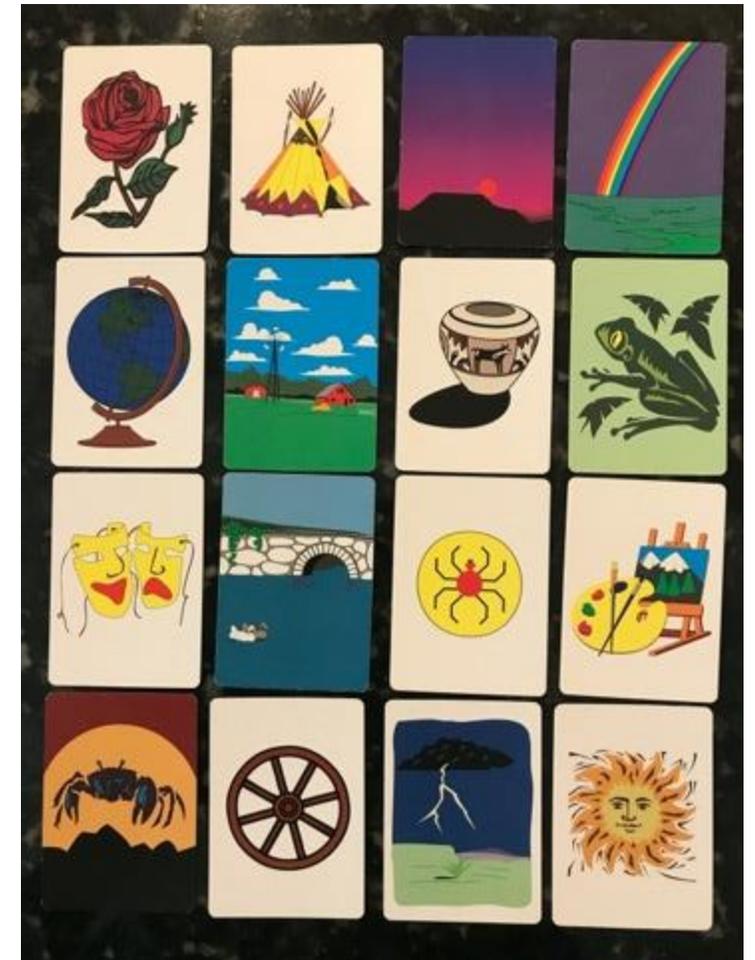
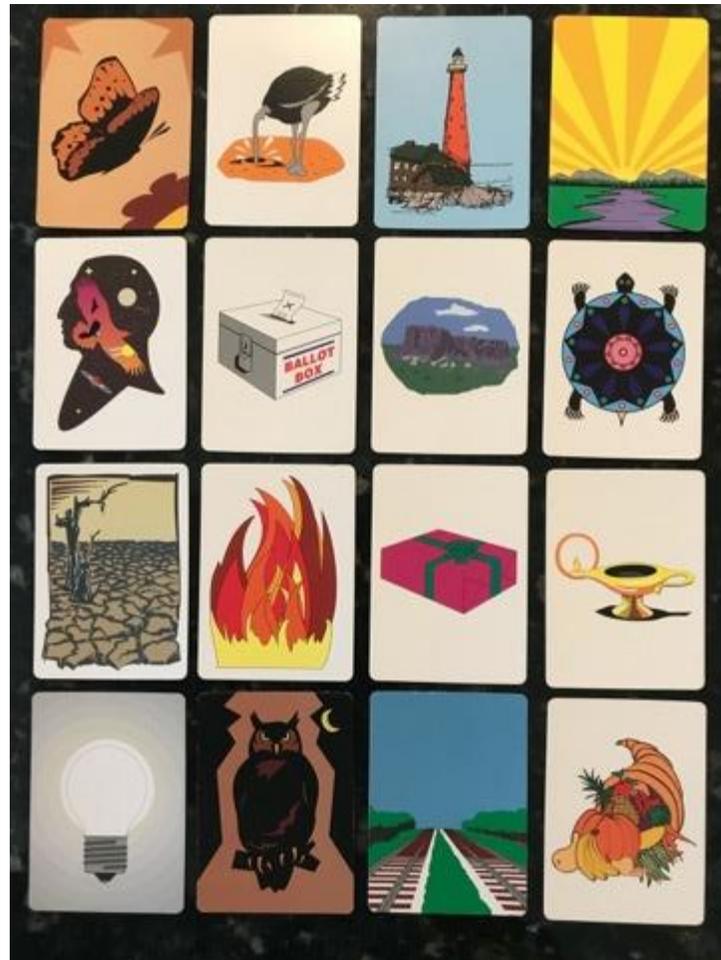


# Building the Roundtable

GCCMA Spring Conference  
March 10, 2022



# Ice Breaker





# THE DIY TABLE



# Round Table

- ⌘ Everyone can see each other
- ⌘ Equal weight in the conversation
- ⌘ No head (or tail)
- ⌘ Conversation flows
- ⌘ “What are we here to solve?”
- ⌘ Not Always Personal



# How do we Build Our Table?

# The Five Behaviors of Cohesive Municipal Teams



# Trust

## Looks like...

- Confidence your peers' intentions are good, and there is no reason to be protective or careful around the group
- Teammates must get comfortable being vulnerable with one another



TRUST

# With Trust, Team Members:

- Admit their weaknesses and mistakes
- Ask for help
- Accept questions and input about their areas of responsibility
- Give one another the benefit of the doubt before arriving at a negative conclusion
- Offer and accept apologies without hesitation



# Conflict

## Looks like...

- When there is trust, team members can engage in unfiltered, constructive debate
- Healthy conflict focuses on concepts and ideas to produce the best possible solution

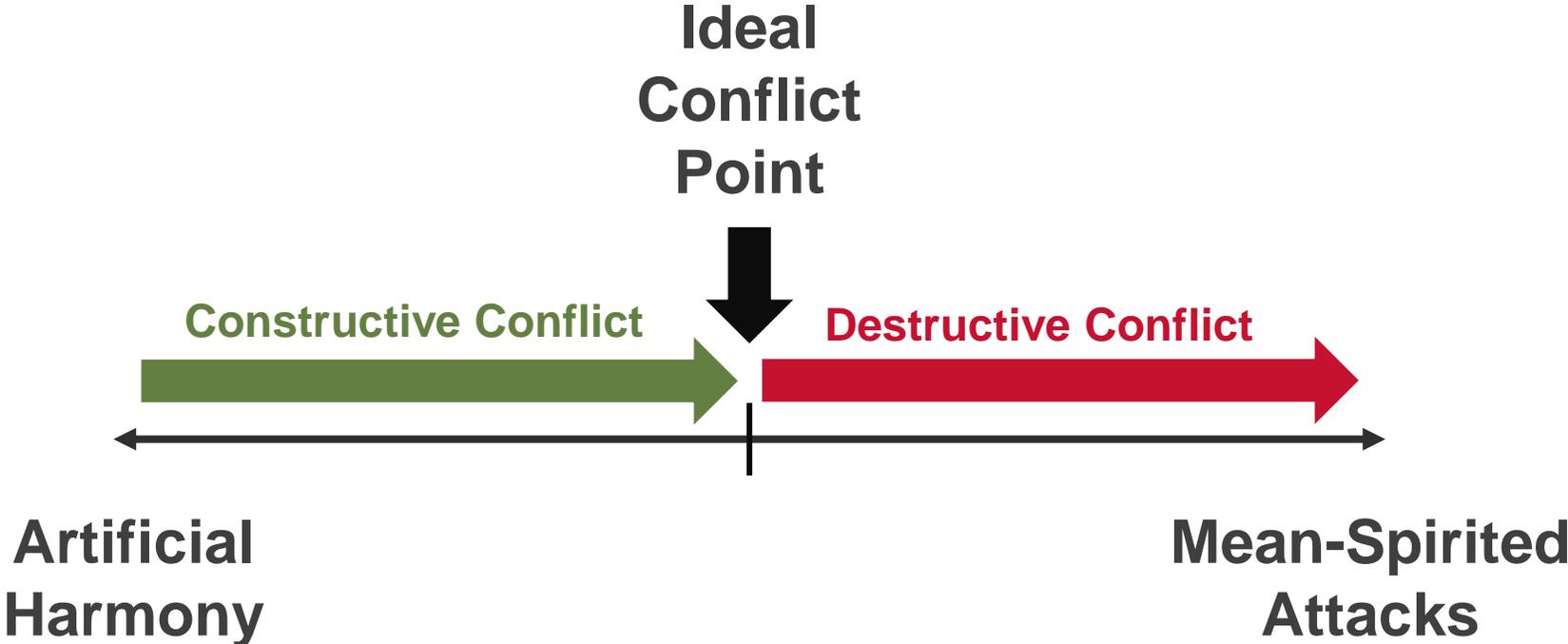


# A Team That Engages in Conflict:

- Has lively, interesting meetings
- Puts critical topics on the table for discussion
- Extracts and exploits the ideas of all team members
- Solves real problems quickly
- Minimizes politics



# Conflict Continuum



# Commitment

## Looks like...

- When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions
- It's not necessary to reach consensus, but **clarity** and **buy-in** are key to commitment



# A Team That Commits:

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Moves forward without hesitation
- Changes direction without hesitation or guilt



# Achieving Clarity

Clarity means knowing exactly what it is you're committing to and making sure everyone on your team is on the same page.



# Gaining Buy-In

Buy-in is about making sure your ideas and concerns are heard, and then getting behind the team's ultimate decision, whether or not you agree with it.



# What You Can Do

- Slow down to ensure clarity
- Be as accurate and thorough as possible
- Make sure everyone has a chance to air their doubts and concerns
- Help draw out more reserved teammates
- Support group decisions even when you don't agree with them



# Accountability

## Looks like...

- When everyone is committed to a clear plan of action, they are better able to hold one another accountable
- Team members must be willing to **call one another** on behavior or performance that isn't up to standards or hurts the team



# A Team That Embraces Accountability:

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action



# Results

## Looks like...

- Valuing collective success more than individual achievement
- When the team fails to achieve collective goals, taking personal responsibility to improve the team's performance



# A Team That Focuses on Results:

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distractions





May 24, 1994

# Barriers

# Distractions to Avoid

1. Ego
2. Career development
3. Money
4. My Department



# Recognizing Bias Traps



**Information  
Overload**



**Feelings Over  
Facts**



**Need For  
Speed**



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