CREATING CUTTING EDGE COMPANY CULTURE IN A WORK FROM HOME WORLD

TWO KEYS TO AN ENGAGED WORKFORCE:
RESULTS AND RELATIONSHIPS

TEAMALYTICS™
STRONG TEAMS FOR A COMPLEX WORLD

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Creating Cutting Edge Company Culture In A WFH World
Two Keys To An Engaged Workforce: Results And Relationships

DR. TIM GARDNER, SENIOR VP CONSULTING OF TEAMALYTICS EXAMINES CHANGES AND CHALLENGES THAT THE WORK-FROM-HOME MODEL HAS CAUSED

Dr. Tim Gardner, senior VP of consulting at Teamalytics is passionate about helping people live their best lives in every area. Since the early 1980s, Mr. Gardner has worked extensively as a leader and innovator in the fields of human relationships, organizational culture, and leadership development. At Teamalytics, Mr. Gardner brings his straight-talking, highly interactive and humor-laden style to create lasting personal and team change, blending the latest in scientific research with unique individual data. He is honored to serve Teamalytics clients as an executive coach and team facilitator.

In the following viewpoint, Mr. Gardner shares the keys to instilling a cutting-edge company culture in a work from home world. Mr. Gardner examines the changes that the work from home model has caused and some challenges to getting the most out of the company culture.

In a WFH (work from home) world, creating an engaging company culture can be challenging. Many questions arise: How does one lead a team effectively without seeing them every day? How do you retain top talent? How do you hold people accountable in a WFH setting? But there's one question that should be asked first: What type of business success is the right kind?
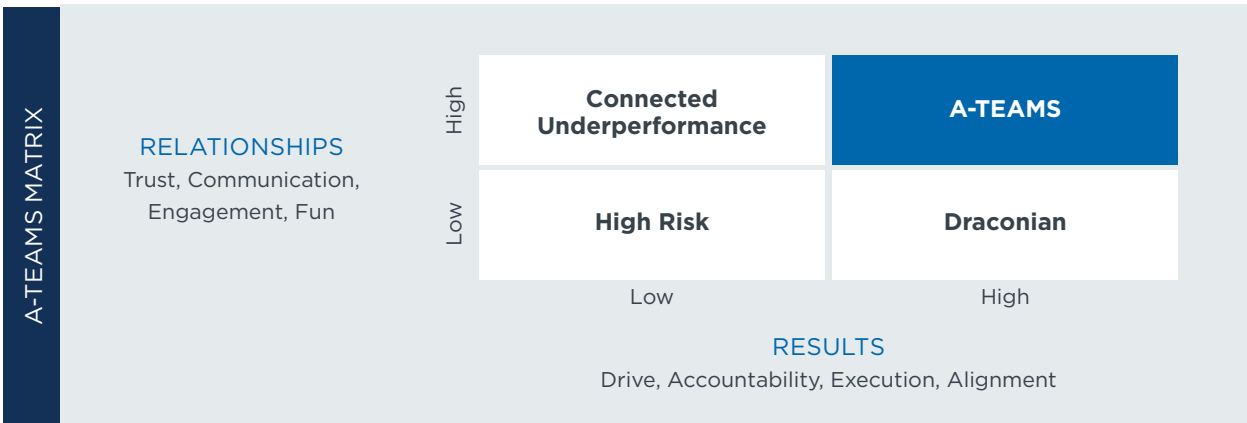
At Teamalytics, we believe that true success in business involves not just results, but also healthy relationships. While positive results are undoubtedly essential, they shouldn't come at the expense of your employees' personal lives. Keeping your workforce engaged and motivated without requiring them to come into the office is possible, but it requires a focus on relationships as much as it does on results. With 30 years of experience in leadership development, we've seen firsthand that cultivating strong workplace relationships is critical to achieving the right kind of results, even in a WFH world.

A CASE STUDY

Mark was a true industry veteran with 20 years of experience in the energy sector. He had taken on the role of CEO at a start-up in the oil and gas industry, but the organization was not functioning as a team, let alone an elite team. Infighting, disagreements, and a lack of unity had led to a struggle in getting results.

Mark was at a loss as to how to fix the situation, until a board member suggested that he get an executive coach. And that's where Teamalytics came in.

A-TEAMS MATRIX	RELATIONSHIPS Trust, Communication, Engagement, Fun	High	Connected Underperformance	A-TEAMS
		Low	High Risk	Draconian
			Low	High
			RESULTS Drive, Accountability, Execution, Alignment	

After our initial interview with Mark, the first thing we did was gather behavioral data from the entire executive team using our proprietary 360 profile. With over 30 years of experience in the leadership development field, we knew that this was a team conversation, not just an issue with the CEO. What we found was not surprising. Mark's entire team experienced him as being independent, stubborn, and aggressive. He had high expectations that people felt they could never meet, and no one felt cared for, valued, or encouraged.

It was no surprise that people were considering jumping ship, and results were lacking. But as the coaching process began, Mark became aware of just how it felt for others to be around him – and what he needed to do to change that. People may try to let their team leaders know how they are coming across, but it often falls short as people struggle with the right words or worry about retaliation. It's why many people in situations like this cast their vote by quitting.

But with our 360 process, Mark received real, accurate, and actionable feedback. This allowed him to start practicing adding or subtracting certain behaviors that would deepen and strengthen relationships with those around him. Creating awareness of where things are right now is a key to building healthy workplace relationships.

Having healthy team relationships is critical to getting the right kind of results, and having an elite team is all about having the right kind of relationships that lead to the right kind of results. It is also important to create a cutting-edge culture, especially in a WFH world, by having people who know they are part of an elite team.

Mark's awareness and subsequent actions changed everything. As they sold their first start-up and moved onto round two, one of the first things Mark did was have everyone on the new launch team take the Teamalytics 360 Profile. They then went through a debrief and a coaching session with one of our coaches, followed by a Teamalytics Team Intensive where the whole team got to learn about their team's strengths and constraints in a fun, non-threatening atmosphere. They became aware of how, as leaders, they impacted the people around them. They discussed their hybrid work arrangement that included Monday and Friday at home and Tuesday through Thursday in the office, and built deeper relationships. They discussed the results they wanted to have and started their journey to be a truly elite team.

THE TEAMALYTICS APPROACH TO BUILDING A-TEAMS

The Teamalytics approach for building elite teams is based on the recognition that healthy relationships are a critical ingredient for team success. Our process focuses on learnable behaviors and attitudes that promote healthy relationships, which are essential to achieving optimal results in the workplace. Our research and experience working with over half a million people and thousands of teams, including those in Fortune 500 companies, the military, professional sports, and education, have revealed critical leadership behaviors that are essential to building healthy relationships and creating elite teams.

One of our core tools, the Teamalytics 360 Profile, measures 13 critical leadership behaviors and graphs them as a strength or as a risk of being overused or underused. For instance, Mark, as described in our previous example, showed high criticality and low nurturing, indicating a tendency to overplay critical and demanding behaviors while underplaying those that demonstrate care, support, and encouragement. Both these factors are crucial in building and maintaining healthy relationships. It is relationships and results that need to be the focus for creating elite teams. The following diagram illustrates what happens when that dyad is out of balance.

It is interesting to understand how leadership and team behaviors have changed as a result of the COVID pandemic, and the greater shift to a work from home/work from anywhere environment. Before COVID, our data showed that low nurturing was the most frequent constraint, with low criticality coming in second. However, since the

pandemic and the shift to remote work, we have noticed a change in the statistics. Low criticality has now taken the top spot, indicating a struggle among leaders to challenge and hold their remote teams accountable. Meanwhile, low nurturing has moved to third place, suggesting that leaders are still grappling with how to build healthy relationships in a WFH environment.

Overall, our methodology emphasizes that healthy relationships are not a matter of luck or mystery but rather learnable behaviors and attitudes. The Teamalytics approach can help leaders develop the skills necessary to create elite teams, even in a WFH world.

THE CURRENT STATE OF YOUR WORKFORCE – WHAT'S NEXT?

Based on Teamalytics' experience and well published external research it is evident that the current workforce is facing challenges in maintaining high levels of engagement. As per the findings of the Gallup State of the Global Workplace: 2023 Report, most of the global workforce is engaged in a phenomenon known as "quiet quitting." Quiet quitting occurs when individuals disconnect psychologically from their work. They may physically be present at their workplace or logged into their computers, but they lack a clear sense of purpose or understanding of the significance of their tasks. Additionally, they lack meaningful relationships with their colleagues, supervisors, or the organization itself. This category encompasses nearly six out of every ten employees. When combined with actively disengaged workers, the global economy incurs a cost of $8.8 trillion, equivalent to 9% of the world's GDP, due to low engagement levels. While compensation and burnout are contributing factors, the lack of deep relationships in the workplace is another cause that should not be ignored. Gallup has always reported that feeling heard and valued is critical to employee engagement. With the WFH model becoming increasingly popular, team members want to feel heard, especially when it comes to their preference for flexibility.

The importance of flexibility in the WFH model is backed by research. A study by the Harvard

Business Review shows that 59 percent of respondents rated flexibility as more important than salary and benefits, and 77 percent of employees preferred working for a company that gives them work from anywhere opportunities (WFA). Another study indicates that 83 percent of the workers who can WFA want their employers to provide those arrangements, at least on a part-time basis, and 32 percent of the remote workforce wants to do so full-time. Supporting all of this is the fact that 85 percent of managers now believe leading remote workers will "become the new norm."

The pandemic has changed the modern workforce. Before COVID, only six percent worked primarily from home, while around 75 percent of workers never worked remotely. At the peak in 2020, almost 40 percent were exclusively WFA. That is currently around 26 percent, with approximately 66 percent WFA at least part time. By 2025, over 36 million Americans are predicted to be working remotely. Therefore, it is crucial for leadership teams to be prepared for this shift and to ensure that their culture has changed to care for, support, encourage, and hold accountable those who are WFA or will be soon.

To achieve this, it is important for companies to have a culture of achieving results and building relationships. This is backed by Peter Drucker's management philosophy that "culture eats strategy for breakfast." Such a culture will provide an advantage in achieving elite teams, which is what every company aims to achieve but only a few manage to do. Building elite teams requires a partnership between achieving results and building healthy relationships. By taking the time to intentionally get to know team members, working to care for them, and intently listening to them, a foundation of relational equity can be built that then allows teams to have healthy conflict, challenge each other and hold one another accountable.

A cutting-edge culture that creates workforce engagement knows how to build elite teams in a WFH world. It's as simple – and as difficult – as that.

Teamalytics has uniquely qualified coaches, breadth of experience, and proprietary analytics to help clients build and sustain strong teams within an increasingly complex workplace.

For three decades we've worked with leading organizations across industries to tackle team dissonance so that they can face complex challenges like corporate changes, mergers, transformation, and performance gaps.

Schedule a consult with one of our experts to explore how Teamalytics can help you create an engaged workforce based on the right balance of results and relationships.

Schedule A Consult

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