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## From Congeniality to Collegiality


### *A Toolbox for Action*

Improving Chorus Performance through Teamwork  
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## MY ASSUMPTIONS

- You are a member of a good, high performing chorus
- Your chorus culture is one of continuous improvement
- You recognize that there are many leaders in your chorus in addition to the director and the president/team leader
- You believe your chorus is a team
- You understand that an effective team is greater than the sum of its parts
- Your chorus has a vision that includes raising the bar
- Other?





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## YOU HAVE A TOOLBOX

It is full of tools that can be used to help your chorus perform better as a team.

What is in YOUR CHORUS'S toolbox??



Do you know what to use when?  
Which tools do you use well?  
Which do you need to use more effectively?  
Which do you overuse?  
What are some other tools?

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## The Metaphor Work; How does it work?

- The toolbox
- Lencioni's Model

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## An Adapted Model

Lencioni: FIVE Dysfunctions

**FIVE CHARACTERISTICS OF AN EFFECTIVE TEAM**

freepowerpointtemplates.com

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**FIVE CHARACTERISTICS OF AN EFFECTIVE TEAM**

freepowerpointtemplates.com

## WHAT DOES THIS MODEL MEAN?

- Does NOT mean you are an ineffective chorus
- Dysfunction occurs when teams are missing any of these key functional elements, which directly impacts results and productivity within teams.
- SO, if you would like to go farther, get better, make additional progress, one of these might need improvement
- Is compatible with the idea that musical competence and artistic skills, alone, are not enough
- You MUST work as a team

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## WHAT CAN YOU DO TO ENHANCE ANY OF THESE CHARACTERISTICS?

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## Start at the Bottom: TRUST

WHY?

- If trust is absent, your team will struggle because it does not have a solid foundation from which all things can be built.
- People who do not trust the organization or team members will suppress their true feelings/fears/hopes/preferences.
- Decisions may be seen as not in the group's best interests
- Fear of change will be dominant.

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## TRUST

WHAT DOES IT LOOK LIKE?

- A culture of trust is when people on your team freely express weaknesses, fears, disagreements and their vulnerabilities.
- If you don't openness and honesty, you may end up politicking. This could lead to people acting on how they think others view them instead of how they genuinely feel.
- When trust is absent, fear of being exposed can set in because people do not believe that others on the team have their best interests at heart.

• <https://www.yeseep.org/blog/the-power-of-relationships-dysfunction-1>

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## TRUST

WHAT CAN YOU DO TO ENHANCE IT? BE HUMAN.

- Demonstrate credibility: model expectations and walk the talk.
- Develop vital insights into each team member's unique characteristics.
- Show vulnerability. Ask for constructive criticism and feedback and show that its OK to make mistakes.
- Follow through: do what you say you will do.
- Be transparent: hold open meetings and post minutes.
- Overcommunicate messages and clearly and repeatedly and EXPLAIN WHY.

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## TWO CRITICAL ISSUES IN TRUST

### THE FEAR OF CHANGE

- Walk through CHANGE issues thoughtfully: realize that people want to know "What is going to happen to ME?"
- Realize that with change, people fear loss (position, status, competence)
- Some feel grief; wishing things were "the way they used to be".

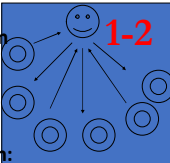
### THE IMPORTANCE OF CLARITY IN THE DECISION MAKING PROCESSES

- **KEY ELEMENT: Team members need to know their role**
- **Leaders need to explain why**
- **Team members need to be willing to "agree to disagree" but support the final decision**

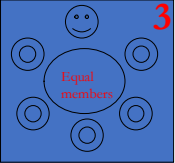
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## Clarify the Decision Making Process

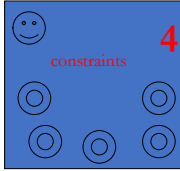
1. Leader decides based on information
2. Leader decides based on recommendations
3. Leader and team members have an equal partnership in the decision: may vote or do consensus
4. Leader turns the decision over to the team with constraints/monitoring
5. Leader says "you decide"



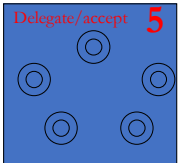
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## HEALTHY CONFLICT

**WHY IS IT IMPORTANT?**

- You need to be able to engage in unfiltered and passionate debate of ideas – not veiled discussions and guarded comments – so that each person can be heard and their ideas respected
- People who do not trust the organization or team members will suppress their true feelings/fears/hopes/preferences
- Unless they challenge and then clearly understand why a decision has been taken, team members are likely to fail to commit to the adopted course of action or team goals overall.

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## HEALTHY CONFLICT



**WHAT DOES IT LOOK LIKE?**

- Open talking in group meetings
- Parking lot conversations need to have a bottom line of “What are we going to DO about this?”
- NOT going to Abilene (Group Think)
- Team members do not avoid open discussion of controversial topics
- Team members can “agree to disagree”
- Issues are confronted, not people

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## HEALTHY CONFLICT

### WHAT CAN YOU DO TO ENHANCE IT?

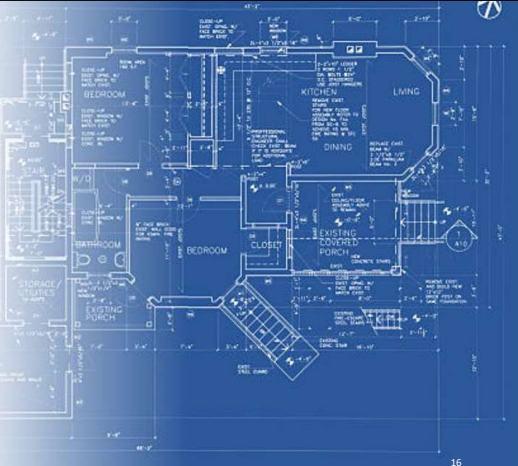
Enhance TRUST	Commit to: “What’s best for the chorus” in front of “what’s best for me?”	Agreed upon goals • Blueprint • compass	Use of small groups
No Parking signs	Abilene story	Devil’s Advocate	Other?

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## COMMITMENT

**WHY IS IT IMPORTANT?**

- It means team members have an agreed upon goal and they are individually and collectively working toward it
- Lack of commitment usually means team members have not bought into the decision and therefore don’t feel they have to work to support it.
- Everyone is on the same page.



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## WHAT DOES COMMITMENT LOOK LIKE?

- Following through  
*NOT*
  - *I didn't have time*
  - *I forgot*
  - *I didn't understand what to do*
- Sticking with the plan
- NOT becoming invisible
- Using formative feedback to help progress, not criticism
- Using appropriate power/authority/influence




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## COMMITMENT

### WHAT CAN YOU DO TO ENHANCE IT?

- "Keep your eyes on the prize"
- Know the difference between voting and consensus and use them correctly
- Discuss possible pitfalls and worst-case scenarios
- Be specific, communicate often: clarity is necessary for commitment.
- Duct tape: Hold them all together
- WD-40: Help the squeaky wheel




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## ACCOUNTABILITY

### WHY IS IT IMPORTANT?

- It affirms that the goals and standards are important.
- It demonstrates that team members have respect for each other.
- It expresses confidence that each team member is confident in the others.



- WHAT DOES IT LOOK LIKE?
- Peer pressure
- Personal responsibility
- One on one conversations

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## ACCOUNTABILITY

### WHAT CAN YOU DO TO ENHANCE IT?

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- Agreed upon and published goals
- Individual goal reporting
- Culture of personal responsibility
- Mentors/coaches/buddies
- Implementation plan partners
- Formative feedback timelines
- Riser buddies: What is the proper role in vocal feedback?
- Other?

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