

# Building a Cohesive Team

Nadine Maxwell and Travis Janzen

# Activity #1

# Part 1: Plan

- 1 min silent individual planning.

# Part 2: Tallest Tower

- Select your builder to be blindfolded
- Builder can't speak but can use their hands
- Everyone else, one-word instructions but no hands.

# 5 Dysfunctions of a Team



# Psychology of Team Building

Google's Project Aristotle

*What makes a team effective?*

➤ **Psychological Safety**



➤ **Dependability**



➤ **Structure and Clarity**



➤ **Meaning**



➤ **Impact**



# Social Identity Theory

Tajfel and Turner

Us vs. Them



Shared Identity



It starts with **Leaders**



- Use Shared Language
- Celebrate Team Wins
- Create rituals
- Be RELATABLE



# More than just Skill Sets

Harvard Business Review

## 5 Behaviours of High Trust Teams

- *Not leaving collaboration to chance*
- *Keeping Colleagues in the Loop*
- *Sharing Credit*
- *Believing disagreements make the team stronger*
- *Psychological Safety*



# Beyond Trust

Harvard Business Review

## Intentional Team Building

- *Hybrid Team Rituals*
- *Customized Merchandise*
- *Origin Stories*
- *Shared Experiences*

## Leadership's Role

- *Creating a Safe Space*
- *Active Listening*
- *Empowering Teams*
- *Focus on Well Being*
- *Addressing Dysfunctions*

- Diverse Teams Make Better Decisions
- Teams Learn Faster and Become More Resilient
- Cohesive Teams Work More Efficiently
- Collaboration Strengthens Relationships
- Shared Success Builds Motivation



3:18



Reels



# Me and my coworkers practicing a team building exercise



22

EXECUPGRADES.COM



2,779



executivecareerupgrades

Follow



Team building exercises are meant to ...



# Activity #2

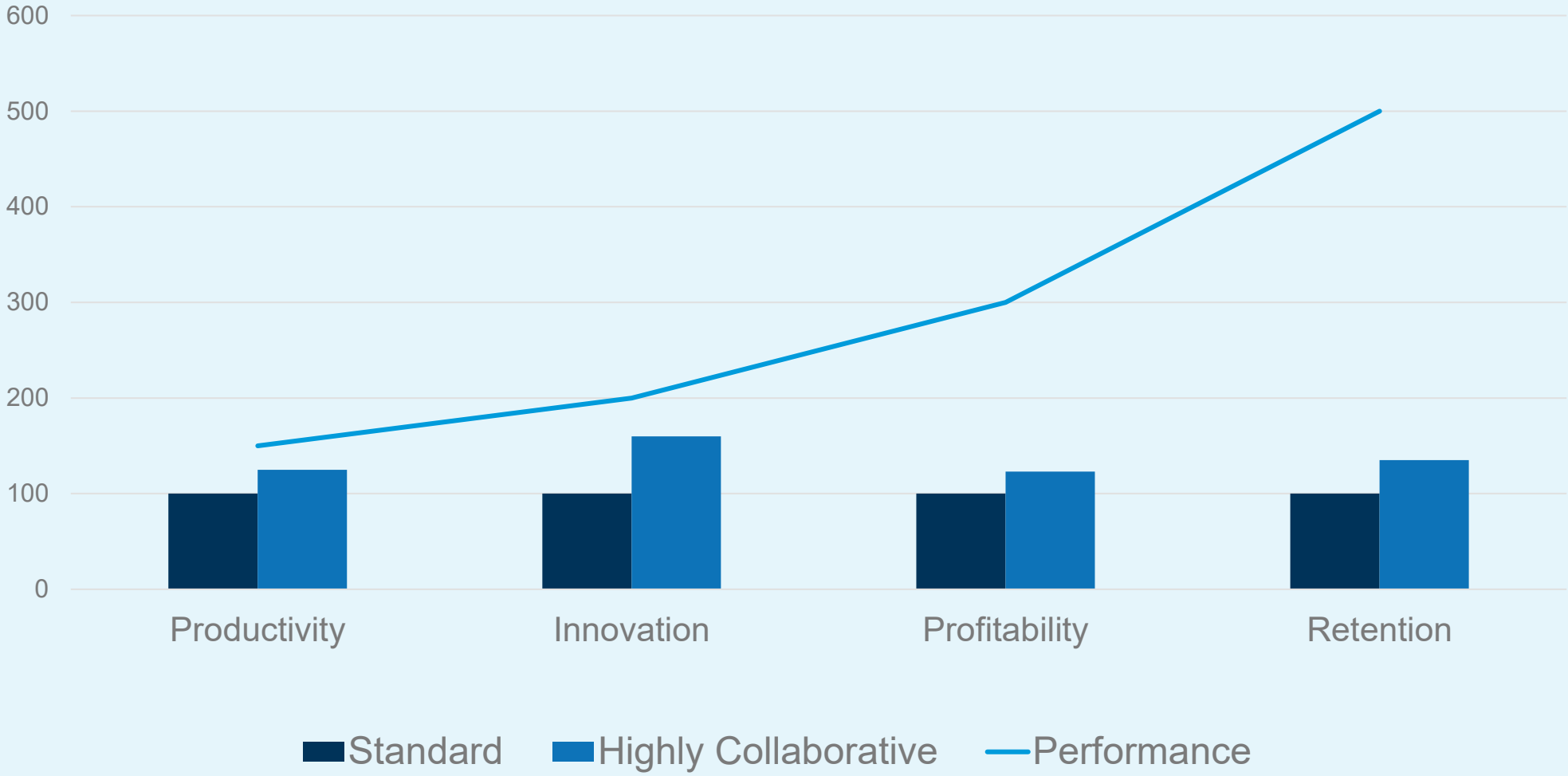
# Part 1: Plan

- 1 min group strategy planning.

# Part 2: Tallest Tower

- Select your builder to be blindfolded
- Builder can ask questions and use their hands
- Everyone else, full sentence instructions but no hands.

# Impact of High Collaboration on Organizational Performance



# Gen Z and Millennial Survey

Deloitte

➤ Managers that Coach, Listen and Involve



➤ Learning Development and Feedback



➤ Leadership, Growth, Inclusion and Voice



➤ AI supports agility, risk factors, collaboration



➤ CAN'T REPLACE TRUST



# Building Blocks



➤ Consistency

➤ Make it Fun



# Key Takeaways

➤ **Trust is the Foundation of Psychological Safety that Drives Success**

➤ **Build a "Shared Identity"**  
**"US"** instead of **"Them"**  
**"WE"** instead of **"THEY"**

➤ **BEYOND ICEBREAKERS**

Activities tailored to team dynamics

**PLAN** and **CONSISTENCY**

Questions?