


OHIO AUDITOR OF STATE

KEITH FABER



Building Cohesive and High-Performing Teams

Strategies for Effective Collaboration and Team Success

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Agenda

• Overview of the Auditor of State's Office

• Building Cohesive & High-Performing Teams

• Key Team Behaviors & Dynamics

• Measuring & Improving Team Performance

• Interactive Activities & Self-Assessments

• Resources & Closing

• Questions

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Introductions

• Names and Role

• Organization

• Favorite Easter Candy...



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## Our Mission

As Ohio's chief compliance officer, the Auditor of State makes Ohio government more efficient, effective, and transparent by placing checks and balances on state and local governments for taxpayers.



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## Auditor Keith Faber

- Ohio's 33rd Auditor of State, Keith Faber
- Celina, Mercer County
- Dedicated to ensuring efficient, effective and transparent government for the people of Ohio.
- From 2001-18, Faber served Ohioans in the state legislature, including time as President of the Ohio Senate.
- Graduate of OSU, Moritz College of Law



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## By the Numbers

5,900	\$6,400,000,000	124,000
\$200,000,000	\$3,800,000,000	129
800	1,800	\$20,000,000

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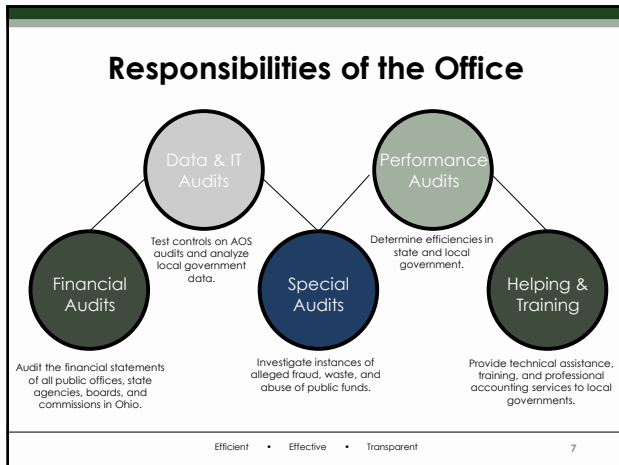
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## Defining a Team

"A team is a group of people who are mutually dependent on one another to achieve a common goal."



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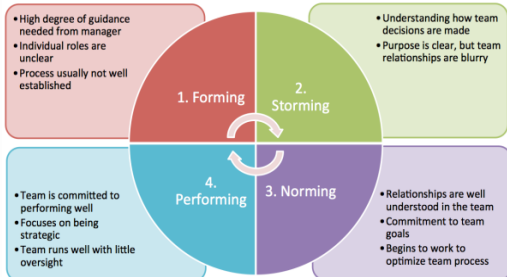
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## Stages of Team Development



<http://blogs.atlassian.com/2013/07/how-atlassian-does-it-3-tips-for-remote-teamwork/>

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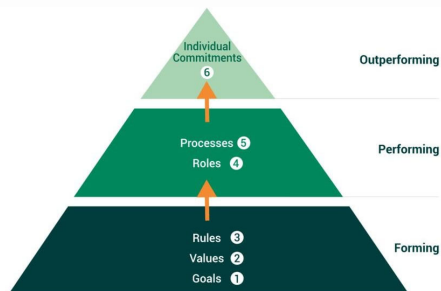
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## The Six Dimensions of Winning Teams



The High-Performance Model of Beckhard-Goudsmit-Van der Heyden

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## What is Team Cohesiveness?

**Definition:** Team cohesiveness is the ability to work as a unified group toward common goals.

**Importance:** Better communication, job satisfaction, efficiency, and achieving objectives.

**Signs of Cohesion:** Quick conflict resolution, trust, accountability, and shared vision.



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## Team Cohesiveness

### 7 Ways To Build Team Cohesiveness

- Fit the people to the roles
- Support, recognize, and develop your people
- Connect the team's goals to the company's purpose
- Encourage innovation
- Give and receive feedback
- Be willing to adapt
- Develop leadership skills



### 10 Ways To Improve Team Cohesiveness

- Encourage communication
- Practice team-building activities
- Structure clear goals
- Provide training and development
- Celebrate successes
- Build trust
- Define values
- Empower team members
- Resolve conflicts constructively
- Choose team members wisely

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## Activity Instructions

**1. Select a Card –** Choose a card that represents a symbol or metaphor for what comes to mind when you hear the word teamwork.

**2. Reflect –** Take a moment to think about why that card stands out to you. What does it represent in relation to the topic?



**3. Share –**

- Option 1:** Share your card and reasoning with the whole group.  
**Option 2:** Share your card and reasoning with a partner.

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## The Five Behaviors Model

These five behaviors  
form the framework of a  
cohesive team



To be truly cohesive, teams must:

- ▶ **Trust one another**  
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▶ **Engage in conflict around ideas**  
When there is trust, team members are able to engage in unfettered, constructive debate of ideas.
- ▶ **Commit to decisions**  
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- ▶ **Hold one another accountable**  
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▶ **Focus on achieving collective results**  
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

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## Six Factors of Team Effectiveness

1. **Clear Goals** - Establish specific, shared objectives to align team efforts.
2. **Role Clarity** - Define individual responsibilities to prevent overlap and confusion.
3. **Enabling Processes** - Implement efficient procedures for planning, communication, and task management.
4. **Psychological Safety** - Foster an environment where team members feel safe to express ideas and concerns without fear.
5. **Supportive Environment** - Ensure access to necessary resources, time, and support to achieve goals.
6. **Team Reflection** - Regularly assess team performance to learn from successes and areas needing improvement.

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## Dimensions of Effective Teams

- **Goals** – Clear, shared goals keep team members aligned and focused.
- **Participation** – Inclusive teamwork fosters creativity and engagement.
- **Feelings** – A safe environment encourages open expression and idea-sharing.
- **Diagnosis of Team Issues** – Addressing problems early prevents destructive patterns.
- **Conflict** – Resolving disagreements quickly strengthens team bonds and productivity.
- **Decisions** – Involving team members in decision-making boosts morale and innovation.
- **Leadership** – Diverse leadership enhances perspectives, innovation, and decision-making.
- **Trust** – A high-trust environment empowers members to share ideas without fear.
- **Creativity & Growth** – Encouraging creativity drives innovation, efficiency, and teamwork.

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## Activity: How Are We Doing?

### Five Behaviors of a Cohesive Team

Trust – Conflict – Commitment – Accountability – Results

- Raise your hand when we read the behavior that you think **your team needs to work on most**.
- Raise your hand when we read the behavior that you think **your team is the strongest in**.

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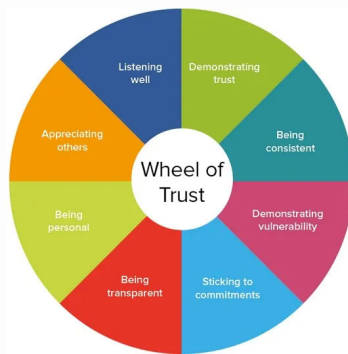
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## Trust

- **Confidence** among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.
- When team members are **genuinely transparent and honest** with one another, they are able to build vulnerability-based trust.



Image, above: Roffey Park Institute

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## Trust-Building Technique: Keystone Conversations

**Before starting a project, team members should share:**

- The tasks at which they excel.
- Their communication preferences.
- Successful and unsuccessful collaborations they've experienced.

**Why It Matters:**

- Sets clear expectations and builds trust.
- Reduces potential conflicts by addressing challenges upfront.
- Helps teams collaborate more efficiently from the start.
- **Proactively** create a strategy for handling breakdowns in communication.



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## Conflict

When there is trust, team members are able to engage in unfiltered, **constructive debate**.

**Healthy conflict** focuses on concepts and ideas to produce the best possible solution.

"You go to a meeting and you can disagree all you want, but at the end of that meeting you will commit and walk out of the room on the same page."

**Patrick Lencioni**



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## Conflict

### Destructive Response



### Constructive Response



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## 5 Major Conflict Management Styles

1. **Collaborating** – Balances assertiveness and cooperation, finding a solution that satisfies all. Best for long-term relationships and important outcomes, like merging departments.
2. **Competing** – Assertive but uncooperative, pursuing one's own interests. Useful in high-stakes external competition but not recommended internally.
3. **Avoiding** – Unassertive and uncooperative, sidestepping conflict when the outcome is minor or delay is safest.
4. **Accommodating** – Self-sacrificing, prioritizing relationships over personal interests. Best when the outcome is unimportant but harmony matters.
5. **Compromising** – A middle ground, where both sides give up something for a quick resolution. Works when time is limited, though neither party is fully satisfied.

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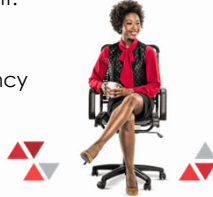


## Commitment

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 achieve consensus, but **clarity** and **buy-in** are key to commitment.

- Aligning Goals and Vision
- Building Trust Through Transparency
- Empowering Ownership



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## 5 Ways to Drive Commitment Within a Team

1. **Alignment & Importance** – Clearly communicating how team goals contribute to the company's vision keeps teams engaged and purpose-driven.
2. **Transparency & Visibility** – Making goals public creates accountability and reinforces commitment.
3. **Participation in Goal-Setting** – Involving employees in setting goals improves clarity, engagement, and performance.
4. **Ownership & Accountability** – While teams share responsibility, assigning a single owner ensures progress and alignment.
5. **Documenting Goals** – Writing down goals increases commitment and provides a clear reference for tracking progress.

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## Accountability

- 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 agreed-on standards or that hurts the team.
- Routine check-ins allow the team to assess **progress**, address any roadblocks, and reinforce accountability.
- Constructive feedback delivered in a timely manner reinforces the importance of **meeting commitments** and **upholding standards**.



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## 5 Cs of Leadership and Team Accountability

### Common Purpose

- Clear goals drive focus, planning, and results.
- Engaging stakeholders early fosters buy-in and accountability.
- Align teams around shared objectives for better performance.

### Clear Expectations

- Define roles, responsibilities, and measurable goals.
- Regular check-ins help address challenges and track progress.
- Clarity leads to accountability and improved outcomes.

### Communication & Alignment

- Transparent messaging aligns teams with company goals.
- Leading by example and open dialogue build trust.
- Regular meetings ensure alignment and adaptability.

### Coaching & Collaboration

- Coaching enhances skills, performance, and accountability.
- New team members benefit from structured support.
- Evaluations reinforce impact and improvement.



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## Results

- The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the **achievement of results**.
- Team members need to make **collective results** their top priority.
- A results-focused team prioritizes finding solutions to problems, not dwelling on setbacks, **maintaining momentum** toward their goals.
- Regularly measuring performance against key objectives keeps the team focused on results, allowing them to **celebrate achievements** and course-correct when needed.



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## Dimensions of Results

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| <ul style="list-style-type: none"> <li>• <b>Quality:</b> <ul style="list-style-type: none"> <li>• Accuracy of work</li> <li>• Attention to detail</li> <li>• Adherence to specifications</li> <li>• Customer satisfaction</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <b>Efficiency:</b> <ul style="list-style-type: none"> <li>• Minimizing wasted time and resources</li> <li>• Optimizing processes</li> <li>• Effective resource allocation</li> </ul> </li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Quantity:</b> <ul style="list-style-type: none"> <li>• Number of deliverables produced</li> <li>• Output volume</li> <li>• Meeting production targets</li> </ul> </li> </ul>                         | <ul style="list-style-type: none"> <li>• <b>Effectiveness:</b> <ul style="list-style-type: none"> <li>• Achieving desired outcomes and goals</li> <li>• Alignment with strategic objectives</li> <li>• Positive impact on key performance indicators (KPIs)</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Timeliness:</b> <ul style="list-style-type: none"> <li>• Meeting deadlines</li> <li>• Project completion within designated timeframe</li> <li>• Prompt response to requests</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Impact:</b> <ul style="list-style-type: none"> <li>• Broader organizational benefits</li> <li>• Positive influence on stakeholders</li> <li>• Long-term sustainability of results</li> </ul> </li> </ul>                               |

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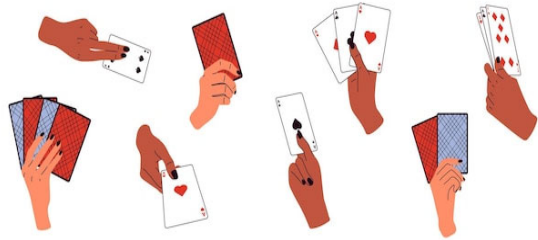
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## Ubuntu Cards Connecting Activity



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## Ubuntu Cards Connecting Activity Instructions

1. Find someone you **DON'T** know who has the same object in their card as you.
2. Identify the object.
3. Then, have a conversation to find something you have in common with this new friend.
4. If we have time, swap card and find a new friend.

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## Ubuntu Cards Connecting Activity Create a Story

1. Get into groups.
2. Look at the single object on your card.
3. As a team, make up a story using the single objects from the cards of your team.
4. Share the story with the group.



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## The Evolving Nature of Teamwork

### Principle 1: Develop an Operating System for Teamwork

Operating systems are the core frameworks for team collaboration, change creation, and mutual support.



#### McKinsey's The Way We Work OS:

- Collaboration and scalability
- Kickoffs, feedback, retrospectives, handovers
- Trust in relationships

#### Action Plan for Success:

- Kickoffs, one-on-ones, retrospectives
- Comprehensive handovers
- Cultural adaptation
- Investment in tools

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## The Evolving Nature of Teamwork

### Principle 2: Invest in Real-Time Measurement



Implement tools to gather and analyze team and client feedback to drive improvements.



McKinsey's Example: Surveys to gauge team engagement, project progress, and client satisfaction.



Insights: Teams that track sentiment and outcomes in real time adapt better and achieve stronger client relationships.

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## The Evolving Nature of Teamwork

### Principle 3: Create a System for Continuous Improvement



Leverage technology and data to support ongoing learning and adjustments within teams.

Key Actions: Establish a center of excellence to analyze team data, adapt technologies, and ensure alignment on best practices.

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### Dr. Meredith Belbin Team roles

Role	Typical Features	Assets	Liabilities
<b>Completer Finisher</b>	Meticulous attention to detail. Well organised and conscientious.	Staying power to see things through to the end. A desire get things right first time every time.	A tendency to become too concerned with details too early. May have difficulty letting go.
<b>Team Organiser</b>	Conservative, dutiful and reliable.	Organising ability, practical common sense, hard working and disciplined.	Lack of flexibility, a reluctance to experiment with ideas that are seen as new or untested.
<b>Monitor Evaluator</b>	Detached, unemotional and prudent.	Sound judgement, discretion and hard headedness.	A tendency to undermine the value of intellectual and creative ability in others.
<b>Specialist</b>	Technical bias with an obvious enthusiasm for their specialism.	Can be relied on for the depth of knowledge and ability to be creative within their field.	May focus only on their defined field at the expense of the big picture. Wary of generalists.
<b>Chair</b>	Calm, self confident and self controlled.	Free of prejudice, treats all contributions/people on their merits. Sets clear objectives.	Likely to be out of their depth if creative approaches are required. May mishandle the Specialist.
<b>Team Facilitator</b>	Socially oriented, agreeable and sensitive to interpersonal issues.	An ability to respond to people and to encourage the development of team spirit.	May lack a decisive edge and tends to overconsult in times of crisis.
<b>Resource Investigator</b>	Enthusiastic networker. Curious and communicative.	A capacity for making contacts and exploring anything new. Likes challenges.	May only show an interest when there is a resource problem to be solved.
<b>Dynamiser</b>	Dynamic, outgoing, 'up for it'.	Drive which challenges inertia, ineffectiveness, complacency or self-deception.	Can be too confrontational and show irritation and impatience with other people's efforts.
<b>Innovator</b>	Individualistic, unorthodox, able to think in many different ways.	Applied imagination, knowledge and insight.	May be inclined to disregard practical details or protocols. Can get stuck in the clouds.

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### Belbin Team Role Groupings

<b>Action-Oriented Roles</b>	Dynamiser	Challenges the team to improve.
	Team Organizer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
<b>People-Oriented Roles</b>	Chair	Acts as a chairperson.
	Team Facilitator	Encourages cooperation.
<b>Thought-Oriented Roles</b>	Resource Investigator	Explores outside opportunities.
	Innovator	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

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## Self & Team Assessments

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## Conflict Quiz

1. Go to: [Conflict Quiz](#)
2. Take the quiz to identify your approach to conflict.
3. Reflect on your results and how they impact teamwork and communication.
4. Be ready to discuss your insights with the group!

Conflict Quiz



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## Dimensions of Effective Teams Survey Instructions

1. Evaluate your team's performance in each dimension.
2. Circle a number from 1 to 10 for each dimension, where 1 represents the lowest performance and 10 represents the highest.
3. Provide a score for each dimension based on your assessment of the team's effectiveness.
4. Submit your completed assessment for review.

[Link](#) to Assessment

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## Team Cohesiveness Assessment

COHESION	Struggles	Occasionally Struggles	Barely Meets Expectations	Meets Expectations	Exceeds Expectations
Treat each other with professional respect					
Seek assistance when needed					
Effectively coordinate interdependent tasks					
Communicate effectively					
Shared commitment to achieving the unit's goals					
Trust each other to do the job					
Understand their roles and the roles of others					
Are able to influence each other regardless of rank					
Unit pride and esprit de corps is high					

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## Team Role Self-Assessment

### ACTIVITY/ EXERCISE

Dr. Meredith Belbin's Team role profiler



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## VIA Character Strengths Survey

Identifies **24 universal strengths** grouped into **six core virtues**, helping individuals recognize and develop their best qualities.



Take the Survey: <https://www.viacharacter.org/>

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## Resources

- Ohio Auditor of the State  
<https://ohioauditor.gov/>
- Six Dimensions of Winning Teams  
<https://knowledge.insead.edu/leadership-organisations/six-dimensions-winning-teams>
- Stages of Team Development  
<http://blogs.atlassian.com/2013/07/how-atlassian-does-it-3-tips-for-remote-teamwork/>
- Seven Ways to Build Team Cohesiveness  
<https://compass.insightglobal.com/culture-tap/build-cohesive-team-at-work/>
- Team Cohesiveness Assessment  
<https://usacimt.tradoc.army.mil/assets/pdf/Building%20Cohesive%20Adaptive%20Teams.pdf>
- Five Major Conflict Management Styles  
<https://www.waldenu.edu/news-and-events/walden-news/2017/0530-whats-your-conflict-management-style>

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## Resources

- Five Behaviors of a Cohesive Team  
<https://www.fivebehaviors.com/>
- 5 Ways to Drive Commitment to Team  
<https://www.td.org/content/atd-blog/5-ways-to-drive-commitment-to-team-goals>
- Five Cs of Leadership and Team Accountability  
<https://central.com/resources/what-are-the-five-cs-of-leadership-and-team-accountability/>
- Six Factors of Team Effectiveness  
<https://www.dciworld.com/blog/team-effectiveness>
- Dimensions of Effective Teams  
<https://www.dau.edu/sites/default/files/Migrated/ToolAttachments/Dimensions%20of%20Effective%20Teams%20-.pdf>

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## Resources

- Team Identity Model  
<https://www.linkedin.com/pulse/8-characteristics-winning-team-dr-tim-baker/>
- VIA Character Strengths Survey  
<https://www.viacharacter.org/>
- Five Dysfunctions of a Team  
<https://www.fivebehaviors.com/>
- Belbin's Nine Team Roles  
<https://www.belbin.com/about/belbin-team-roles#:~:text=What%20are%20the%20nine%20Belbin,the%20Action%20or%20Task%20roles>
- The Evolving Nature of Teamwork  
<https://hbr.org/2024/09/new-rules-for-teamwork?ab=seriesnav-spotlight>

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## AOS Regional Liaisons

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**Joe Braden**  
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**Ryan Holiday**  
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**Kathryn Semo**  
Northeast Region  
216-678-4338

**Jennifer Drik**  
East Region  
330-986-2000

**Scott Brown**  
Central Region  
614-633-5886

**Susanne Simpson**  
Southeast Region  
740-818-3751

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## Questions?

For more information, please contact:

**Dorinda Byers**  
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📞 General Inquiries: <https://ohioauditor.gov>  
🌐 Visit us online: <https://ohioauditor.gov/contact.html>

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