

From Trust to Results: Building High-Performing Teams in Engineering

Speaker: Tree Lindemann-Michael



About Me

- Bachelors in Computer Science
- 13 Years Industry Experience
- Work at World Wide Technology (8 years)
- Adjunct at School of Mines
- Prolific DayZ Modder
- 6 foot 8 inches tall (2.03 meters)



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Professional Problem solver through the medium of code.

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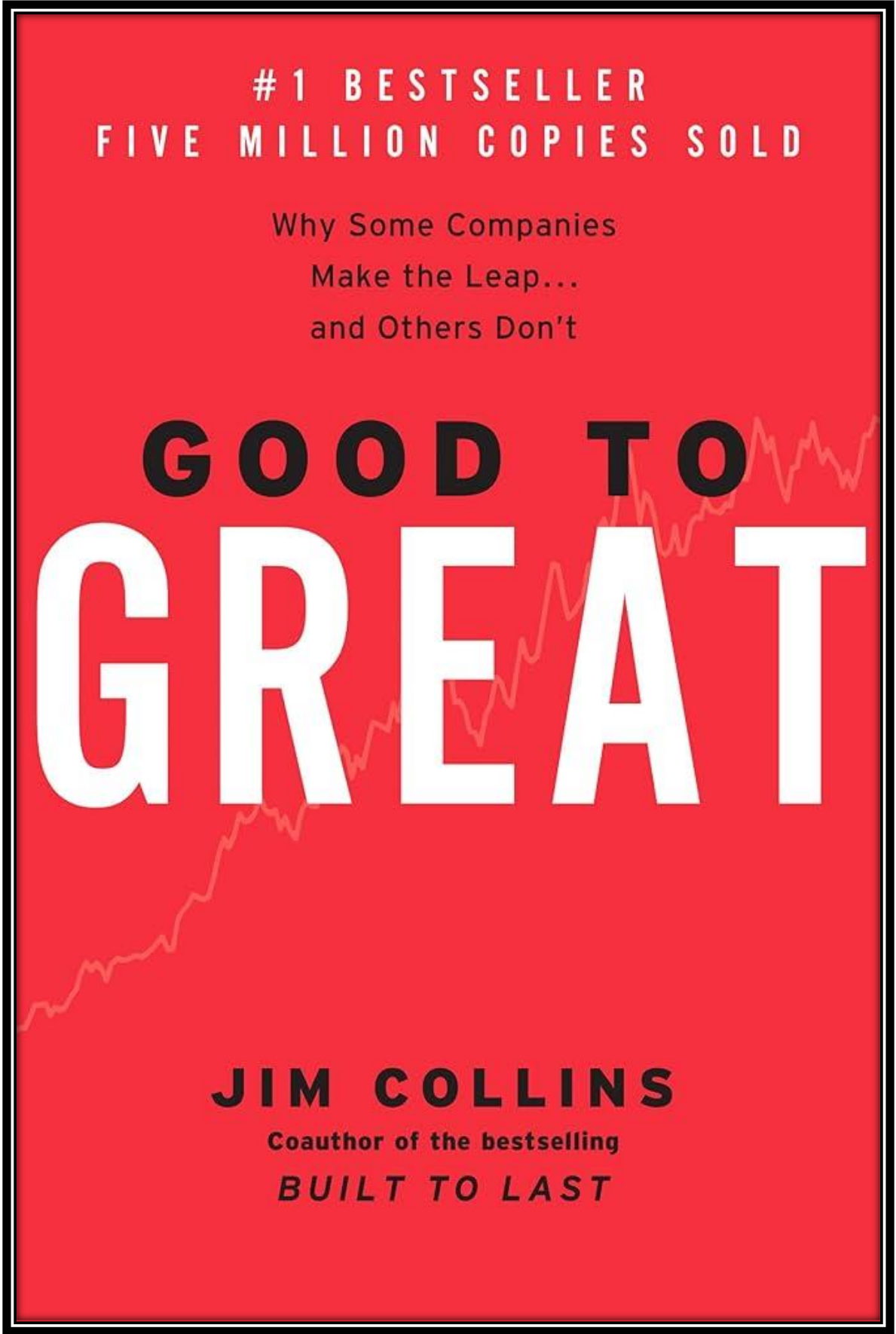
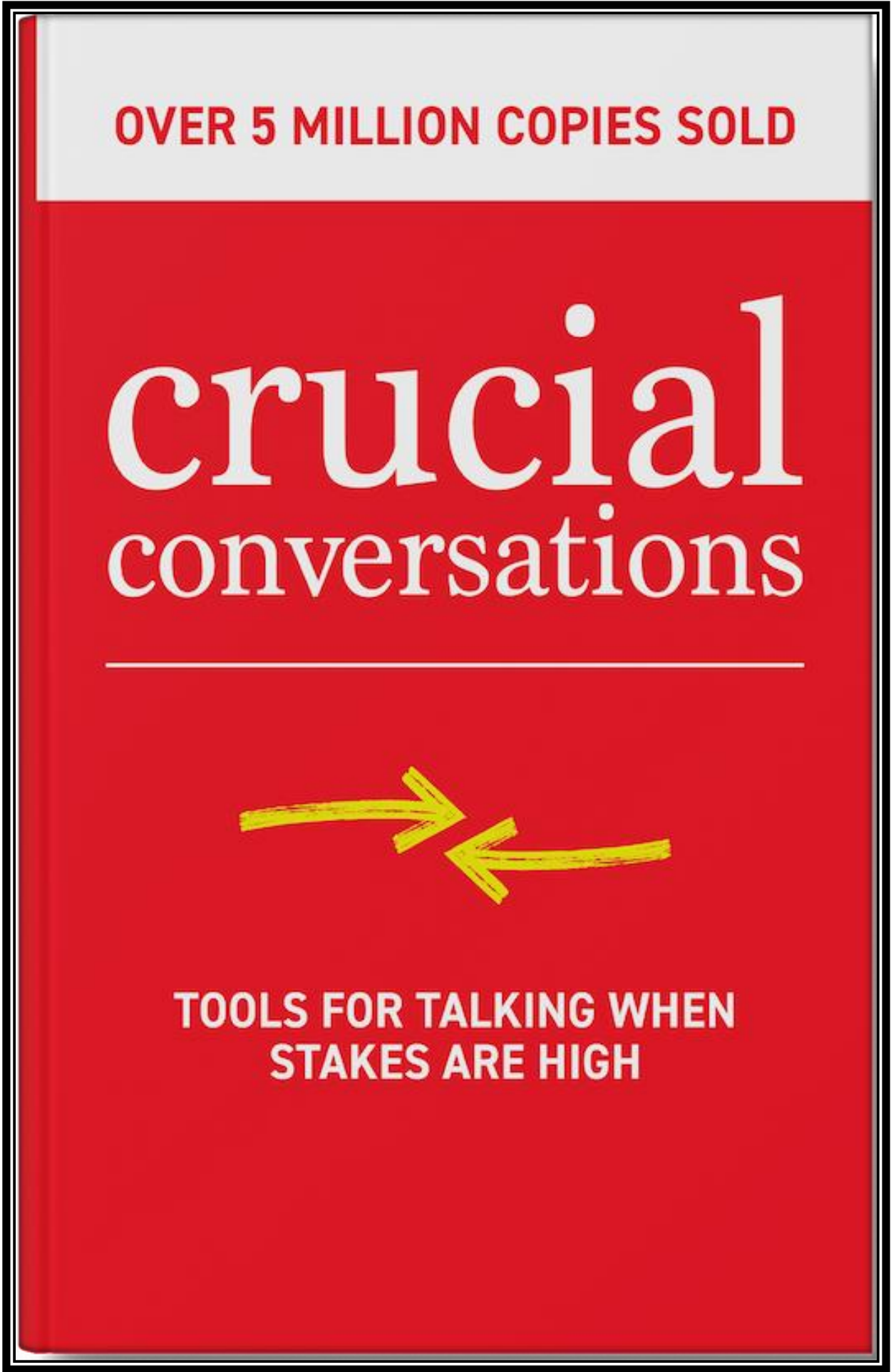
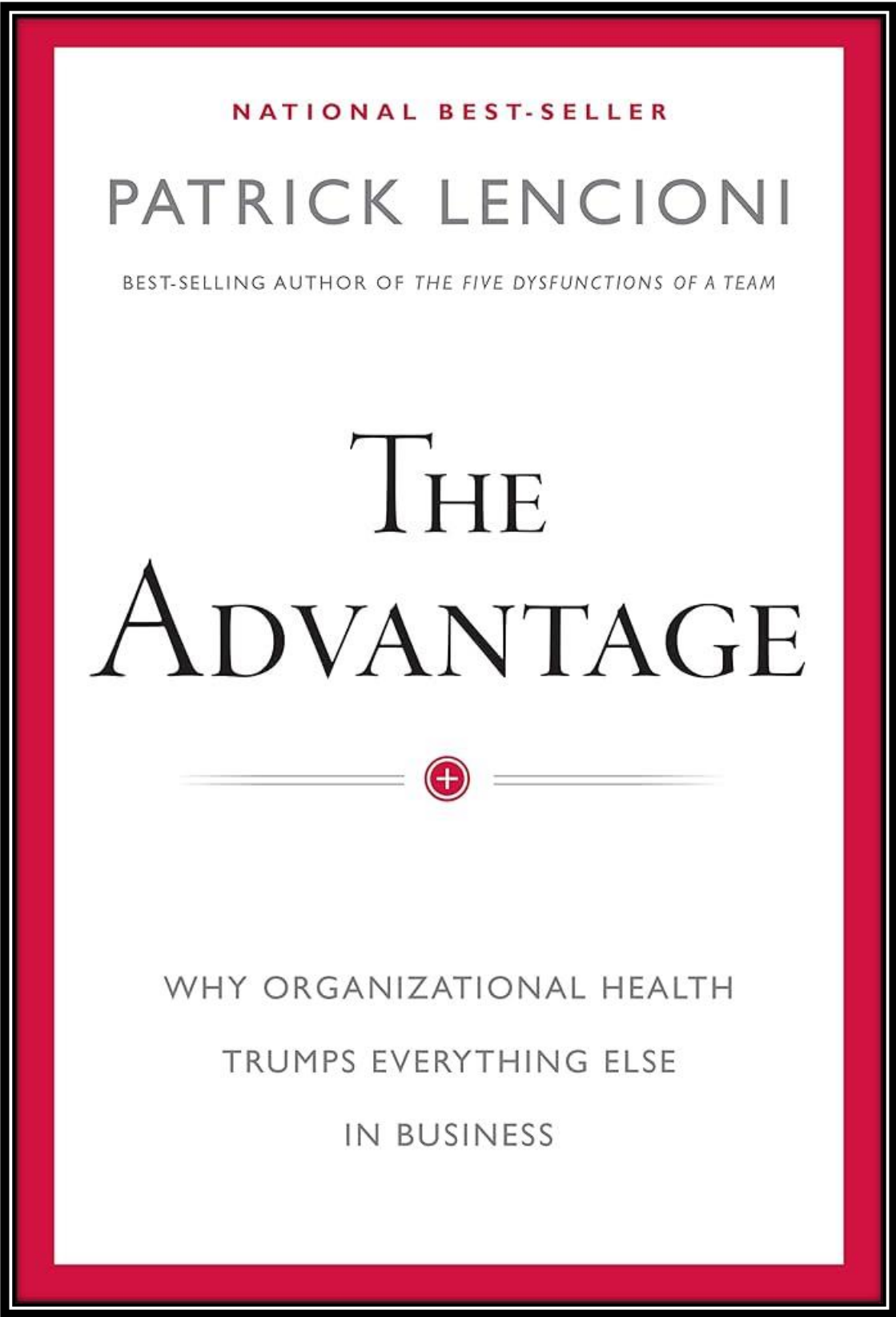
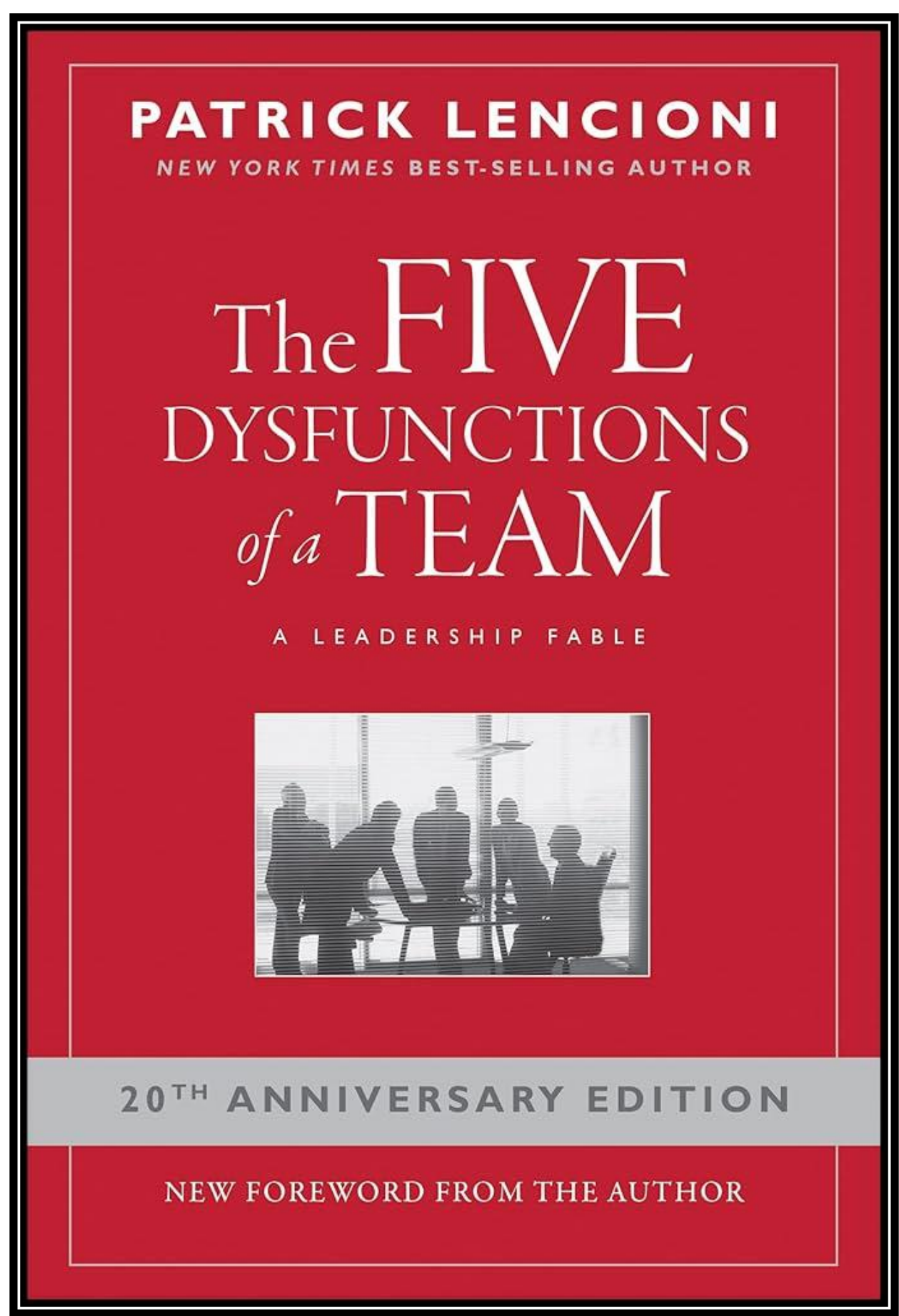
PRO

Highlights

Organizations



Notable Books



PATRICK LENCIONI

NEW YORK TIMES BEST-SELLING AUTHOR

The **FIVE** DYSFUNCTIONS *of a* **TEAM**

A LEADERSHIP FABLE



20TH ANNIVERSARY EDITION

NEW FOREWORD FROM THE AUTHOR

Trust: The Foundation of a Great Team

- “Imagine you’re working on a software project, and you’re completely stuck on a bug. Would you openly admit that to your team and ask for help?” *(Many of us hesitate – and that’s a clue that trust might be lacking.)*
- *What does trust mean to you?*
- *What is possible in a high trust environment?
Low trust environment?*



NATIONAL BEST-SELLER

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*

THE ADVANTAGE



WHY ORGANIZATIONAL HEALTH
TRUMPS EVERYTHING ELSE
IN BUSINESS

How to Build Trust (Practically)

- *Share personal background and values*
- *Admit mistakes and weaknesses openly*
- *Keep your word*
- *Assume positive intent*
- *Communicate often and excessively*



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THE ADVANTAGE



WHY ORGANIZATIONAL HEALTH
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IN BUSINESS

Healthy Conflict: Embracing Constructive Discord

- *Open, constructive, ideological debate*
- *Avoid “False Harmony”*
- *Conflict indicates progress*
- Encourage Buy-In



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TOOLS FOR TALKING WHEN
STAKES ARE HIGH

When Conversations Become “Crucial”

- *Opinions Vary*
- *Stakes are High*
- *Emotions Run Strong*

- *Make it safe*
- *Stick to the facts first*
- *Tell your story, but tentatively*
- *Ask for others' viewpoints*
- *Joint problem-solving*



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TOOLS FOR TALKING WHEN
STAKES ARE HIGH

When Conversations Become “Crucial”

- Stay respectful
- Focus on facts
- Listen more than you speak
- Watch out for the two extremes of silence or verbal violence.
- Do not shy away from respectful debate



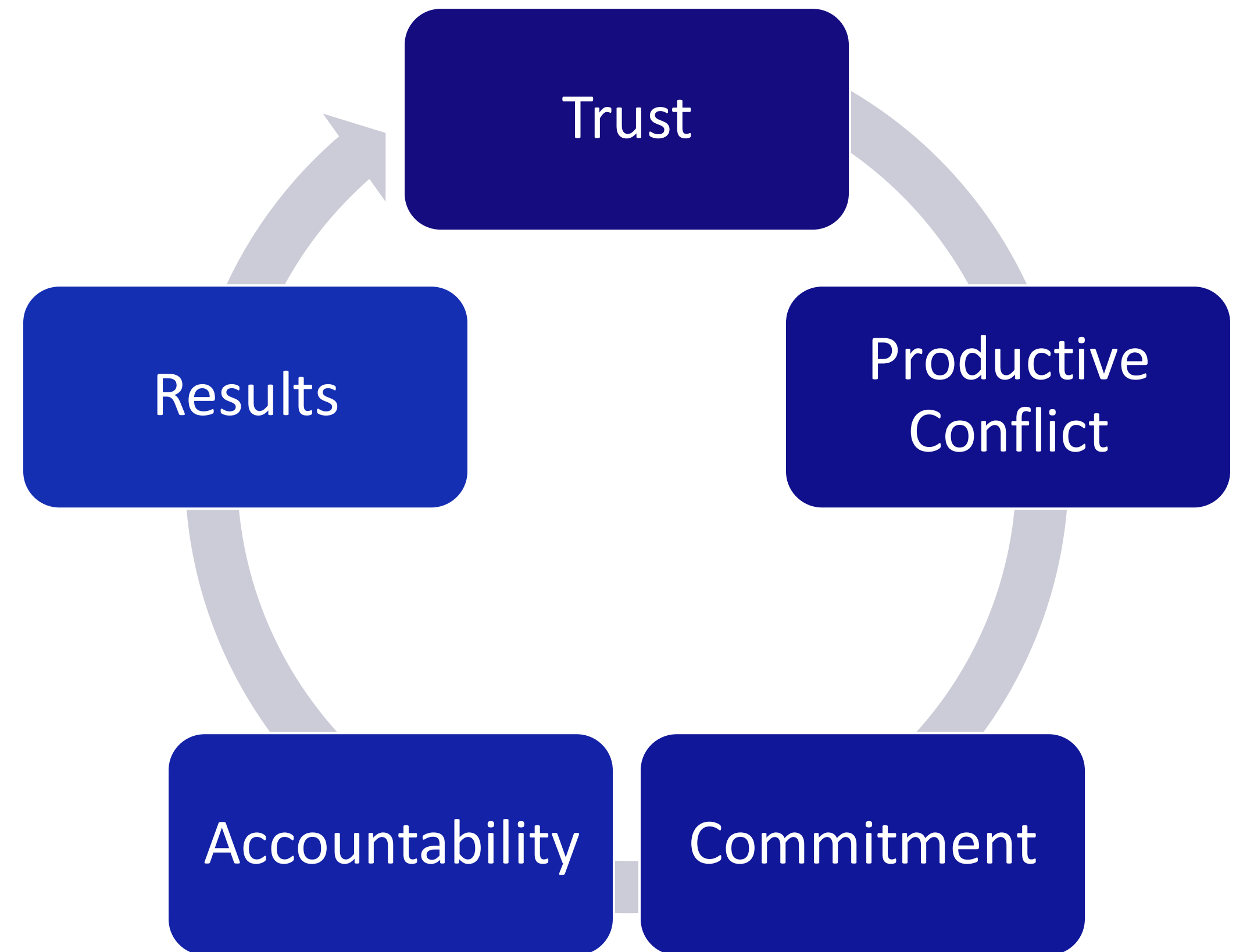
Accountability and Results: Focusing on What Matters

- Commitment is more than just buy-in
- Accountability naturally follows commitment
- Avoidance of accountability breeds mediocrity
- Keep the team's purpose and end goals front and center
- Measure results that matter
- Delivering results in turn builds trust and credibility



Bringing It All Together: Be the Team Player Who Makes a Difference

- Share simple vulnerabilities (risks, strengths, weaknesses)
- Establish team agreements
- Establish a deliberate challenge to ideas (devil's advocate)
- Make goals and responsibilities explicit



Questions?

Thank you!