Building Effective Teams



SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

November 17, 2026

FROM DYSFUNCTION TO HIGH PERFORMANCE

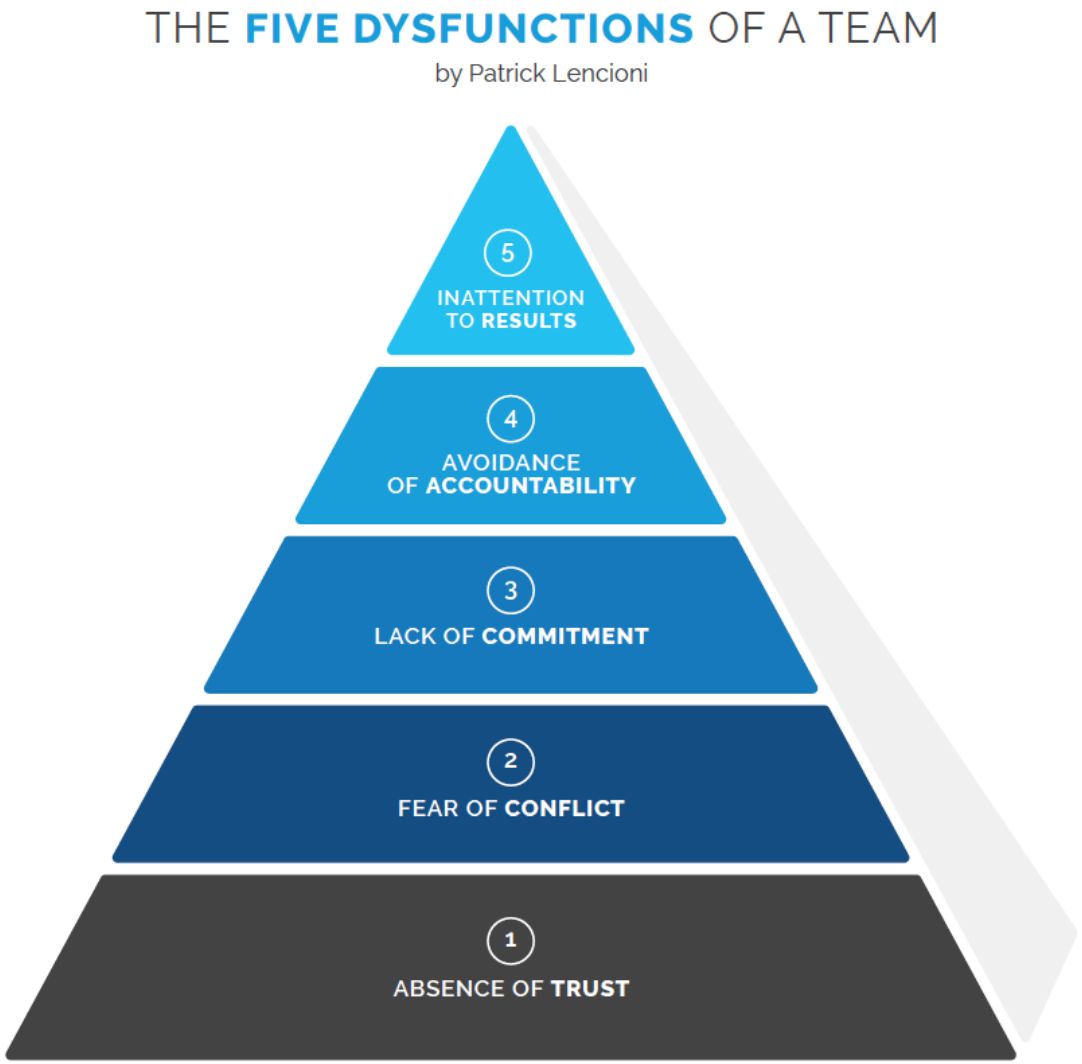
SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

Key Takeaways:

- Understand the five common dysfunctions
- Learn the basics of the Working Genius framework
- Recognize how trust, communication, and role alignment contribute to successful teams
- Identify opportunities to improve collaboration within your own team

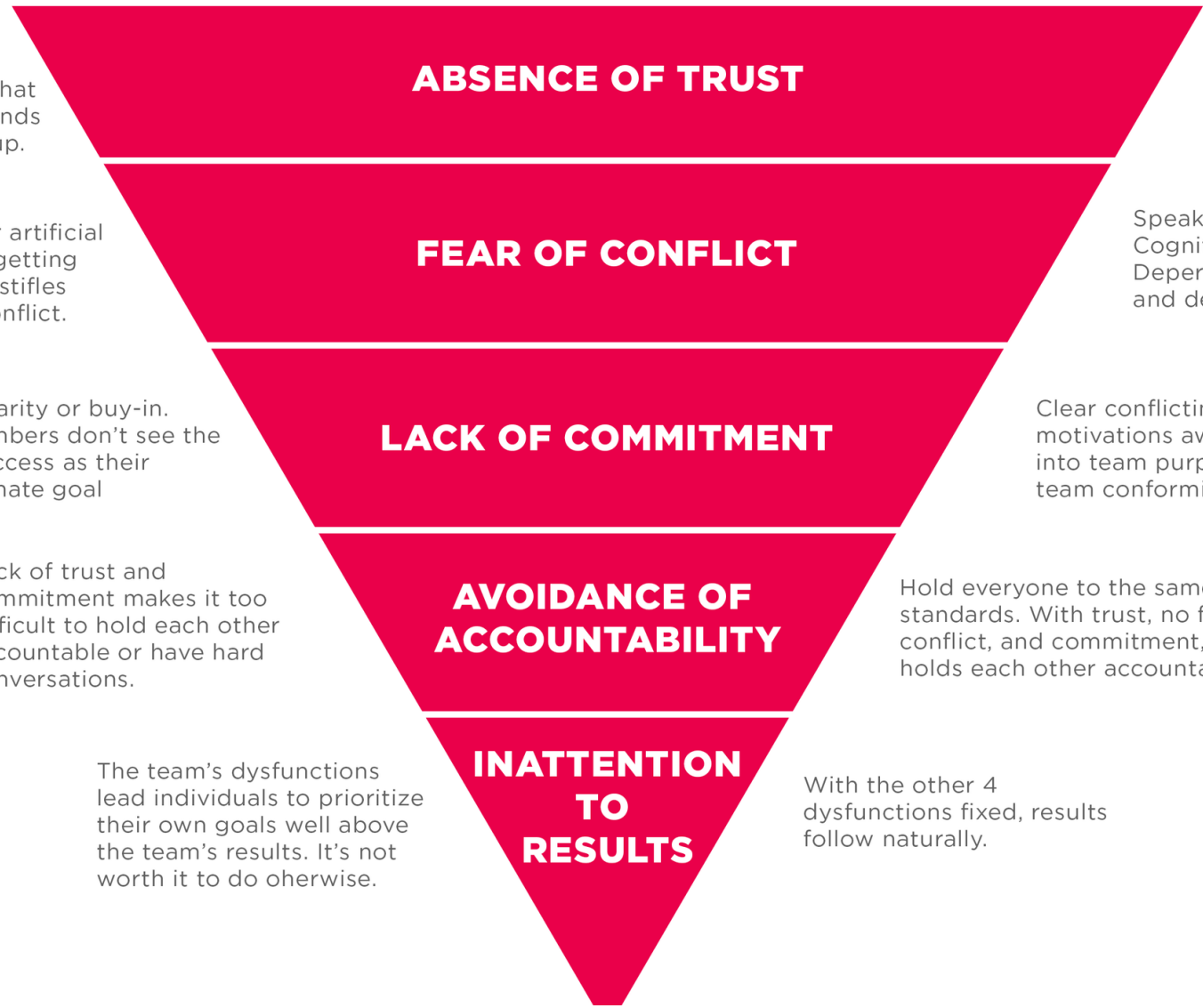
WHY ARE TEAMS DYSFUNCTIONAL?

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE



THE DYSFUNCTIONS

Though the framwork was originally visualized as a pyramid, it helps to see it as an INVERTED pyramid, because each of the dysfunctions tends to lead to the next, and it all begins with Absence of Trust. Of course, the thing a team may NOTICE first is often the lack of results—by definition the culmination of a dysfunctional team.



FROM DYSFUNCTION TO HIGH PERFORMANCE

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

High-Performance Teams



SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

THE 6 TYPES OF Working Genius



SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

THE 6 TYPES OF Working Genius

STAGES OF WORK	THE SIX TYPES	ELEVATION OF WORK
IDEATION	**WONDER** • Identifies the need for change • Responds to the environment • Steady energy	30,000 FEET
IDEATION	**INVENTION** • Generates ideas & solutions • Disrupts the status quo • Bursts of energy	25,000 FEET
ACTIVATION	**DISCERNMENT** • Assesses workability of ideas • Responds to ideas • Steady energy	20,000 FEET
ACTIVATION	**GALVANIZING** • Inspires & pushes to action • Disrupts comfort zones • Bursts of energy	15,000 FEET
IMPLEMENTATION	**ENABLEMENT** • Helps move things forward • Responds to need • Steady energy	5,000 FEET
IMPLEMENTATION	**TENACITY** • Ensures successful results • Imposes standards & plans • Bursts of energy	1,000 - 10 FEET



SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

THE 6 TYPES OF
Working Genius

The problems that teams encounter when they lack...



WONDER
- Too busy to notice
- Slow to identify big opportunities and problems

INVENTION
- Unable to innovate
- Keeps recycling old ideas and products

DISCERNMENT
- Surprised by failures
- Fails to adequately evaluate and refine ideas or initiatives

GALVANIZING
- Fails to inspire
- Doesn't generate excitement and momentum around new initiatives

ENABLEMENT
- Lacks help and support
- Doesn't get new initiatives off the ground

TENACITY
- Doesn't finish
- Fails to complete projects or initiatives

TEAM BENEFITS

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

- Tapping into talent
- Staffing projects
- Language for the team
- Clear framework for productivity
- Reduces guilt and judgment
- Improves productivity and morale



FROM DYSFUNCTION TO HIGH PERFORMANCE

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

High Performance with Practical Tips

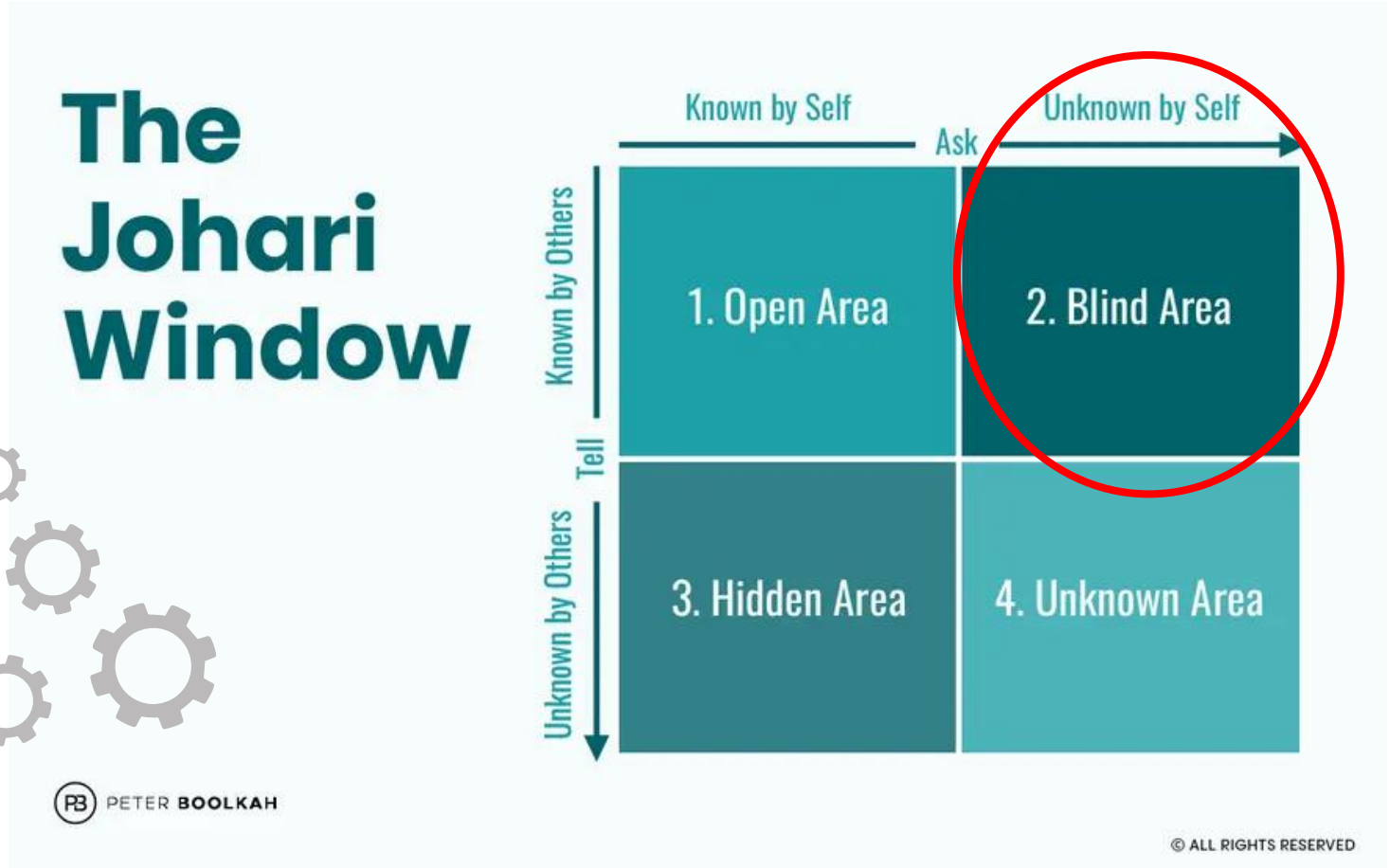
- Let Employees Digest and Describe their results
- Build Trust through Frustrations and Job Implications
- Use WG to Create Right Context
- Brainstorm adjustments and keep the conversation going



BLIND SPOTS

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

How trust, communication, and role alignment contribute to successful teams



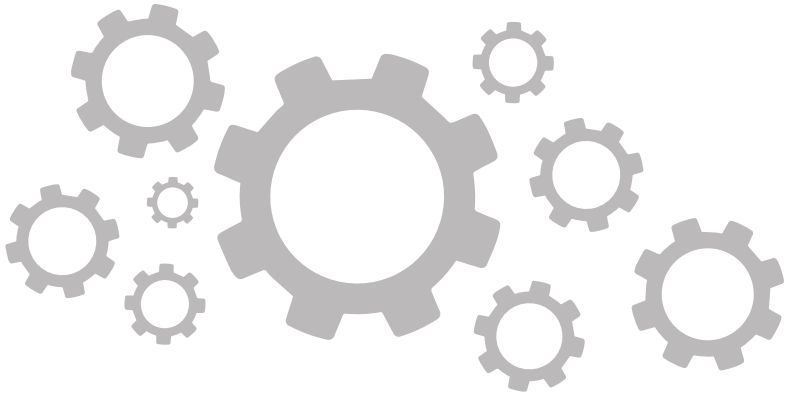
BLIND SPOTS

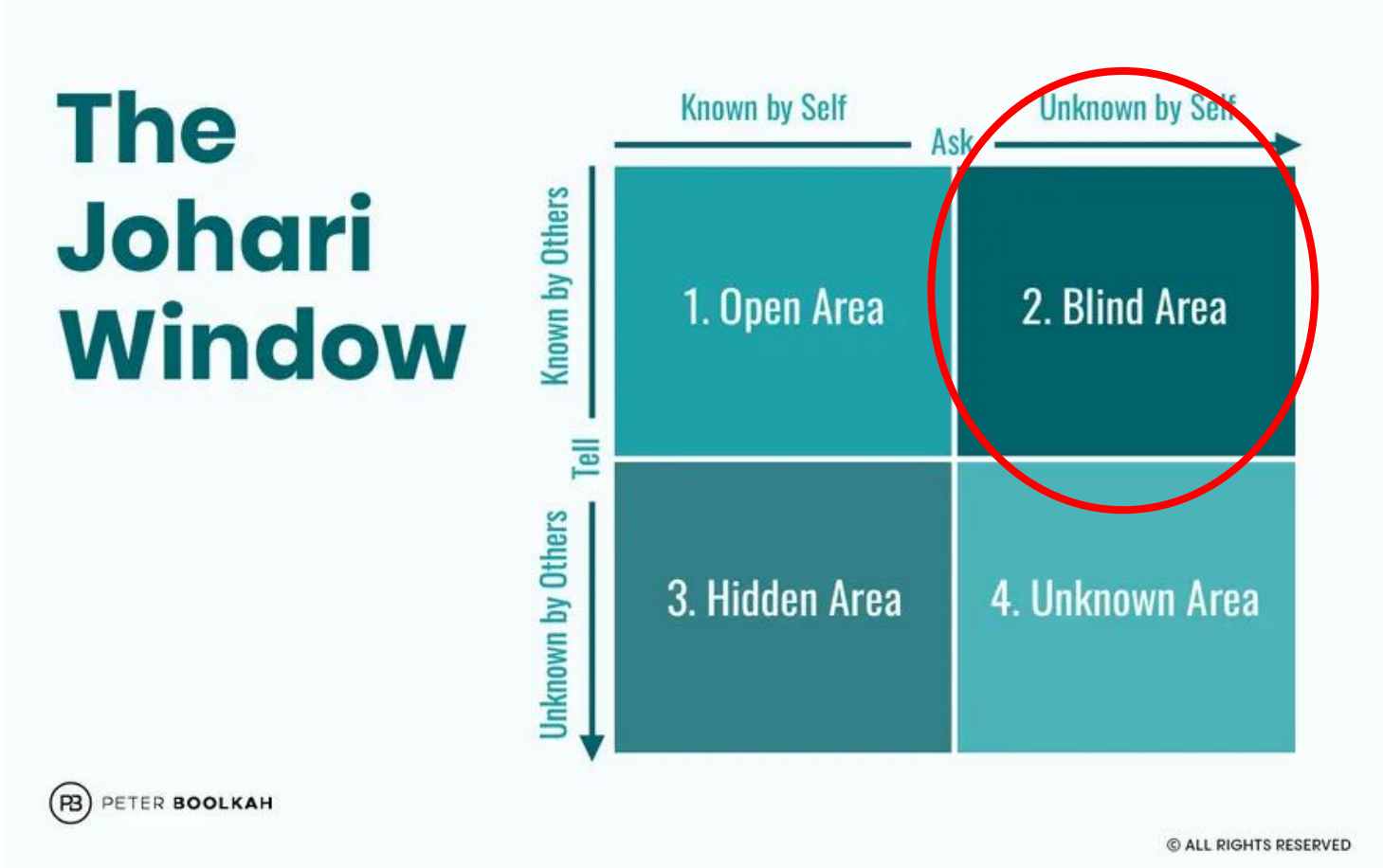
SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

How trust, communication, and role alignment contribute to successful teams

When you think you are good at everything:

- Creates frustration for others
- Mislabeling frustrations as strengths leads to burnout

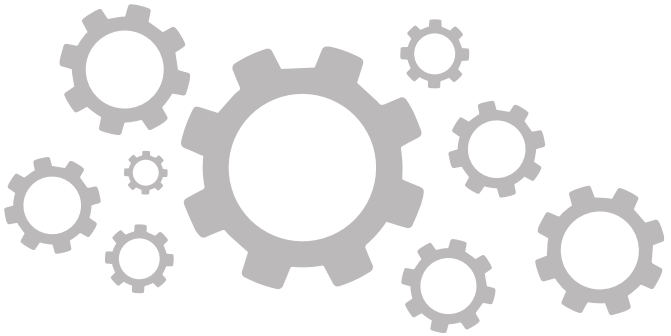




BLIND SPOTS

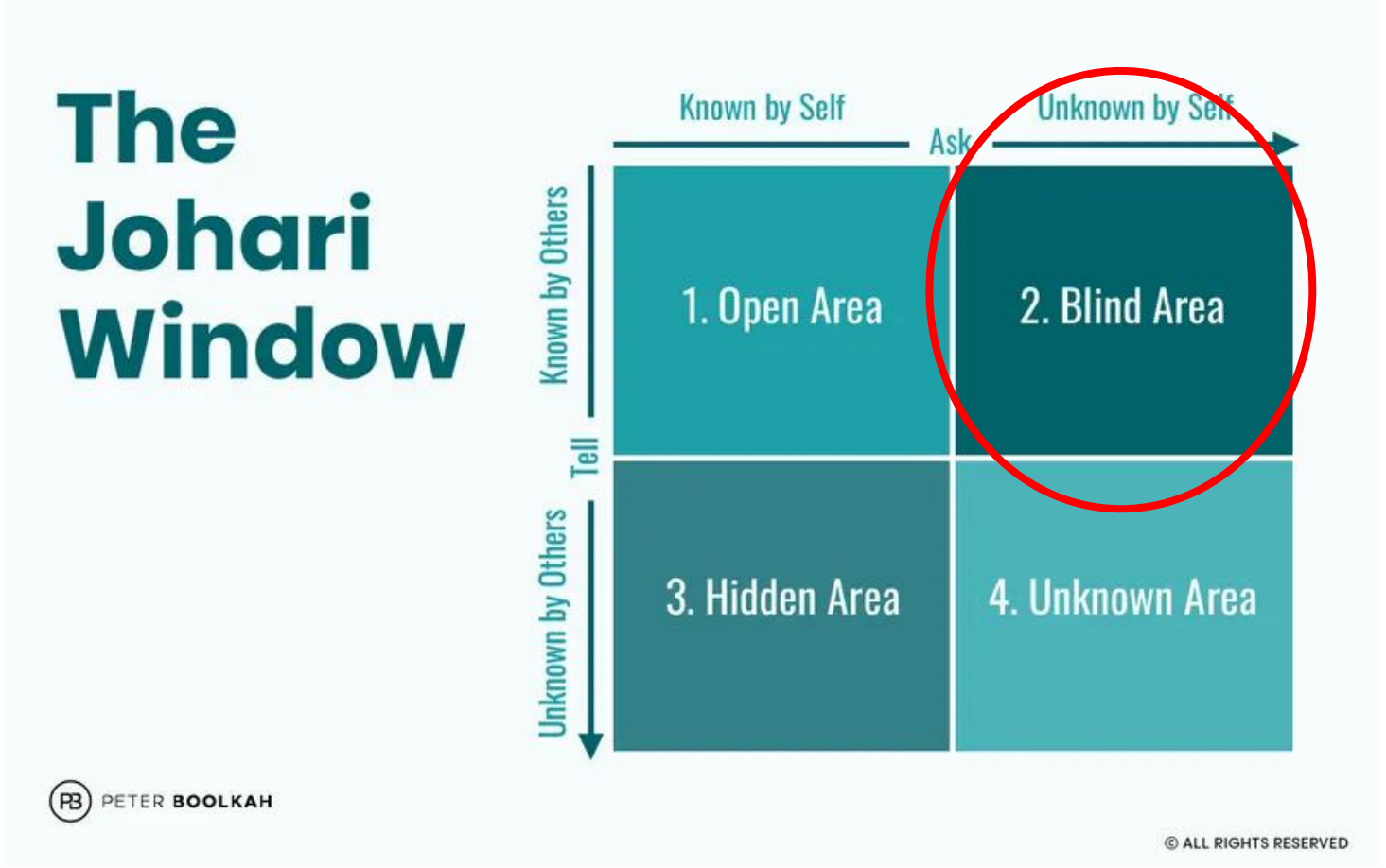
SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

How trust, communication, and role alignment contribute to successful teams



The Power of Naming your Weakness:

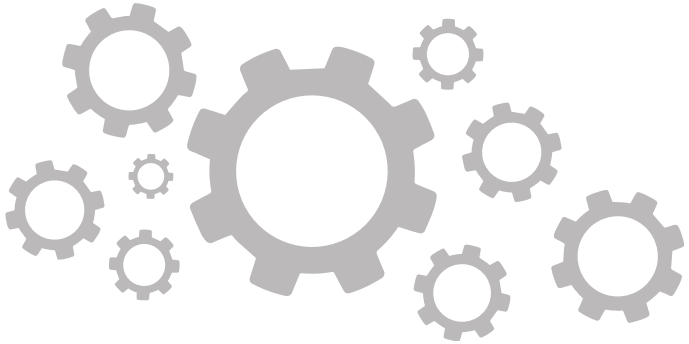
- Self-Awareness builds trust and invites support from others
- Denial pushes feedback away and isolates you from help.



BLIND SPOTS

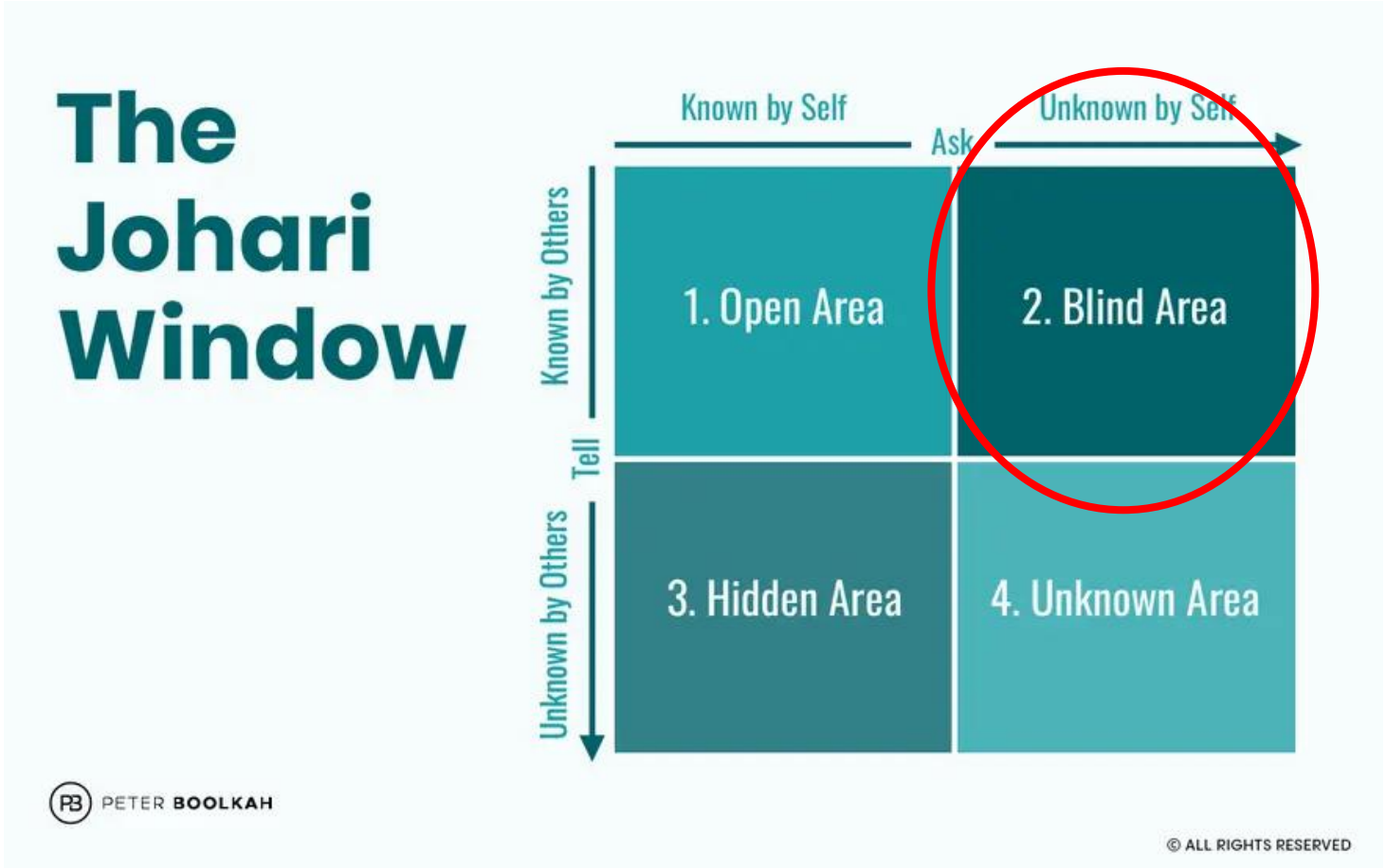
SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE

How trust, communication, and role alignment contribute to successful teams



Giving & Receiving Hard Feedback:

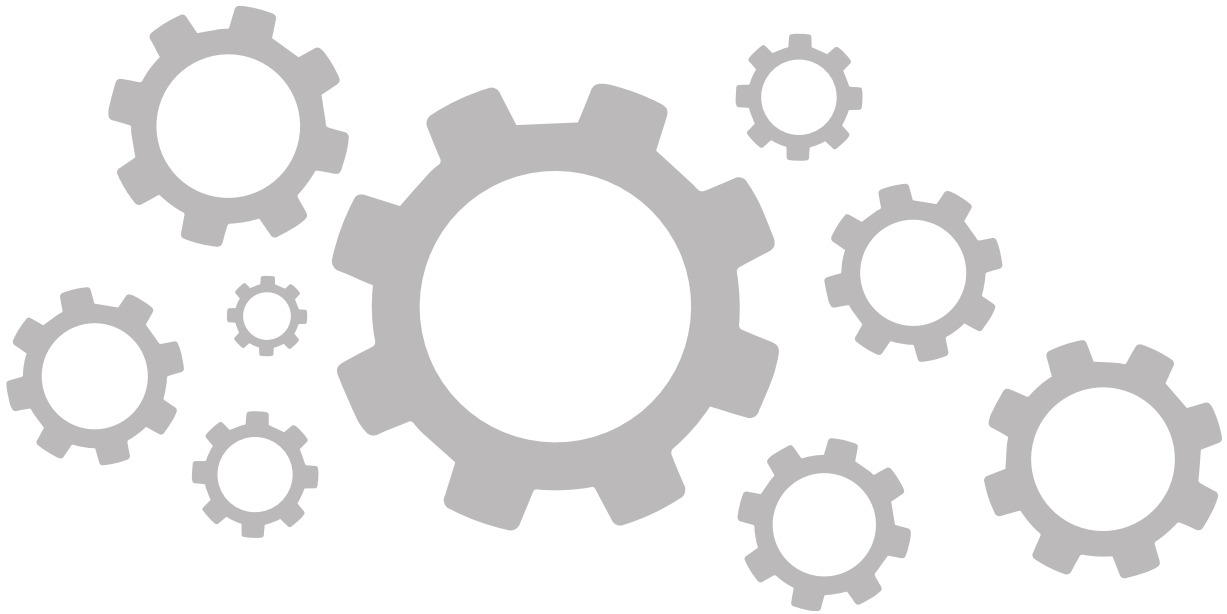
- Honest feedback is a gift, even when it's uncomfortable
- Tools like Working Genius make difficult conversations easier and safer.



Guilt and Judgment

Self

Others – Fundamental Attribution Error



Opportunities to Improve collaboration within your own team



Closer but Further Mindset

The more you grow as a leader, the more you realize how much you still have to learn

Shift the focus from perfection and extraordinary achievements to consistency and daily improvement