Soften the Mork and Add More Mindy: Humanizing our MBA Martians

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Introduction

Different Lenses

"Mork and Mindy: Mixed Emotions YouTube video (6:20-7:35)"
(Reference instead of video due to copyright protection).

Coaching Students on Building
a Quantitative ⟷ Qualitative Bridge

Learning Brought to Life in Teams

Value and Benefits of Teams

- Getting to know others
- Learning other's skill sets
- Knowing each other's style
- Clarifying roles
- Building trust
- Spreading the workload and expertise

- Solving problems and making decisions
- Resolving conflict
- Understanding conflicting priorities
- Defining common goals
- Achieving goals throughout the program
- Professional development in a low stakes environment

Corporate Value of Teams

Recruitment: Skills Sets Evaluated

Employers rank communication and teamwork skills as most important when hiring business graduates

Relative Importance of Major Skills Sets Employers Require for Mid-Level Jobs
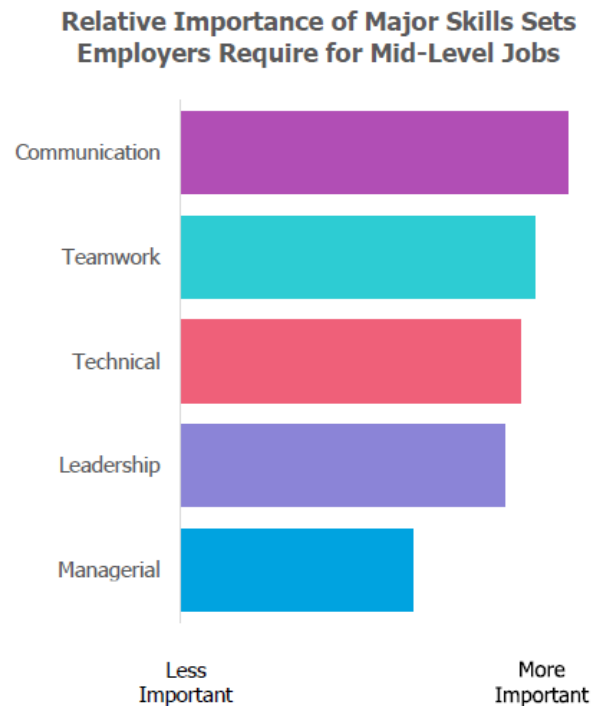
To assess the skills that employers require of recent business graduate hires, survey respondents were asked to allocate 100 points across five major skill sets—communication, managerial skills, teamwork, leadership, and technical skills—based on their relative level of importance when hiring a recent MBA or business master's graduate for a mid-level job position.

Employers ranked communication skills as most important, followed by teamwork, technical skills, leadership skills, and managerial skills.
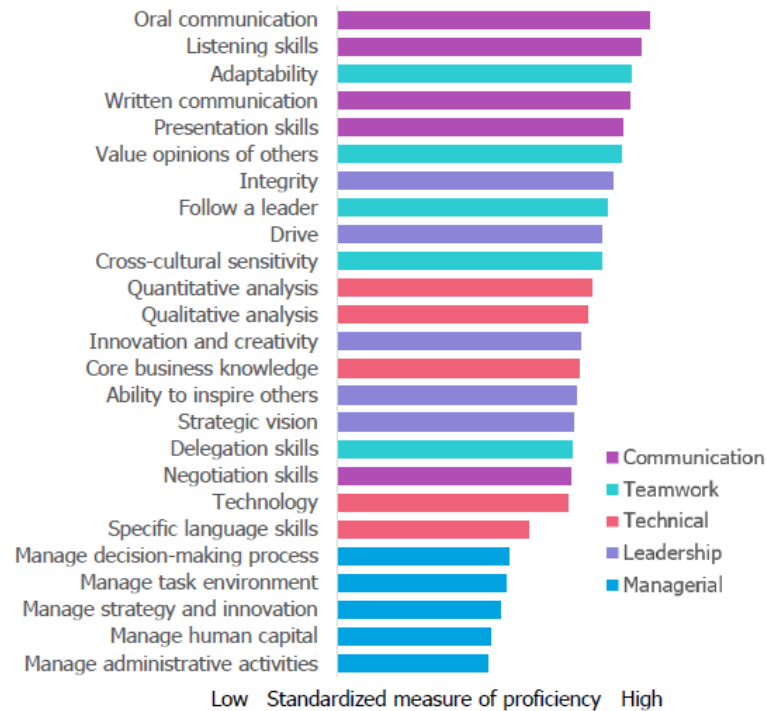
There are some regional variations:

- **United States and Asia Pacific**: Communication and teamwork ranked most important.

- **Europe**: Teamwork was rated most important, followed by communication and technical skills.

- **Latin America**: Leadership, technical skills, and teamwork are top-ranked.

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Corporate Value of Teams

Recruitment: Specific Skills

Top five specific skills are from the communication and teamwork domains

Skills Companies Seek in Graduate Business School Hires, Based on a Standardized Analysis of Skill Proficiency

Oral communication
Listening skills
Adaptability
Written communication
Presentation skills
Value opinions of others
Integrity
Follow a leader
Drive
Cross-cultural sensitivity
Quantitative analysis
Qualitative analysis
Innovation and creativity
Core business knowledge
Ability to inspire others
Strategic vision
Delegation skills
Negotiation skills
Technology
Specific language skills
Manage decision-making process
Manage task environment
Manage strategy and innovation
Manage human capital
Manage administrative activities

- Communication
- Teamwork
- Technical
- Leadership
- Managerial

Low   Standardized measure of proficiency   High

Employers who plan to hire business school graduates in 2017 were asked to designate the proficiency level for 25 specific skills within five broader categories that they would require of a candidate being considered for a mid-level position. Employers ranked the specific subsets of skills in each category in order of proficiency level (from 'not required' to 'expert'). To compare the importance of each specific skill a Standardized Proficiency Rating was calculated for each skill.*

Of the five top-ranked skills, four fall within the communications category: *Oral communication, listening skills, written communication,* and *presentation skills.*

Overall, 4 of 5 skills related to teamwork—*adaptability, valuing others' opinions, ability to follow a leader,* and *cross-cultural sensitivity*—rank among the top 10 most important skills.

Managerial skills were consistently rated as least important, possibly because employers assume graduate business candidates have already honed these skills.

*Proficiency levels were calculated by multiplying the number of points respondents allocated to the overall skill (out of 100 total) by the level of proficiency rating recorded for the specific skill. Proficiency ratings were set on a 5-point scale, ranging from 0 (not required) to 5 (expert).

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Corporate Recruiters Survey Report 2017

Corporate Value of Teams

Recruitment: Top Skills by Industry

Communication skills important among most industries; manufacturing seeks leadership skills

Top 10 Skills Employers Seek for Mid-Level Hires, Ranked in Order of Required Proficiency, by Industry

Rank	Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharm	Technology	Manufacturing	Nonprofit/ Government	Products/ Services
1	Oral communication	Listening skills	Quantitative analysis	Oral communication	Oral communication	Integrity	Oral communication	Oral communication
2	Listening skills	Oral communication	Qualitative analysis	Listening skills	Listening skills	Drive	Listening skills	Integrity
3	Written communication	Integrity	Oral communication	Written communication	Written communication	Innovation and creativity	Written communication	Listening skills
4	Adaptability	Written communication	Core business knowledge	Presentation skills	Adaptability	Ability to inspire others	Presentation skills	Drive
5	Presentation skills	Quantitative analysis	Listening skills	Integrity	Presentation skills	Strategic Vision	Adaptability	Adaptability
6	Ability to value opinions of others	Presentation skills	Written communication	Ability to value opinions of others	Ability to value opinions of others	Adaptability	Ability to value opinions of others	Written communication
7	Ability to follow a leader	Drive	Technology	Adaptability	Integrity	Ability to value opinions of others	Negotiation skills	Presentation skills
8	Cross-cultural sensitivity	Adaptability	Adaptability	Drive	Cross-cultural sensitivity	Oral communication	Cross-cultural sensitivity	Ability to value opinions of others
9	Integrity	Ability to value opinions of others	Presentation skills	Cross-cultural sensitivity	Drive	Listening skills	Ability to follow a leader	Innovation and creativity
10	Delegation skills	Technology	Ability to value opinions of others	Ability to follow a leader	Ability to follow a leader	Cross-cultural sensitivity	Quantitative analysis	Ability to inspire others

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Impact of Implicit Bias

Impact of Implicit Bias to Communication and Teams

What did we learn from family, community, media?

What assumptions do we bring to our academic experience?

How do we create a sense of belonging, confidence and ownership for all students involved?

Things to develop in ourselves and our students as we become their quantitative ⬌ qualitative coach.

Be authentically curious

Dispel assumptions

Listen to what is said as well as to what is not being said

Build Trust

Be all in
- Words
- Body Language
- Truly understanding what is important to each student

Bridge Building

Welcome email – Upon Acceptance

Onboarding Checklist – Priorities

Team Onboarding Form

Libcal link:
Click here to schedule a meeting

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Bridge Building

Bridge Building

Onboarding Meeting Prior to Team Placement and Orientation
  ~ 1:1 Coaching Opportunity

Data reviewed prior to meeting:

Application Export - Spreadsheet

Biography*

Matrix Insights

Team Onboarding Form*

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Data collected also assists focused (anonymous) coaching during Orientation

Biography Form

Bridge Building

Biography Form

Student Name

- Please share some information about your family:

- What is your hometown and where have you lived previously?

- What is your favorite place to visit and why?

- What are your special interests and memberships?

- What is your educational background?

Bridge Building

Biography Form

- Please describe your current and previous work experiences:

- What words would you use to describe yourself at work?

- What words would you use to describe yourself outside of work?

- What are your expectations of the Simon PMBA Program?

- What are your expectations of your Simon PMBA teammates/classmates?

Team Onboarding Form

Bridge Building

PMBA Fall Start 2018 - Team Onboarding Form

- Name

- For non-matriculated start students: Who was part of your study team?

- If you were to choose (from the students with whom you have worked in the past) the top three students with whom you would like to continue working, who would they be in order of preference?

- Has your work allowed you experience in working with teams?

- *What habit(s) or behavior(s) do you find most unnerving and/or annoying in a team member (pet peeve)?*

Bridge Building

PMBA Fall Start 2018 - Team Onboarding Form

- What do you feel is your contribution to a team environment, whether professional or personal?

- What is your greatest strength as an individual?

- What is (are) your growth opportunity (ies)? (i.e. What is a skill, or ability that you see in others and recognize you can improve in yourself?)

- What is an industry different than your own that holds your interest?

- Could you please describe your work function? (What do you do at work, beyond what your title states?)

- What is your career goal once your MBA is completed?

Bridge Building

Team Placement

After Onboarding Meetings

Team Blends

Four to six students

Quantitative and Qualitative

Industries

Functions/Skills

Background

Goals

Our Vision in Team Creation

Enough complement to build affinity and cohesion.

Enough contrast to build interest, challenge and ability to learn something new from team members, in addition to academics.

Team Reveal

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Bridge Building

During Orientation

Biography ice breaker with prize to highest number of responses.

Biography booklet provided to all students

Reiterate value of teams

Matrix training

Communication exercises and team building*

Team Charter*

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Team Challenges to Avoid

Challenges to Avoid

Promoting Conversation with a Team Charter

Team Charter

Documenting Commitments

Section 1: Goals and Commitments

➢ Goals of the team
➢ Expectations of each team member

Section 2: Team Support

➢ Skills of the team / How will we support one another?
➢ How will we meet?
➢ How will we project / manage / make decisions?

Section 3: Communication

➢ How will we communicate?
➢ What are expectations?
➢ What remote access tool can we agree upon (Collaborate, Skype, Google)?
➢ How will we address conflicts that arise?

Bridge Building

Team Check-ins

Required during second quarter

Expectations set at Orientation

Two-way communication and learning

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Team Check-in Form

Bridge Building

TEAM CHECK-IN FORM

TEAM NAME/#: ___

Team Members-Last Name:

NORMS

Have you used them? Have they worked? Is there anything you need to adjust?

MEETINGS

Frequency? In person/electronic/email? If electronic, what is team's preferred tool/ resource? What works for you? Have you invested in any social time?

Bridge Building

TEAM CHECK-IN FORM

COURSEWORK/HOMEWORK
Are you comfortable sharing with each other if you are struggling in a class or a topic? If no, how can we improve where you are? How do you manage HW? Divide and conquer, everyone works on all of it?

CONFLICT RESOLUTION/CRUCIAL CONVERSATIONS
Is there anything in your team that needs improvement? In the way you work together? Communication? Team dynamics? What happens if someone cannot pull their weight in a course or HW? How do you work it out?

FEEDBACK ON EXPERIENCE TO DATE
Is there anything we can do better individually or as an office? Any thoughts on the experience to date? Curriculum? Simon? Faculty? Is there anything you wish you knew when you started? General feedback?

Bridge Building

<u>On-going Support</u>

Optional coaching sessions with Janet (individual and team).

Ongoing use of Matrix as a professional development / interaction style resource.

Teams are encouraged to bring skills learned into their electives.

Integrating the Online World into Our Student Experience

- Video Conference Option for Onboarding meeting and make-up orientation sessions, as well as, advising meetings.

- Zoom is provided as a resource for teams with remote students.

- ECHO recording in most classrooms.

- Students are made aware of possible challenges (human and technological) of remote access meetings during orientation.

Integrating the Online World into Our Student Experience

- Most classes are recorded as an option for students that need to miss a class.

- Students are made aware of technological alternatives for communicating and meeting.
  For example:
  - Google Docs
  - Google Hangouts
  - Slack
  - Zoom
  - Collaborate

Remote Team Challenges

Remote Team Challenges

Getting to know each other

Learning each other's skills

Knowing each other's style

Clarifying roles

Spreading the workload

Building trust

Solving problems and making decisions

Keeping everyone updated and involved

Resolving conflict

Using multiple communication vehicles

Fitting the commitment into a schedule of face-to-face demands

Being/Feeling left out

Matrix Overview

Interaction Styles & Team Dynamics

The Interaction Style Pattern

Drive　　　**Core Beliefs**　　　**Aim**

Appearance　　　**Talents**

https://www.matrixinsights.com

Interaction Styles
In-Charge

Drive

Urgent need to accomplish

Core Beliefs

"It's worth the risk to go ahead and act or decide"

"I trust that we can manage whatever happens"

Aim

Get an anchievable result

Appearance

Energetic

Confident

Composed

In-Control

Decisive

Straightforward

Sociable

Commanding

Talents

Theme: **Steering**

Supervise

Mobilize Resources

Execute Actions

Mentor

Provide resources

Articulate a vision

Lead others to a goal

Accomplish through people

Drive

Urgent need to integrate

Core Beliefs

It's worth the time to integrate and reconcile many inputs.

"I trust that we can make it all work out in the end."

Aim

Get the best result possible

Appearance

Quiet

Reflective

Agreeable

Unassuming

Accomodating

Friendly

Patient

Consultative

Talents

Theme: **Synthesizing**

Support others

Define specifications

Produce high quality results

Clarify values

Search for commonalities

Reconcile inconsistencies

Sustain efforts

Encourage participation

Interaction Styles
Get-Things-Going

Drive

Urgent need to involve

Core Beliefs

Its worth the energy to inolve everyone and "get them to want to"...

"I trust that whatever emerges in the interaction will move us forward."

Aim

Get an embraced result

Appearance

Energetic

Expressive

Engaging

Consensual

Animated

Enthusiastic

Gregarious

Persuasive

Talents

Theme: **Motivating**

Make things easy

Exploring options

Facilitate

Pursuade

Share insights

Brainstorm

Catalyze and energize

Discovery new ways of seeing things

Communication Dynamics

Directing	Informing
Tell, Ask, Urge	Inform, Inquire, Explain, Describe
Focus:	**Focus:**
Time	Motivation
Accomplishment of the task	Getting buy-in
Intent:	**Intent:**
Give structure	Evoke and draw forth
To direct	Seek input

Communication Dynamics: Initiating vs. Responding

Initiating	Responding
Make the First Move	Wait & See
Focus:	**Focus:**
External World	Internal World
Intent:	**Intent:**
Reach Out	Reach In
Interact	Reflect
Examples:	Examples:
Think-out-loud	Think before commenting
Jump in with comments	Tend to reflect or try something out,
Tend to speak and act, then reflect	then speak or act
Easier to get to know	Harder to get to know

Interaction Style Dynamics
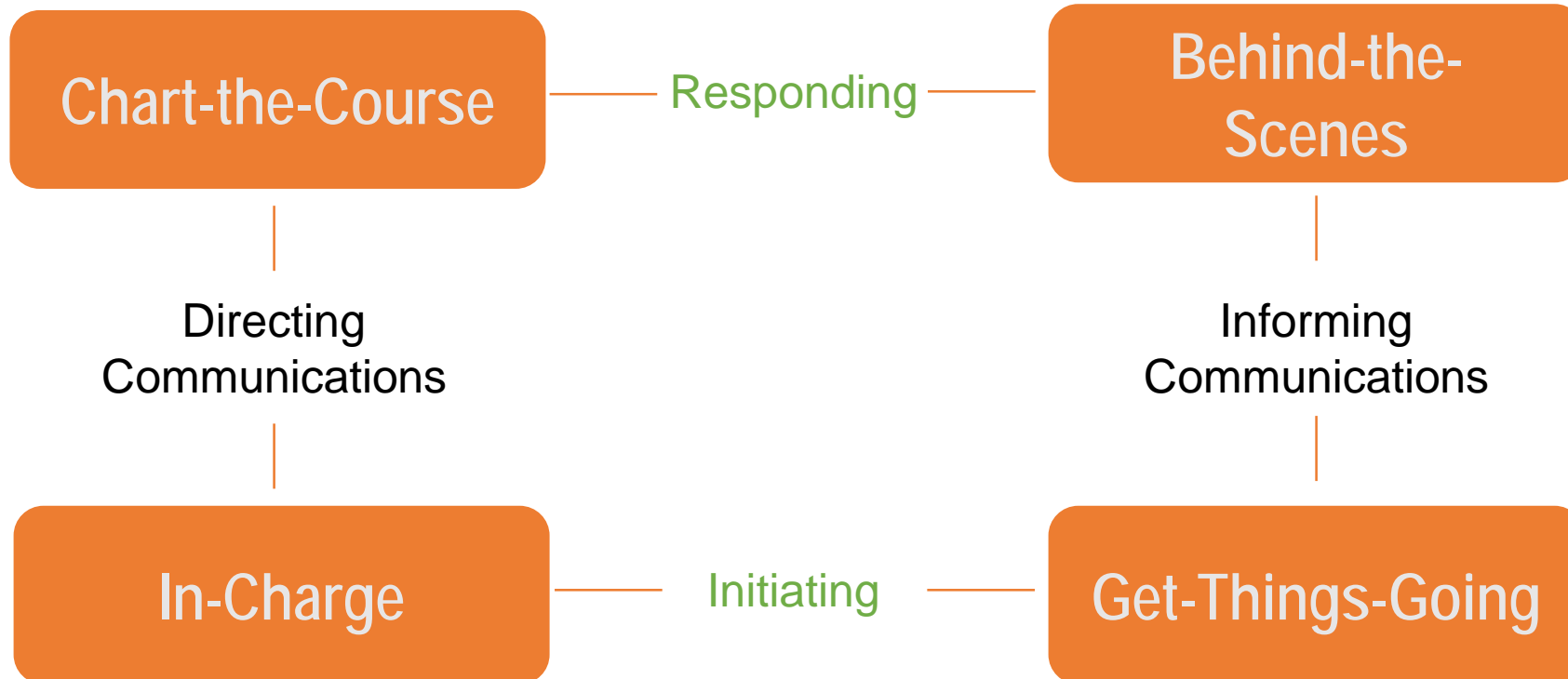
Activity: How Would You Communicate?

What would you say?

Your team has a report due tomorrow. Everyone has contributed, but you would like a team member to provide feedback on what you wrote.

Write down what you would say to them to get that feedback.

Activity: How Would You Communicate?

DEBRIEF

Activity: Teach Us About Your….

Interaction Style

Activity: Your Interaction Style

- Go to the group that represents the Interaction Style that you relate to the most.

- Discuss the questions in the next slide and chart your answers.

- Select one person to share findings with our group.

Activity: Your Interaction Style

- What are the strengths of your style?

- What are the weaknesses of your style?

- What are three things that make working with your style easier?

- One misperception about your style is…

Activity: Your Interaction Style

Interaction style representative shares results with group.

DEBRIEF

Results of Teambuilding Activity

Behind the Scenes (1 of 2)

1. **What are the strengths of your style?**

   Get things done
   *Ideas well-thought out **before** we speak*
   Low maintenance; self driven/directed
   Efficient/task driven
   Connect ideas, people – integration; organized

2. **What are the weaknesses of your style?**
   Quiet/reserved – can be misunderstand (we're processing/finding the root)
   Can be overlooked in meetings, because we're quiet
   Too task-oriented – forgot introductions!

Behind the Scenes (2 of 2)

3) What are three things that make working with your style easier?

Competence

Don't steamroll us

Open-minded/alternative solutions

4) One misperception about your style is...

Quiet but processing/solving

Not a signal that we don't care

Can be perceived as overly critical

Chart the Course (1 of 2)

1) What are the strengths of your style?
 Plans, contingencies
 Anticipates alternate outcomes
 Efficiency
 Detail oriented

2) What are the weaknesses of your style?
 Overwhelm self and others
 Can slow the process – perceived
 Can be intimidating or frustrating
 Overanalyzing

Chart the Course (2 of 2)

3) What are three things that make working with your style easier?
  Clear deadlines
  *Give us the **facts***
  Clear goals
  Have patience

4) One misperception about your style is…
  Rigid/inflexible
  Obstructionists; naysayers
  Not creative

In Charge (1 of 2)

1) What are the strengths of your style?

Ability to implement; big picture view
Informed risk takers and confident; quick and agile
We are the go-to; organized, efficient, concise
Well prepared; comfortable making a decision

2) What are the weaknesses of your style?

Too fast
Hard to carry some along
Too fast for academia
Don't always listen
Don't always celebrate wins

In Charge (2 of 2)

1) What are three things that make working with your style easier?

 Come prepared with clear concise communication, action items, potential solutions
 Be accountable and willing to be direct about your needs, concerns, etc.
 Trust us that we see where we are going and we trust you to have your piece

2) One misperception about your style is…

 That we aren't paying attention to detail
 That we don't listen/our mind is already made up
 That we are too busy

Get Things Going (1 of 2)

1. What are the strengths of your style?

Create momentum
Bring energy
Engage others and enlist
Hold others accountable/engage with a purpose
Considerate of others (empathetic)

2. What are the weaknesses of your style?

Ready, fire, aim
Assume others share your vision and/or feelings
Lack of buy-in or consensus is experienced as a wall
Okay with ambiguity

Get Things Going (2 of 2)

3) What are three things that make working with your style easier?

Approachable

Empathetic

Relationship oriented over task oriented

4) One misperception about your style is…

Lack substance or lack decisiveness/assertion because we don't argue, and want to create cohesion behind the scenes.

Outcomes

Questions?

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