

City Council Annual Strategy Meeting:
Traits of
High Performing Teams

JANUARY 2026

Agenda

01

Group Dynamics

- Foundational Concepts
 - Reflection
 - Small Group Discussion
-

02

Trust Dynamics

- Simple Concepts
 - Reflection
 - Complex Applications
 - Reflection
 - How Rules of Decorum Apply
-

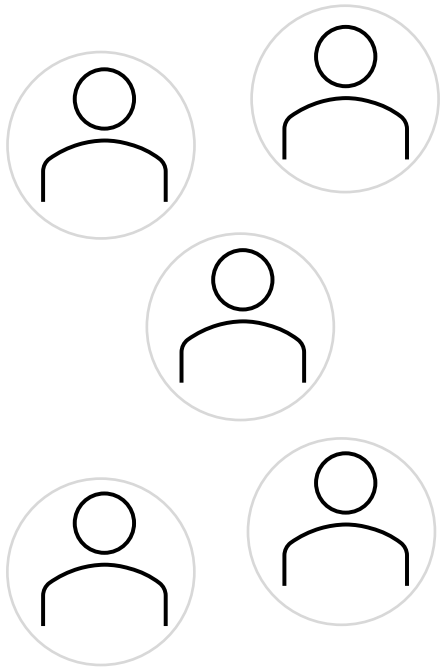
Foundations: Individuals, Groups, & Teams

Individuals

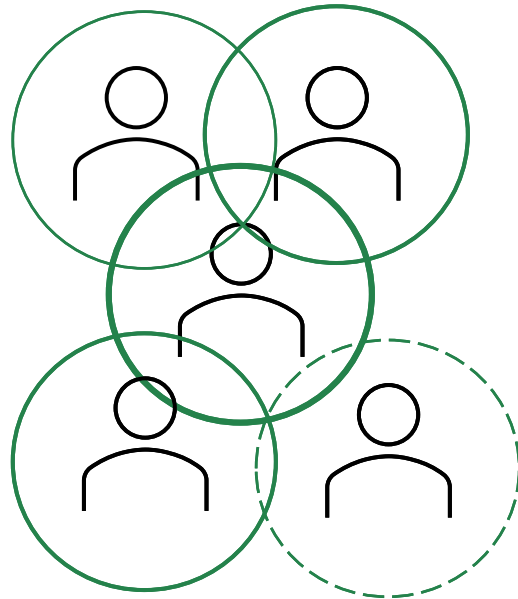
Group of Individuals

Team

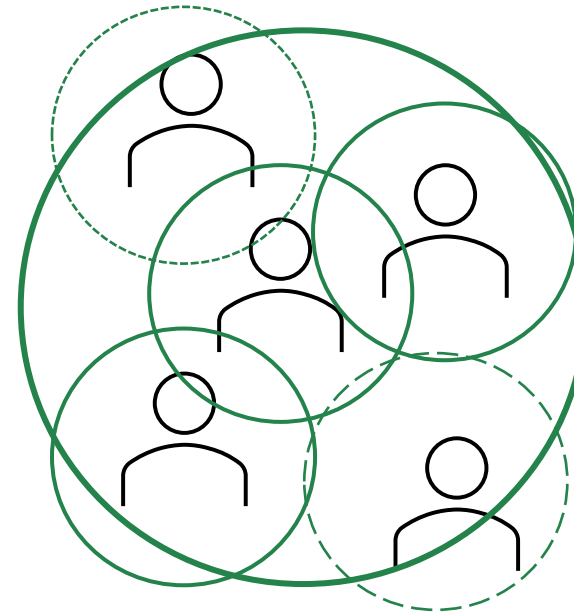
High Performing Team



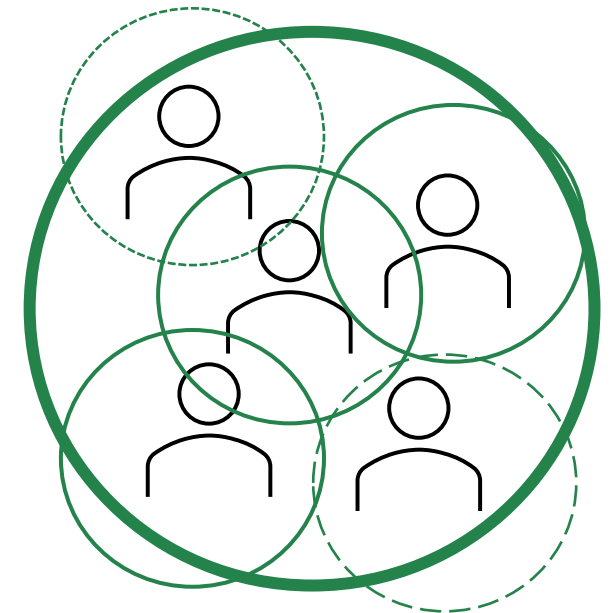
$$1 = 1$$



$$1 + 1 = 2$$
$$1 + 1 = 0$$



$$1 + 1 = 3$$
$$1 + 1 = -2$$



$$1 + 1 = 4+$$

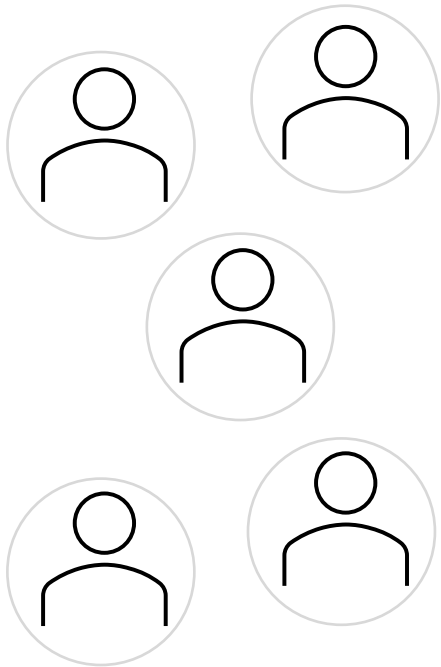
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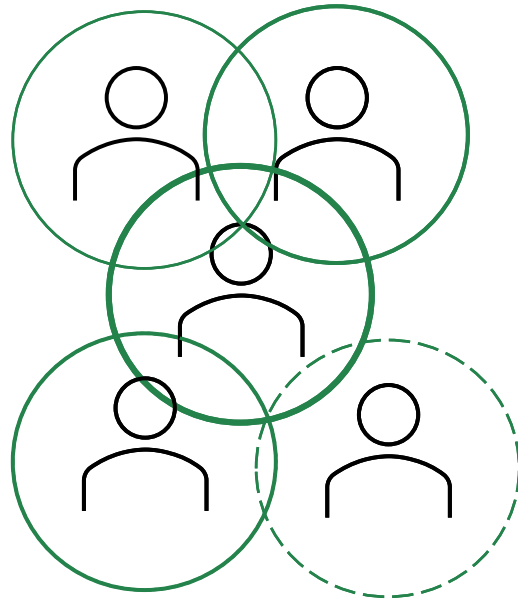
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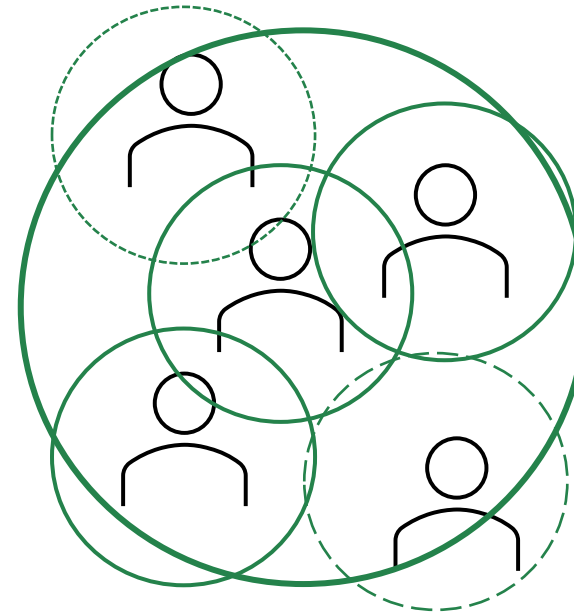
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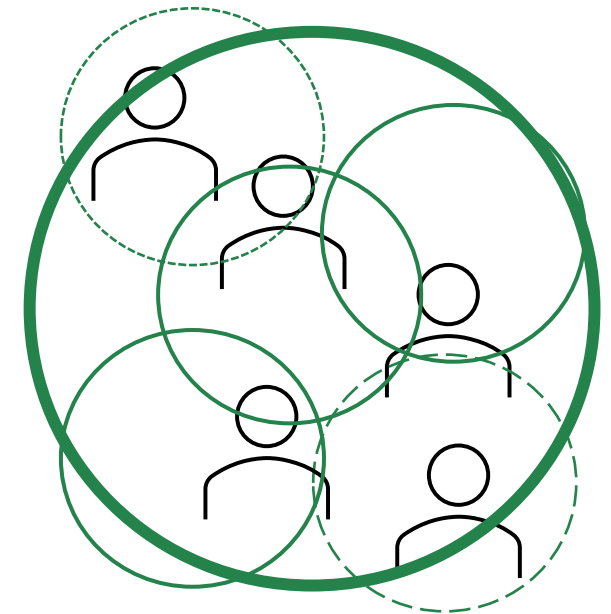
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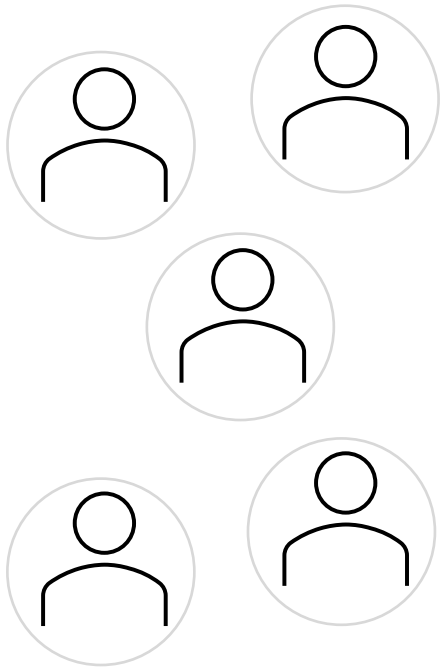
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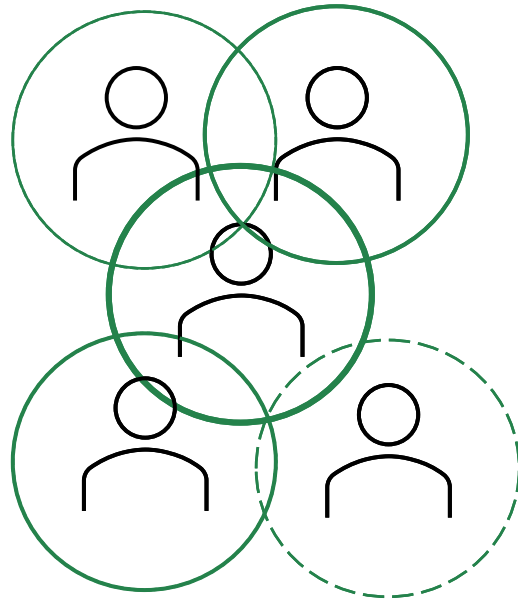
Group of Individuals

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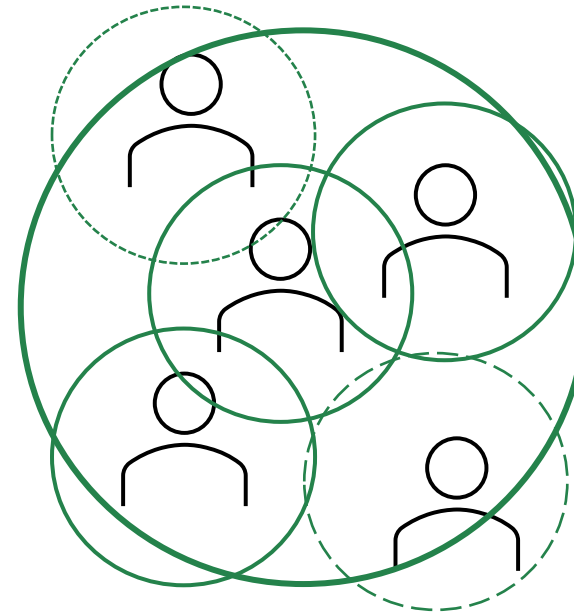
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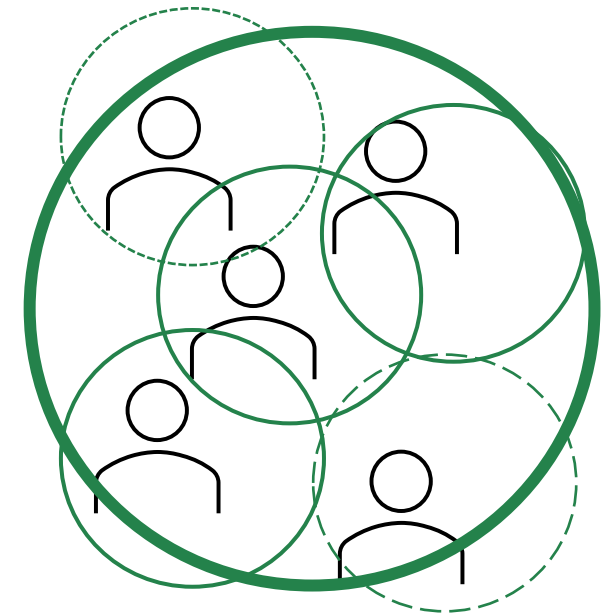
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Reflect: Fundamentals of Group Dynamics



	Individuals	Group of Individuals	Team	High Functioning Team
Members	<ul style="list-style-type: none"> • Those outside a group • May aspire to be in group but no membership 	<ul style="list-style-type: none"> • Types and levels of membership, as well as roles and responsibilities are often unclear • Connections between individuals 	<ul style="list-style-type: none"> • Formal membership is clear • Roles and responsibilities defined • Connection between members stronger but often fluctuates 	<ul style="list-style-type: none"> • All levels of membership are clear • Roles and responsibilities defined • Strong connections between the members
Goals	<ul style="list-style-type: none"> • Individual goals only 	<ul style="list-style-type: none"> • Group goals established but perceived clarity varies by individual • Individual goals often take priority over group goals 	<ul style="list-style-type: none"> • Clear, documented group goals • Members feel connection to the groups' goals, but individual goals may still feel misaligned 	<ul style="list-style-type: none"> • Documented SMART goals • Team goals align with or take priority over individual goals
Norms	<ul style="list-style-type: none"> • Individual beliefs about what behaviors should be demonstrated 	<ul style="list-style-type: none"> • Group details shape behavior expectations, but individual beliefs about behaviors are still significant 	<ul style="list-style-type: none"> • Members more likely to align with <i>explicit</i> behavior expectations • <i>Implicit</i> expectations create challenges 	<ul style="list-style-type: none"> • Members align with <i>explicit</i> behavior expectations • <i>Implicit</i> expectations made explicit
Comms	<ul style="list-style-type: none"> • Cadence, content, and audience determined individually 	<ul style="list-style-type: none"> • Group established cadence, content, and audience, but participation varies widely 	<ul style="list-style-type: none"> • Group established cadence, content, and audience with consistent behaviors for participation 	<ul style="list-style-type: none"> • Same as Team, but adds <ul style="list-style-type: none"> • Routine feedback to improve • Ability to maintain trust through difficult conversations
Leaders	<ul style="list-style-type: none"> • No formal leader 	<ul style="list-style-type: none"> • Often led by informal leader(s) (influence) but may appoint a formal leader 	<ul style="list-style-type: none"> • Formal leader(s) assigned (authority) • Informal leaders (influence), also 	<ul style="list-style-type: none"> • Formal and informal leaders engage to keep members aligned and help adapt to changes

Questions to Consider

1. Do your fellow Council members understand your context?
2. Do you understand your fellow Council members' contexts?
3. As a member of the Charlotte City Council:
 - a) How do you currently perceive the Council based on these group fundamentals?
 - b) Where on the group dynamics spectrum would you prefer the Council operate in 6 months? in 12 months?

Recommended Actions

01

Group Dynamics

- ✓ Foundational Concepts
- ✓ Reflection
- ✓ Small Group Discussion

- Identify members whose context you need to better understand and schedule 1:1(s)
- Reflect further using group → team table then select a date/time to discuss 3a, 3b as a Council

02

Trust Dynamics

- Simple Concepts
 - Reflection
 - Complex Applications
 - Reflection
 - How Rules of Decorum Apply
-

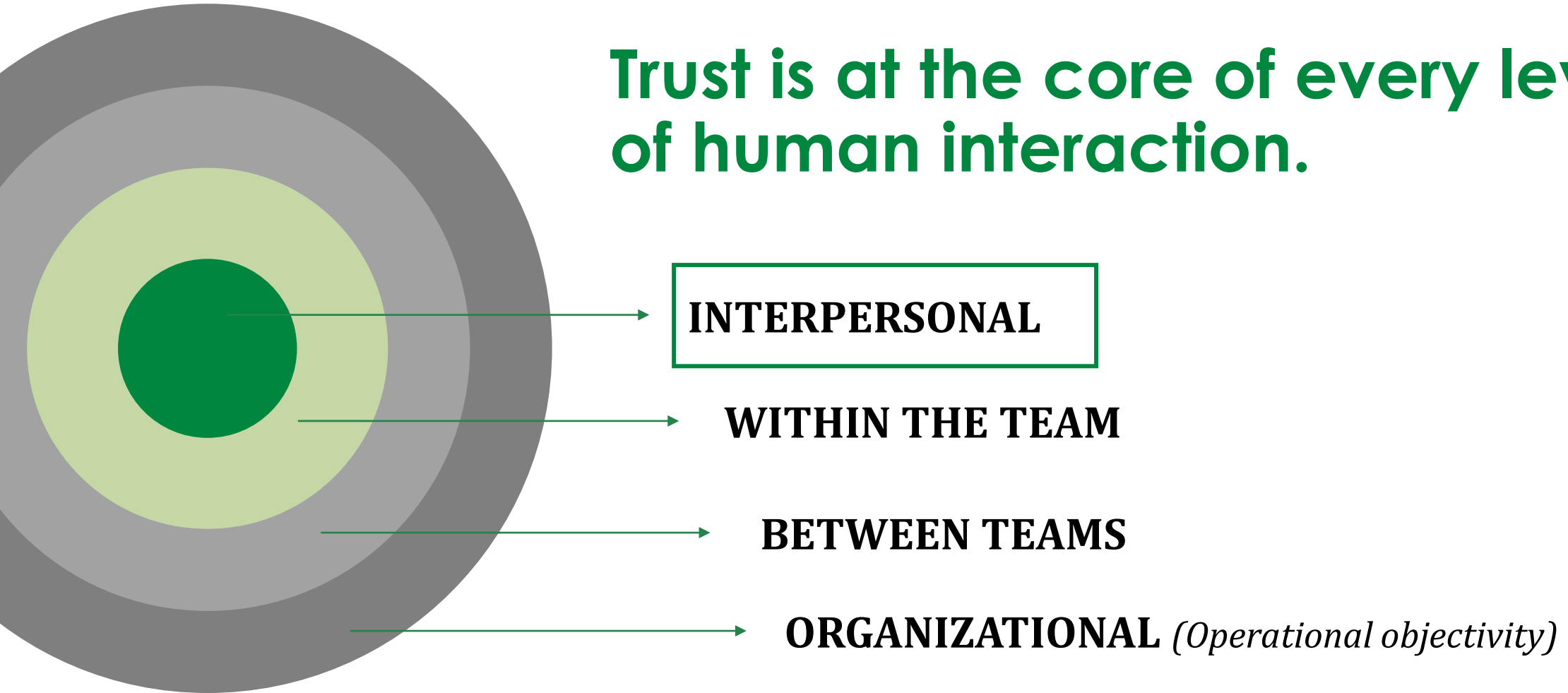
Trust Paradox:

Fundamentally simple concepts.
Impossibly complex application.

Either everyone's an expert or no one's an expert!

Simple Concepts

Trust is at the core of every level of human interaction.



Simple Concepts: Factors for Perceived Trustworthiness



Competence

Do I have confidence the person has the **knowledge, skills, and ability** to perform Council responsibilities?



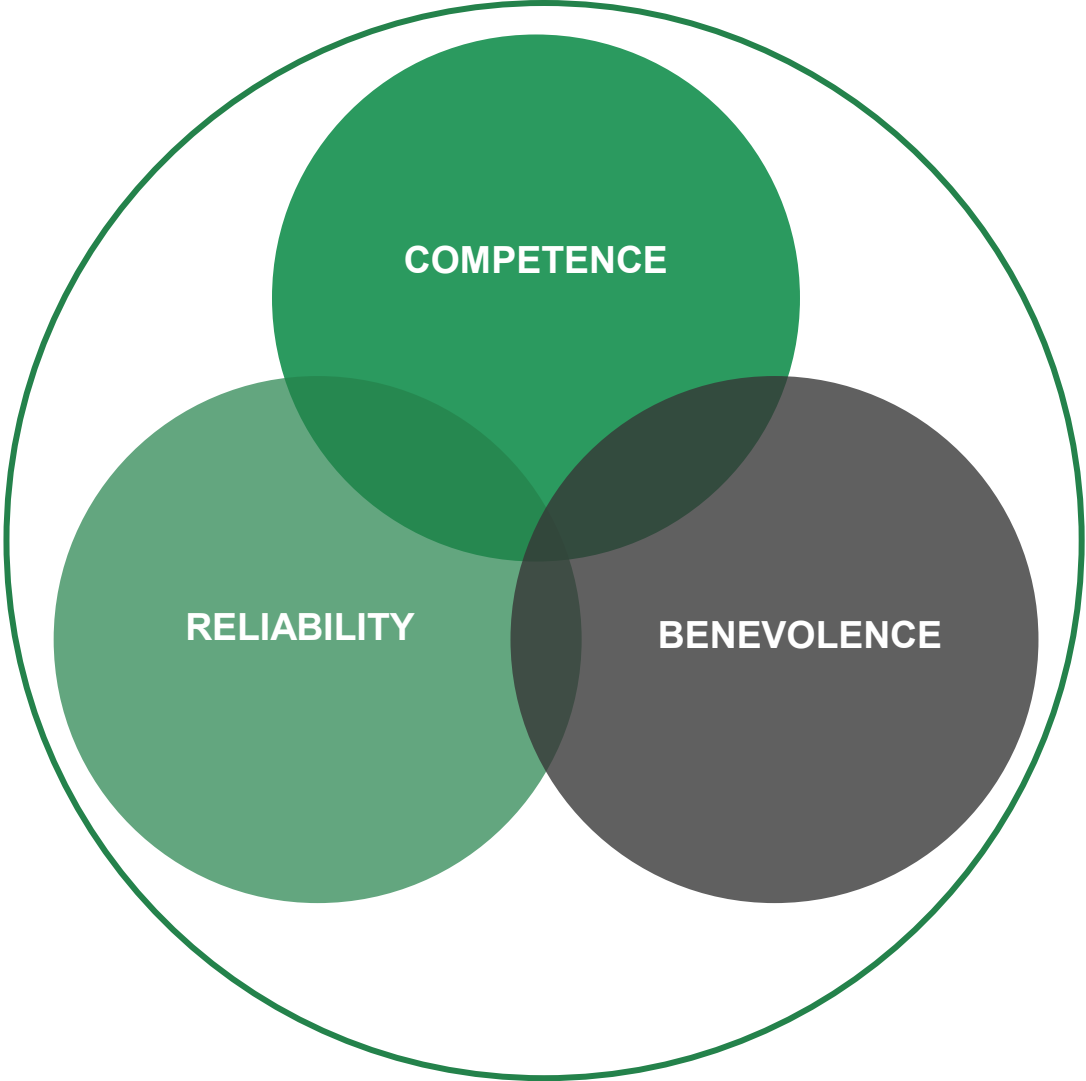
Benevolence

Do I have confidence the person has a **disposition to do what's good** and **consider the interests of others**?



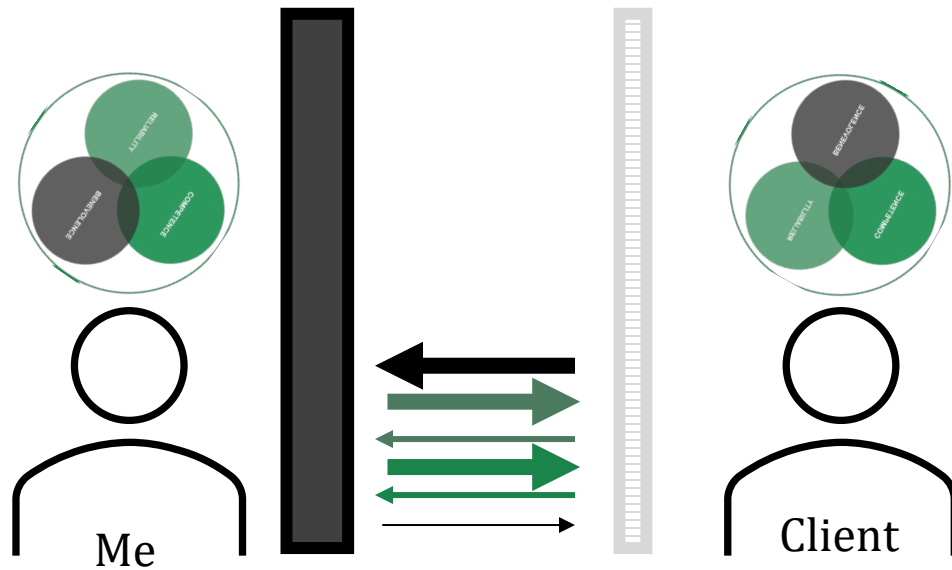
Reliability

Do I have confidence the person will **show consistent behaviors** and **accept ownership** for those behaviors?

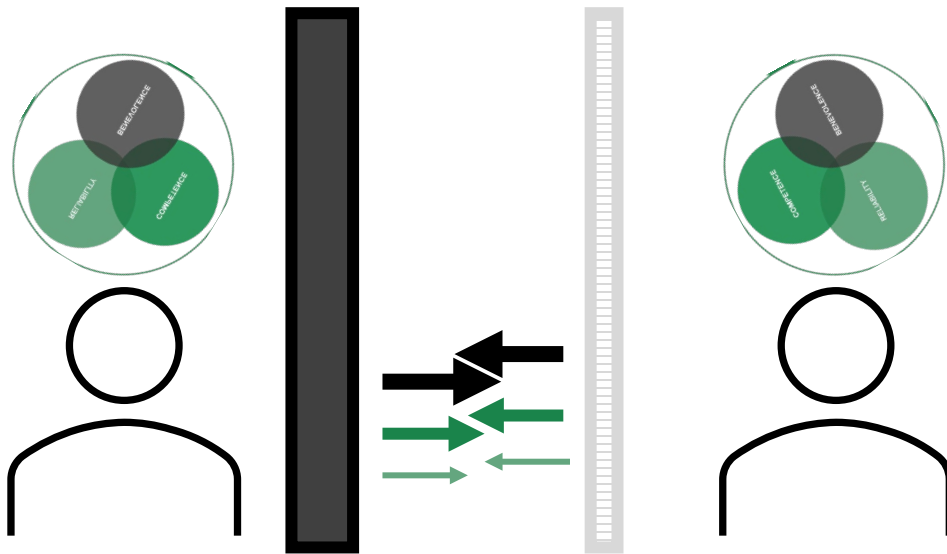


Adapted from Mayer, Davis, Schoorman (1995)

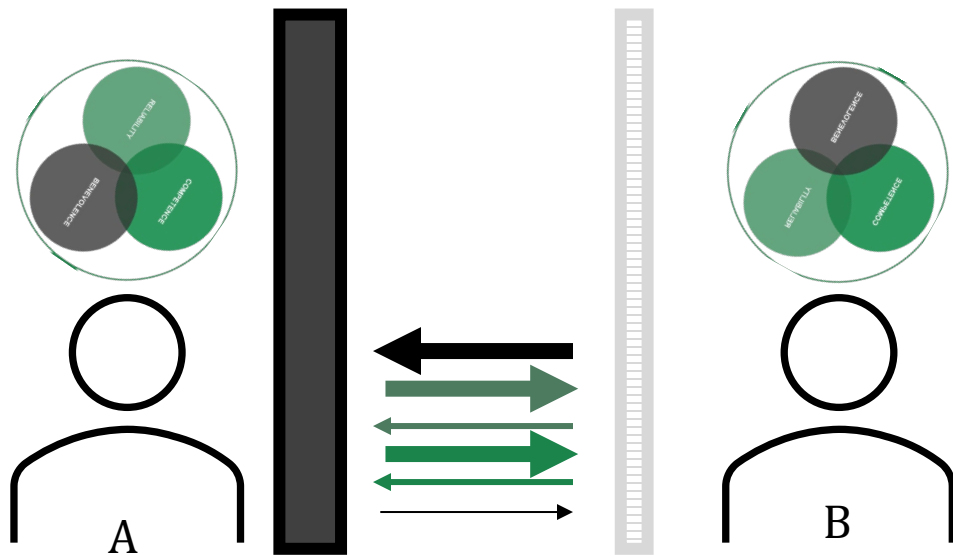
Complex Application – Example 1



Complex Application – Example 2



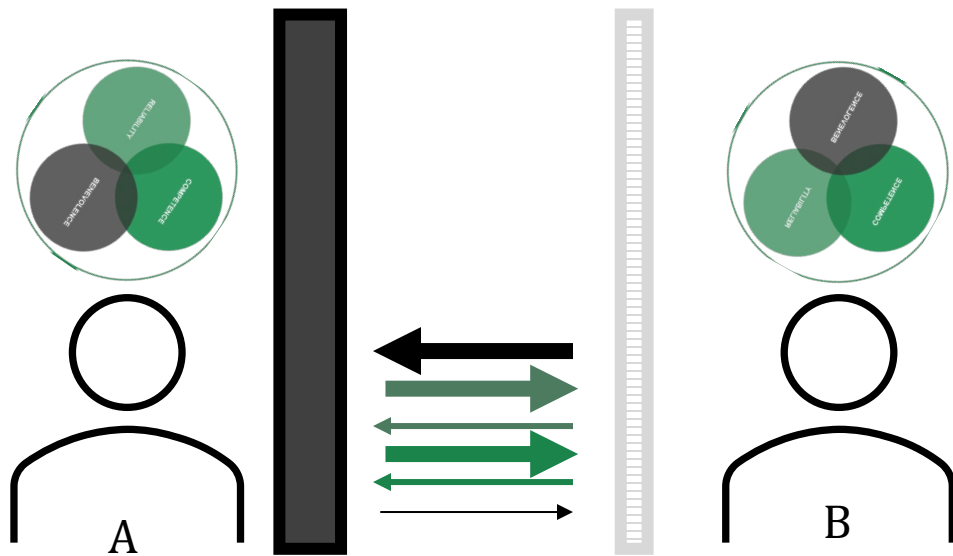
Complex Application



Strategies

- Use you default and hope
- Remove your wall(s)
- Get curious!

Complex Application



Reflect on your:

- Default prioritization of the 3 factors?
- Propensity to trust?
- Differing contexts/situations?

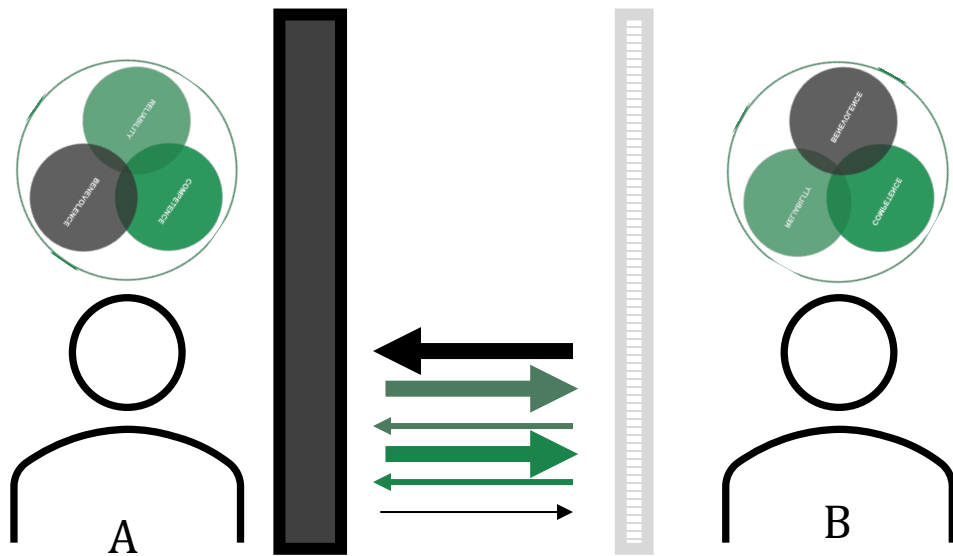
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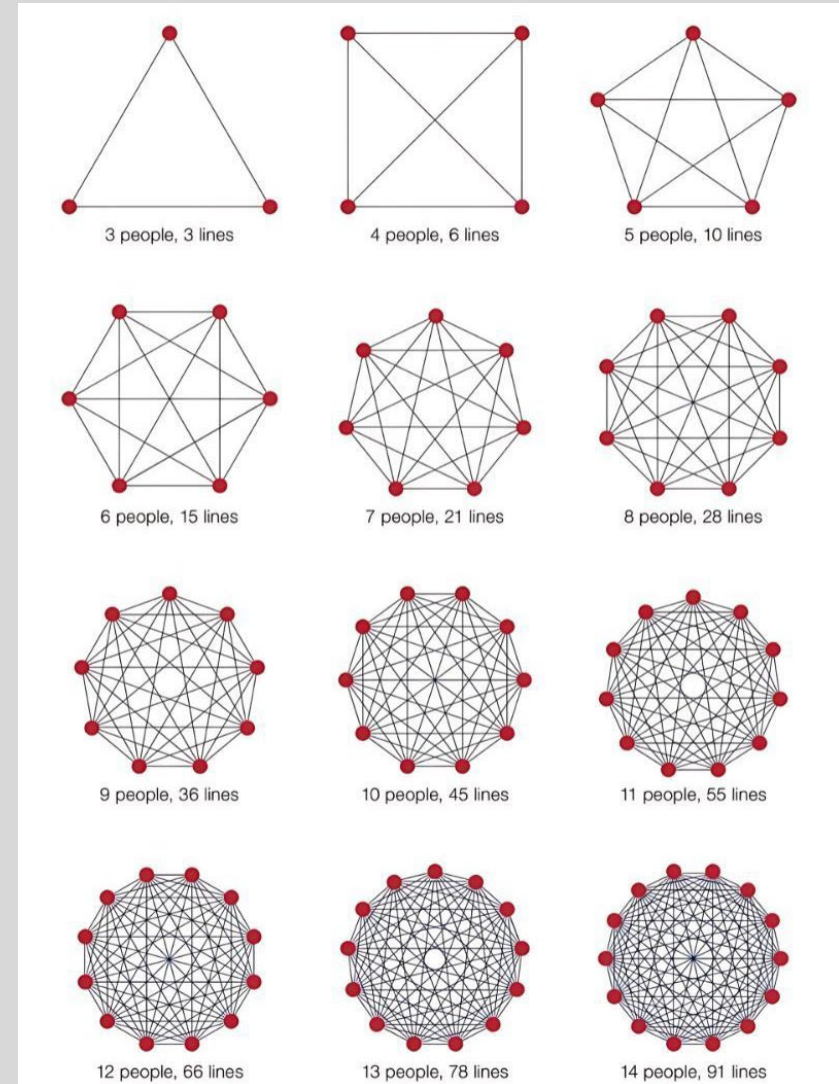
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Increasingly Complex Application

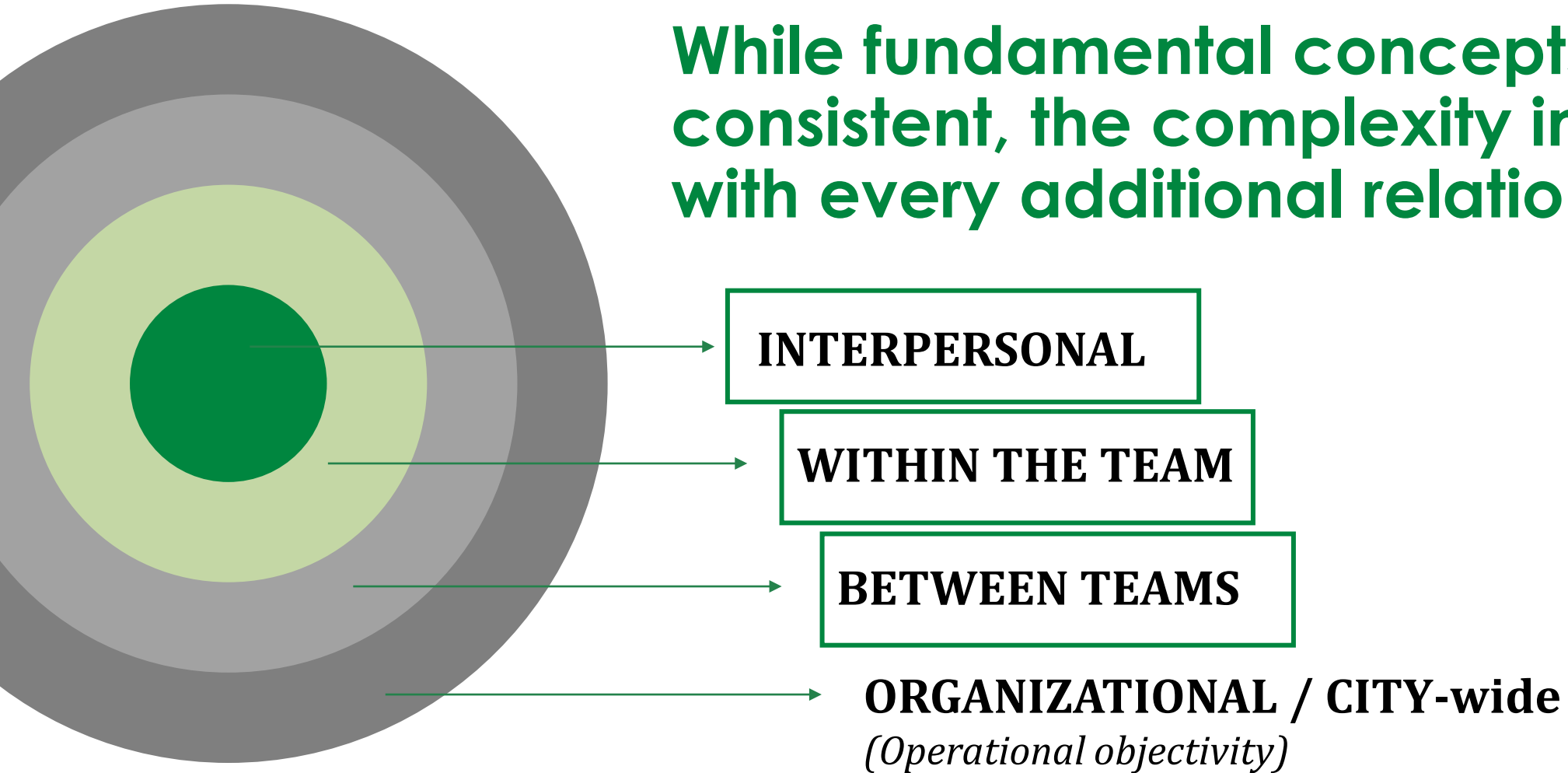


Increased Complexity as Number of Relationships Increase



Simple Concepts

While fundamental concepts stay consistent, the complexity increases with every additional relationship.



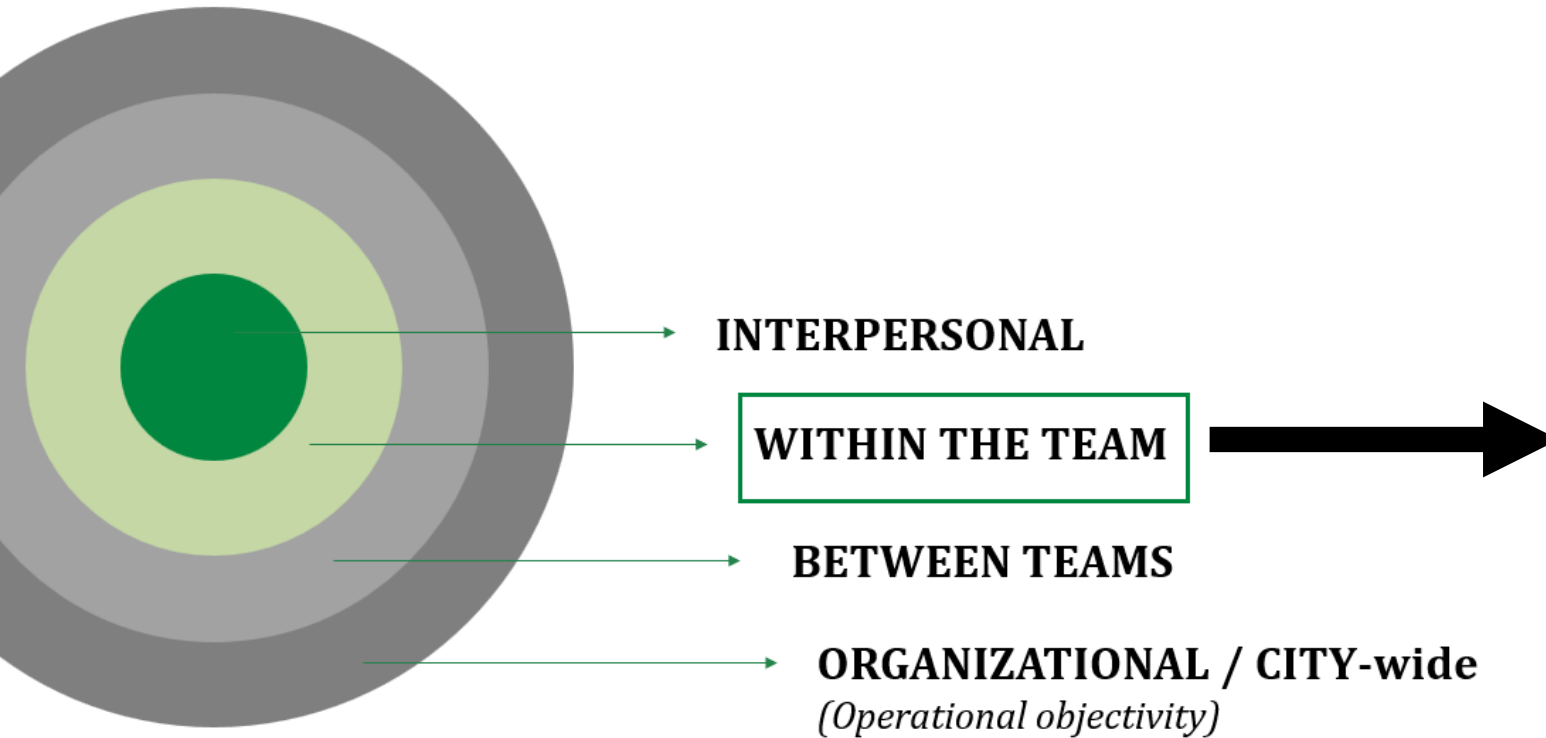
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Fundamentally simple concepts.
Impossibly complex application.

**When it feels overwhelming...
return to the simple concepts, then
identify and pursue 1-2 intentional action(s).**

How the Decorum of the Council Applies to Trust

Consistent Behaviors Around Decorum Can Demonstrate All 3 Factors that Influence Trust



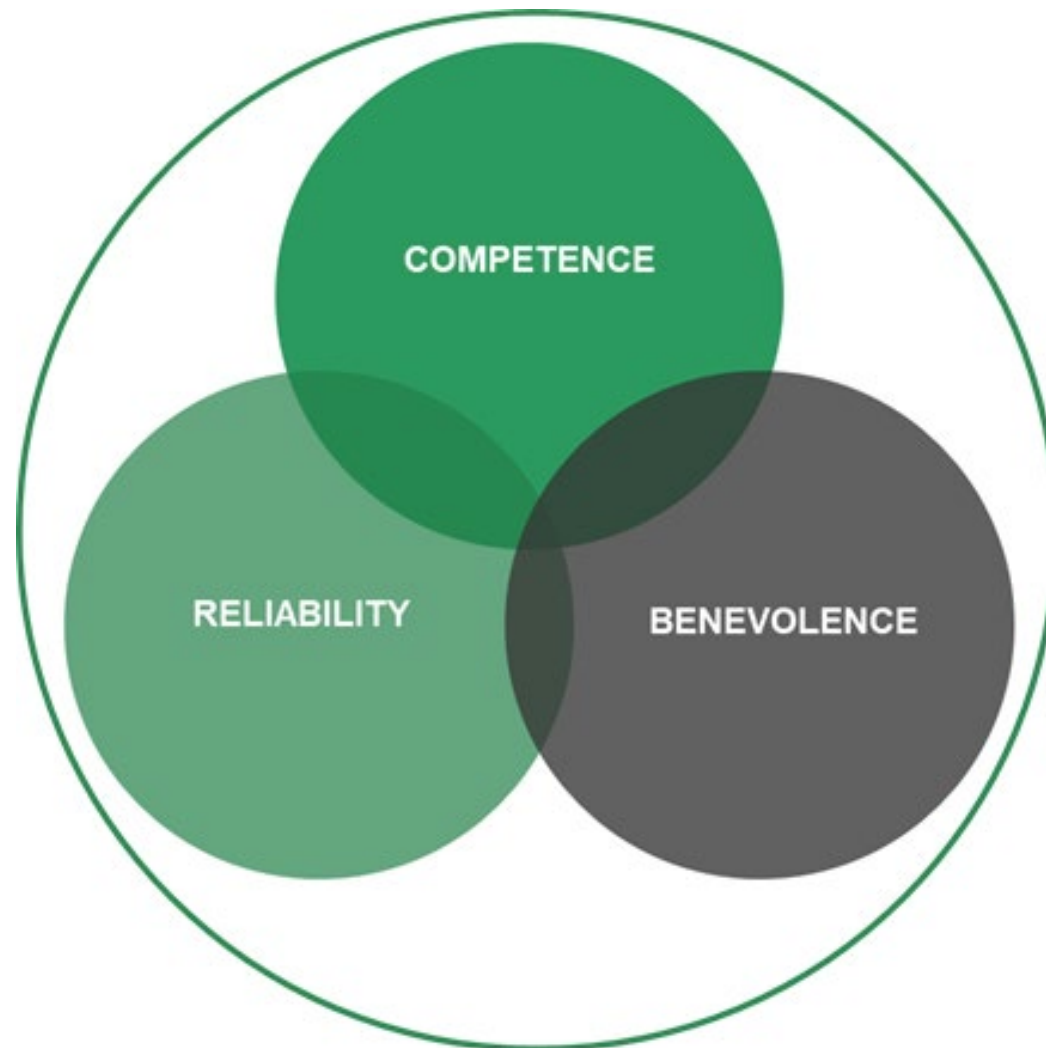
Council Rules of Decorum

- ✓ **Timeliness:** be available and ready to start meetings on time
- ✓ **Preparedness:** review materials, prepare questions and comments
- ✓ **Respectful Discussions:** in agreement or disagreement, show consideration for each other as individuals

Discussion

How can consistent behaviors that demonstrate adherence to each rule positively impact your perception of the trustworthiness of other Council Members?

- ◀ Timeliness
- ◀ Preparedness
- ◀ Respectful Discussions



Recommended Actions

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02

Trust Dynamics

- ✓ Simple Concepts
 - ✓ Reflection
- ✓ Complex Applications
 - ✓ Reflection
- ✓ How Rules of Decorum Apply

- Understand your trust preferences**
 - Discuss with trusted colleague
 - Decide whether to address with someone with limited trust
- Commit to simple rules of decorum for the next 3 months; observe and discuss impact**