



**Minnesota Asphalt  
Pavement Association**

# ***Unlocking High-Performance Team Dynamics***


**MAPA Conference Dec 9<sup>th</sup>, 2025**

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# **Agenda for today**

- 1. 2 types of rank that impact teams**
  - 2. Increase rank awareness**
  - 3. 3 tools for good rank use**
- 
- A solid red horizontal bar at the bottom of the slide.

**Why do you want high performing teams?**



# High performing teams

Individuals  
who use their **rank** effectively,  
for safety and productivity.

# WR: Randy Moss



# QB: Riley Leonard



**Maybe there is an “I” in team**



Is misuse of **rank** one of the greatest unnamed safety hazards and team killers?



# Rank/Status/Seniority



**A key for high performing teams...**  
**Good use of RANK...**



# Two Types of Rank/Seniority

- **Positional**
- **Psychological**



# **Positional Rank**

**Determined by the  
cultural/professional context.**

**(job title, personal connections, etc)**

# **Psychological Rank**

**Ability to speak up when  
speaking up is difficult.**

**Staying calm when things get rough.**

# Positional rank



# Psychological rank



# Rank can be a superpower!



# Rank Line Up

(birthdays, eldest, take charge, show vul, years in construction)



# Rank can be dangerous...like a drug

- **Numb feelings.**
- **Not aware of our impact.**
- **Deadly at times.**



# **Signs\* of high/low rank.**

(dyad exercise—Types and Signs of Rank)

**\*visual, vocal, body language,  
stuff they own, type of jobs, pay, etc**

**Dr. Arnold Mindell**

**“The more rank a person  
has the less aware of it they  
tend to be.”**

# Three tools for helping you use rank well

## **F.F.A.**

- **F**eedback (AAA)
- **F**lex Culture (Navy SEALs)
- **A**wareness of Your Rank

# AAA Feedback (Netflix)

- 1. Aim to Assist**
- 2. Make it Actionable**
- 3. Accept or Reject**



# Flex Culture



# Navy SEALS Flex Culture



# **Navy SEALS** Flex Culture

- **Traditional/Chain of Command**  
(Old School) **WHEN is this BEST?**
- **More “flat”, collaborative**  
(Stripes off/New School)  
**WHEN is this BEST?**



# Awareness of Your Rank

Photo by Sebastian Palomino

# **RANK:** Earliest b-day is 1<sup>st</sup> boss

- 1. Shake hands**
- 2. Boss: What did you do?**
- 3. Worker: (explains)**
- 4. What do you notice?**
- 5. Switch roles.**

**Non-verbals**

**Tone**

**Posture**



# Connecting with Esch Consulting, LLC

Free 30 min consult

**+ EVALS and PHOTO**



# Summary

