




IMPROVING TEAM DYNAMICS

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START TIME: 5 MINUTES AFTER THE HOUR
WE'LL GO FOR 20 MINUTES UNTIL 25 PAST




**A Conferencing Tips
Webinar with Brad Volin,
President of Adigo**
4/14/2015



AGENDA

- Intros
- Tips for Good Team Leaders
- 5 Dysfunctions of a Team
- Team Challenges and Solutions



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INTRODUCTIONS

- President, Adigo
- Experience at Public and Private companies
- Been involved in lots of teams!
 - Cohesiveness varies A LOT!

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TIPS FOR A GOOD TEAM LEADER

- **Over communicate:** Be clear about your values, priorities and observations.
- **Ask questions:** 50% of what comes out of your mouth should be a question. Be a *learner* – not a *knower*.



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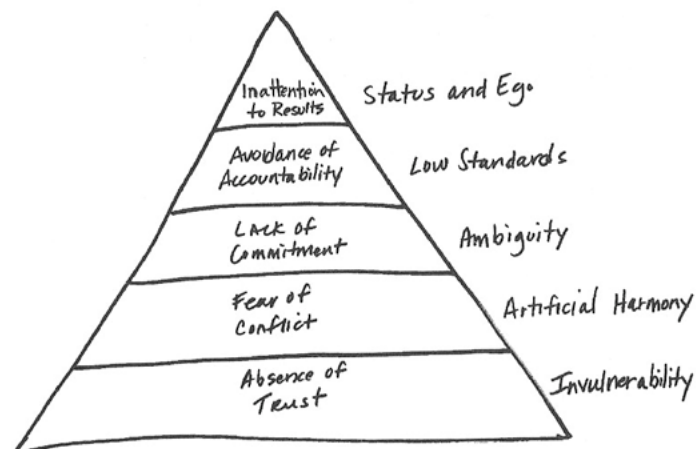


TIPS FOR A GOOD TEAM LEADER

- **Figure out what people *really* want to do.**
→ Turn solid players into rockstars.
- **Get your hands dirty**
→ Understand what it's like to be on the front lines.
- **Be decisive**
→ The clearer you are about your objectives, the sooner the team can get behind them.



PATRICK LENCIONI'S FIVE DYSFUNCTIONS OF A TEAM





ABSENCE OF TRUST

Trust = confidence among team members that their *intentions are good*. Team members must get comfortable being vulnerable around each other.

Can you think of people in your organization who are unwilling to trust? Are there times when you are untrusting?



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TRUST BUILDING STRATEGIES

- **Team Effectiveness** – have the team identify the single most important contribution each of their peers makes to the team, as well as the one area they must either improve upon or eliminate for the good of the team.
- **Personality Profiles** – tools like Myers Briggs and Strengths finder tests offer practical and scientifically valid descriptions of how team members think, speak and act.

ISTJ Doing what should be done	ISFJ A high sense of duty	INFJ An inspiration to others	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much but shares little	INFP Performing noble service to aid society	INTP A love of problem solving
ESTP The ultimate realists	ESFP You only go around once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuaders	ENTJ Life's natural leaders

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FEAR OF CONFLICT

- Teams that engage in **productive conflict** do so in order to produce the **best possible solution in the shortest amount of time.**

→ *Who in your organization avoids conflict, and what is the cost to the team?*



ADDRESSING FEAR OF CONFLICT

- Identify a **miner who extracts buried disagreements within the team.**
- Remind team members, during conflict, that **what they are doing is necessary.**
- **Allow resolution to occur naturally**, even if it's messy.





LACK OF COMMITMENT

- Great teams make **clear and timely decisions** and move forward with **complete buy-in from every member of the team**, even those who voted against the decision.

→ *How do you see lack of commitment rear its (ugly) head on your team?*



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ADDRESSING COMMITMENT ISSUES

- Cascading messaging:** At the end of a meeting, review the key decisions, and agree on what needs to be communicated to employees or other players.
- Deadlines:** Commit to deadlines and honor those dates with discipline and rigidity.
- Contingency and Worst-Case Scenario:** Identify contingency plans and worst-case scenarios up-front. Team members will realize the costs of an incorrect decision are survivable, and less damaging than they had imagined.



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AVOIDANCE OF ACCOUNTABILITY

- **Peer pressure can be a good thing.**
When team members call each other out for specific behaviors, they motivate people to improve their performance.



IMPROVING ACCOUNTABILITY

- **Publish goals and standards** – Clarify exactly what the team needs to achieve, who needs to deliver what, and how everyone must behave in order to achieve.
- **Simple and regular progress reviews** – Communicate with each other, regularly, about how teammates are doing.
- **Team rewards** – The team is unlikely to stand by quietly and fail because one person is not pulling his or her weight.

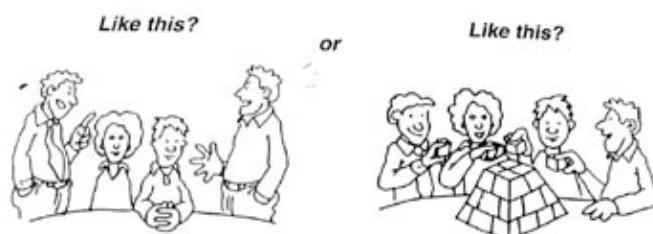




INATTENTION TO RESULTS

Defined: When members care about something other than the collective goal.

An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance.



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IMPROVING ATTENTION TO RESULTS

- **Public declaration**— teams more willing to publicly commit to specific results are more likely to achieve.
- **Results-based rewards** – Tie rewards (especially \$\$) to achievement of specific outcomes.



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**ADDITIONAL RESOURCES
FOR MORE EFFECTIVE FEEDBACK**

- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *The Hands Off Manager* by Steve Chandler
- “5 Tips for New Team Leaders” by Jeanne DeWitt at HBR.org (Harvard Business Review)
- *Strengthfinder 2.0* by Tom Rath
- Myers Briggs Personality Resources - <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>

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CONNECT

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How helpful was this? 1 (not much) – 5 (super)

For links, details and references, see our post:

[3 Credos Growth-Based Collaborators Have for Holding Better Meetings](#)

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