

Team Dynamics

Kirstin Kohler // Ideasquare 2019



Purpose

- Get awareness of the power of team dynamics on project success
- Understand your part in it
- Get to know some instruments to keep your team healthy

The Power of Team Dynamics

Team dynamics has a huge influence on the outcome of your project



If it was your task to built the most powerful team,
what would you do?

Predictors of Success/Smartness

- General intelligence
 - IQ
 - predicts the performance of individuals on a variety of tasks
- What about groups?
 - WeQ ??




$$IQ(\text{Group}) = ? \text{SUM}(IQ(\text{Individual}))$$

Research Shows

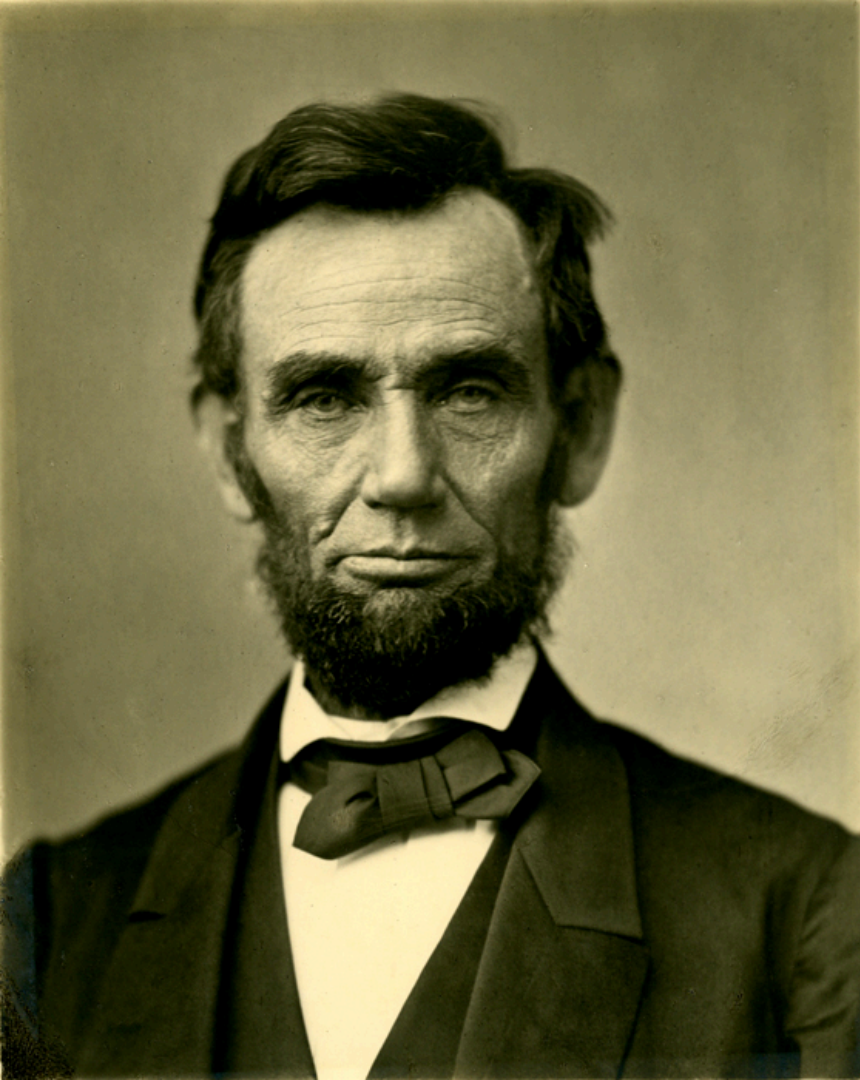
- The average intelligence of individual group members is only moderately correlated with group intelligence
- Strong predictors are
 - Social perceptiveness of group members
 - Reading the mind in the eyes (RME Test)
 - (Empathy)
 - Women
 - Diversity

(Collective Intelligence and Group Performance; A. Woolley, I. Aggarwal, T.Malone, 2015)

A photograph of two young girls sitting on a paved path outdoors. The girl on the left is wearing a teal t-shirt and blue jeans, sitting cross-legged and holding a bouquet of white daisies. The girl on the right is wearing a white t-shirt with a zebra graphic and grey corduroy pants, sitting cross-legged and holding a small green object. A large, light blue double-headed arrow points from the girl on the left to the girl on the right. A white rectangular box with blue text is positioned above the arrow, and another white rectangular box with blue text is positioned below the girls.

Empathy helps to
understand each
other

Diversity makes Empathy more difficult



*„I don't like that man.
I must get to know him better.“*

Abraham Lincoln

“To work well with other people, you need to understand their personalities and they need to understand yours.”

Adam Grant



Are we aware of the differences between us?

Are we brave enough to talk about it?

Do we know how to talk about it?

Some examples

Differences in the personality of team members might cause conflicts and misunderstandings in your team

- _ Self-efficacy
 - < reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment
- _ Emotional and confrontational expressiveness
- _ Conflict modes

Self-efficacy



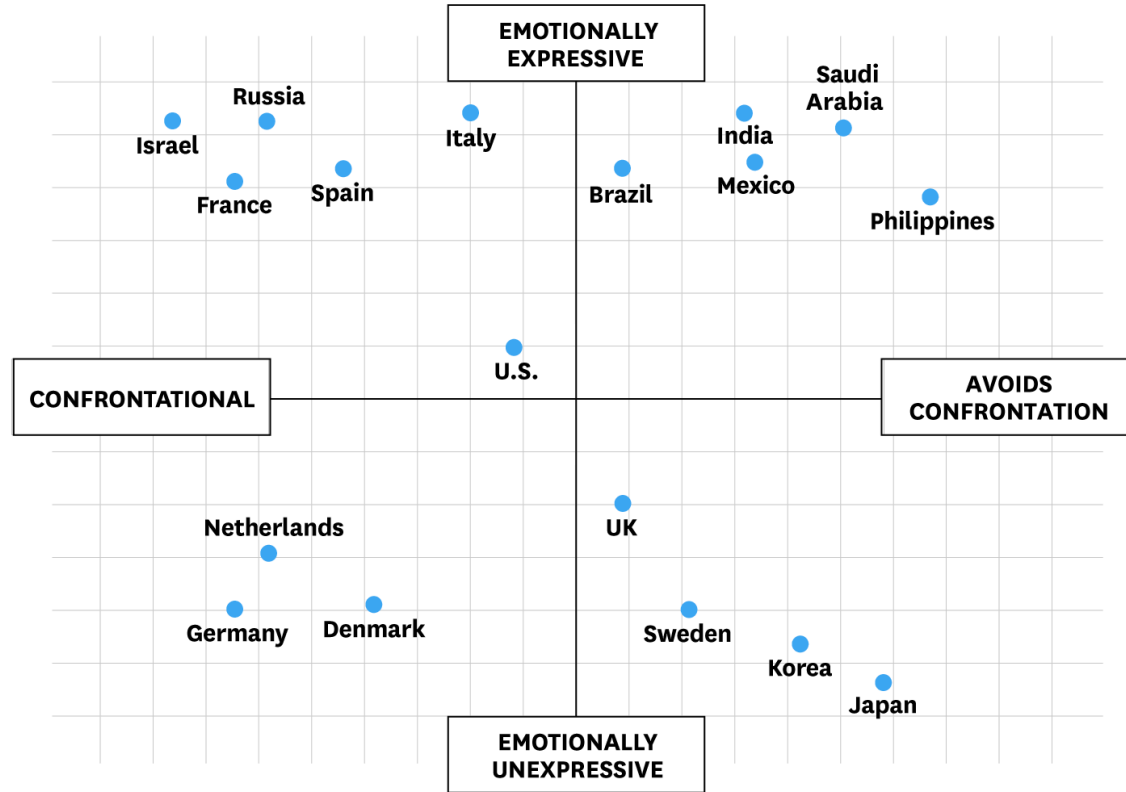
I change my environment

I do what I'm told

Powerless



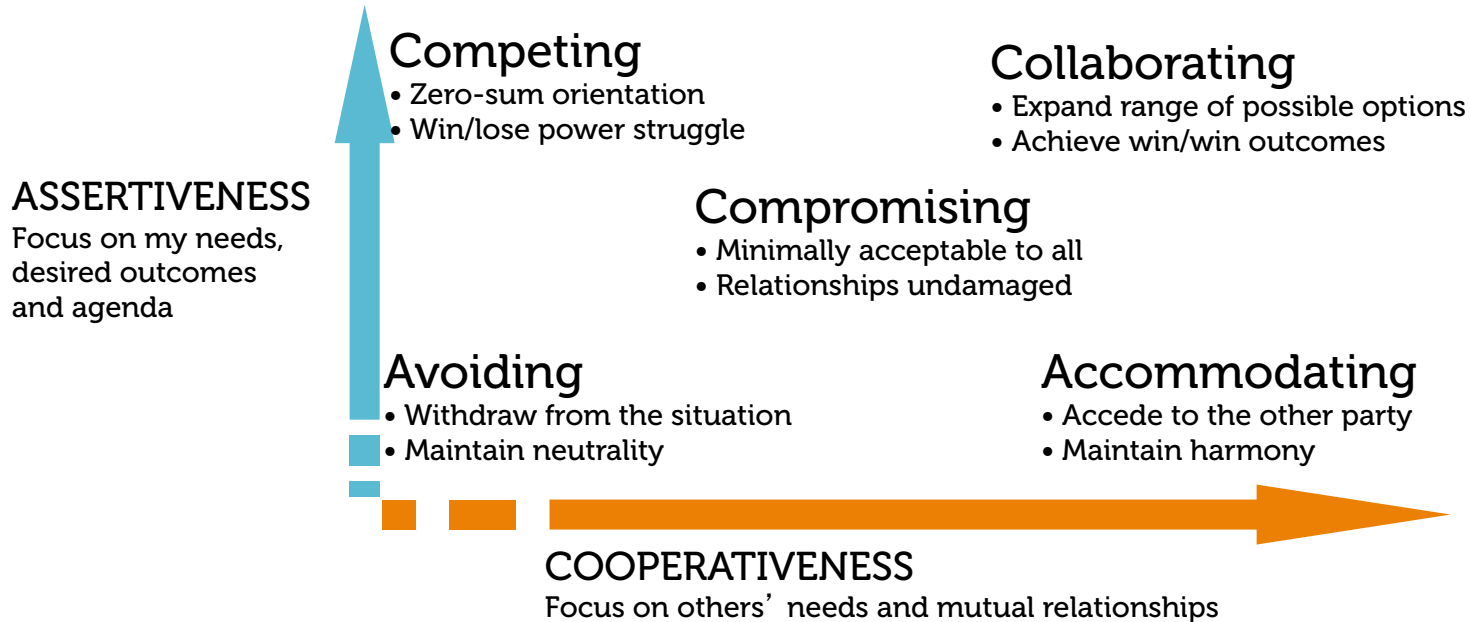
Confrontational and Emotional



SOURCE ERIN MEYER
FROM "GETTING TO SI. JA. OUI. HAI. AND DA." DECEMBER 2015

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Conflict Modes

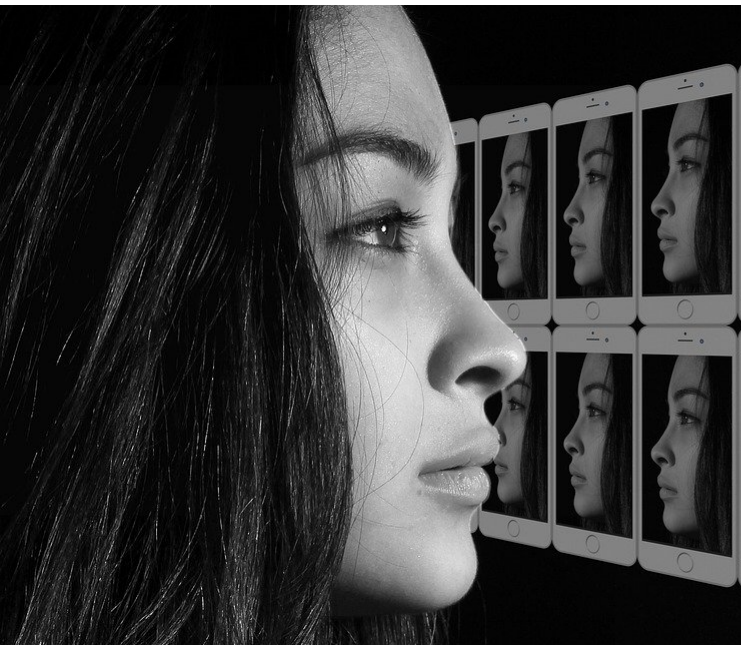


Kenneth Thomas & Ralph Kilmann, 1974..

www.edbatista.com/2007/01/conflict_modes_.html

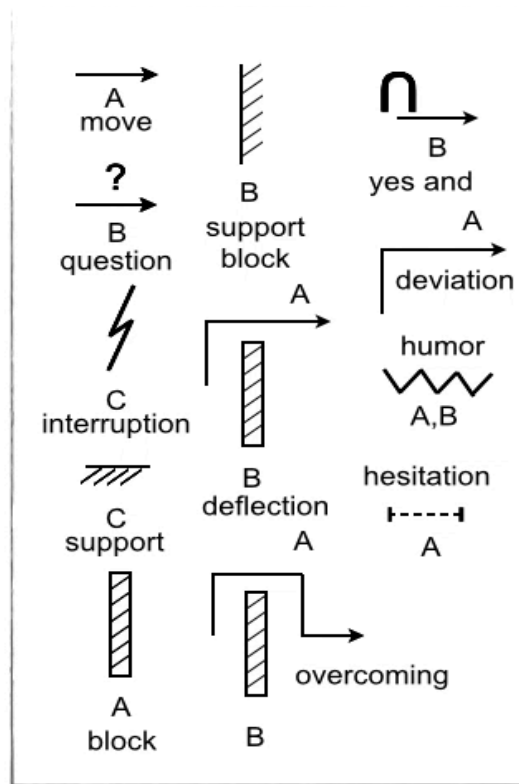
Exercise

1. How do you judge yourself in respect to
 - _ Self-efficacy
 - _ Confrontational and emotional expressiveness
 - _ Conflict models
2. Take a pen and place yourself in the handout (3 min)
3. Share with your team. Do you see differences? Did they cause difficult situations so far? (6 min)



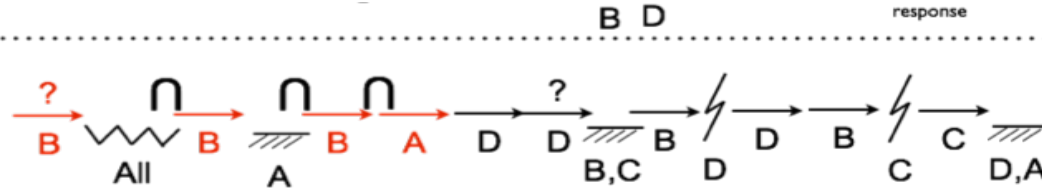
What you just did,
was a bit of
self-reflection!

Team Dynamics Quantified

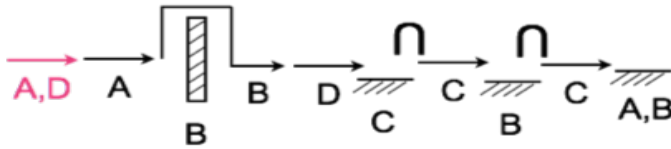
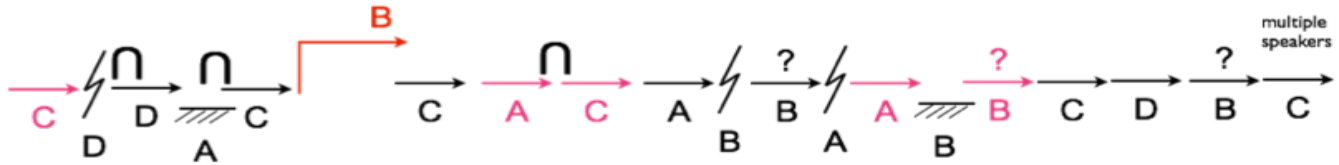


Team Dynamics Quantified

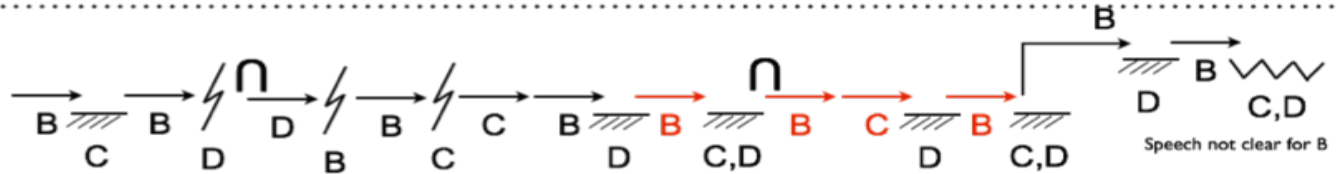
10
292.93
321.10



11
321.43
366.07

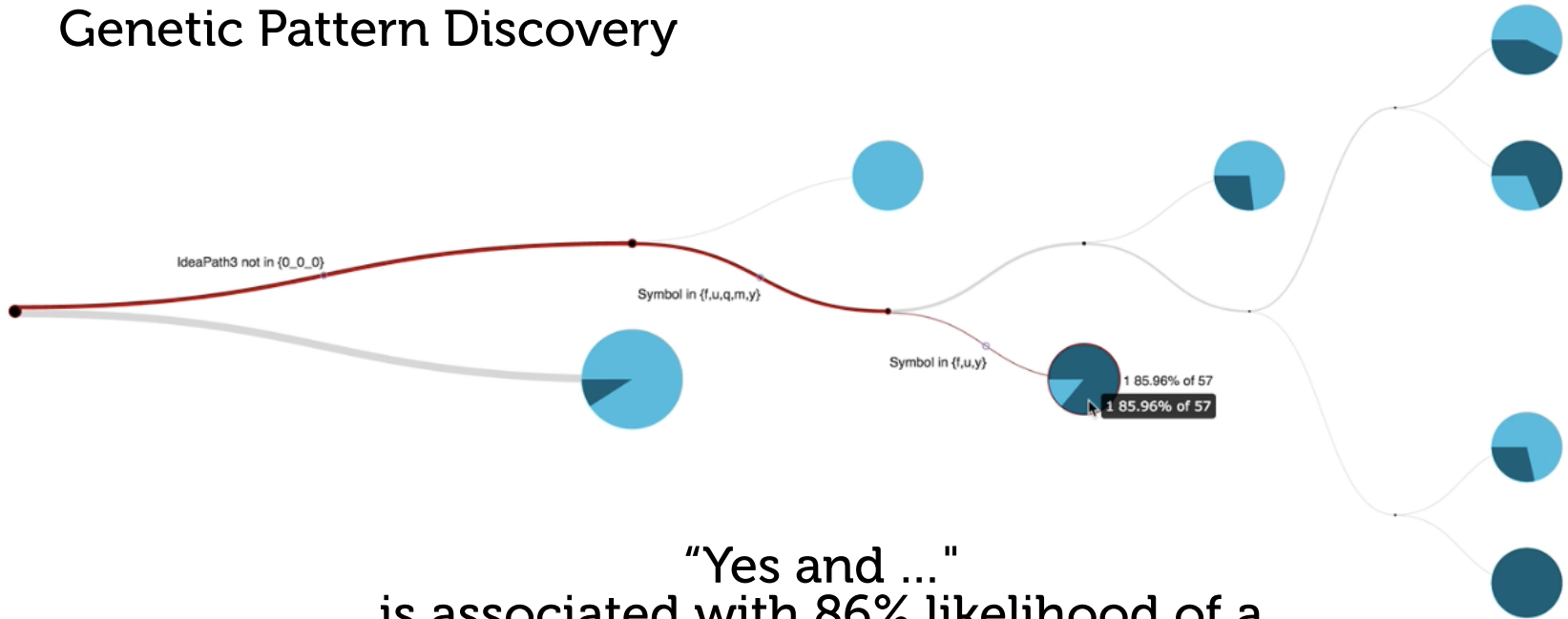


12
366.44
400.31



Team Dynamics Quantified

Genetic Pattern Discovery



"Yes and ..."
is associated with 86% likelihood of a
fresh-idea occurrence.

Team Dynamics Quantified

- Yes, and: Extend the narrative by contributing to it.
- Don't block: A block is a denial of reality that has been established in a narrative.
- Make your team mates look good: Support them in the process of narrative development rather than competing.
- Don't write the script in your head.
- Listen to the group. Maintain an awareness of others' responses in the moment and in context of the unfolding narrative.

Affective Interactions

- Analysing affective interactions between couples can predict satisfaction or divorce with a 93 % probability (Gottmann 1992)
- Affective interaction dynamics occurring within a 5-minute slice can predict pair programming performance / design team performance (Malte Jung, 2011)

Research on Team Effectiveness

Research at Google found correlated the following aspects to team effectiveness (in order of importance)

1. Psychological safety - "If I make a mistake on our team, it is not held against me."
2. Dependability - "When my teammates say they'll do something, they follow through with it."
3. Structure and Clarity - "Our team has an effective decision-making process."
4. Meaning - "The work I do for our team is meaningful to me."
5. Impact - "I understand how our team's work contributes to the organization's goals."

Team Reflection - Prepared

Individually have a look on the
second working sheet

4 min



I like ..., I wish ... Exercise

Consider the work with each of your team mates

Write down your likes and wishes

Consider behaviour in your team that prevents you from effective cooperation

You may refer to some of the introduced concepts

3 min

A person is sitting at a wooden table, writing on a document with a black pen. They are wearing a light blue long-sleeved shirt and a black watch with a white face. The background is slightly blurred, showing other people in a meeting or workshop setting.

I like ..., I wish

Exercise

Share your likes and wishes in the team

Make sure everyone is heard

Be aware of your communication (verbal and affective interactions)

5 min



Team Muscles

- Keep your team healthy, this is your superpower!
- Reflect yourself and take responsibility for your behaviour
- Get to know your teammates better to built empathy
- Fight mistrust: Be honest and don't play a role
- Don't avoid arguments, but have a respectful way of interaction

Pictures

Pictures from <https://pixabay.com/>

<https://pixabay.com/photos/basketball-team-play-scoring-108622/>

<https://pixabay.com/photos/car-communication-talk-self-talk-3100981/>

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<https://pixabay.com/photos/wall-art-mural-painting-graffiti-2602082/>

Abraham Lincoln: https://en.wikipedia.org/wiki/Abraham_Lincoln#/media/

File:Abraham_Lincoln_O-77_matte_collodion_print.jpg

Adam Grant speaks at TED2018 - The Age of Amazement, April 10 - 14, 2018, Vancouver, BC, Canada. Photo

Credit: Ryan Lash / TED RYAN LASH / TED