

Working on a Team

UNDERSTANDING TEAM DYNAMICS



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Why Teams Fail

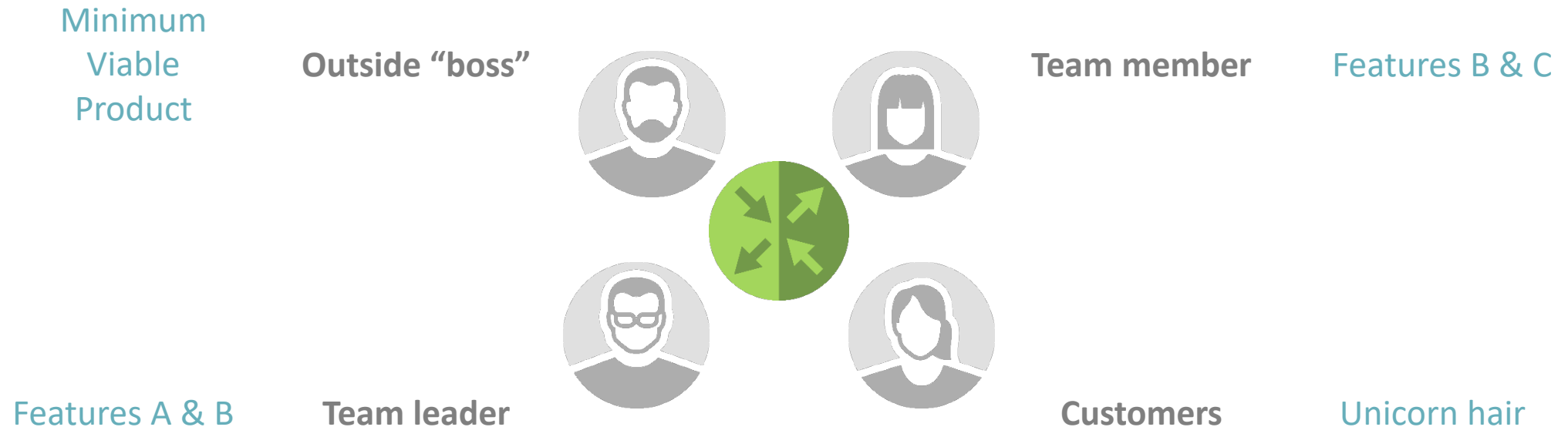
(mis)alignment of Vision

“We hope for
an awesome
product
delivered in 9
months.”



Why Teams Fail

(mis)communication of Expectations



Why Teams Fail

Disrespect



Why Teams Fail

Disrespect

Inability to forgive



Why Teams Fail

Disrespect

Inability to forgive

Poor leadership



Why Teams Fail

Disrespect

Inability to forgive

Poor leadership

Egos



Why Teams Fail



Disrespect

Inability to forgive

Poor leadership

Egos

Impossible tasks/resources

The Why of Teams

More resources

(brains, hours, skills, time)

will be better/faster

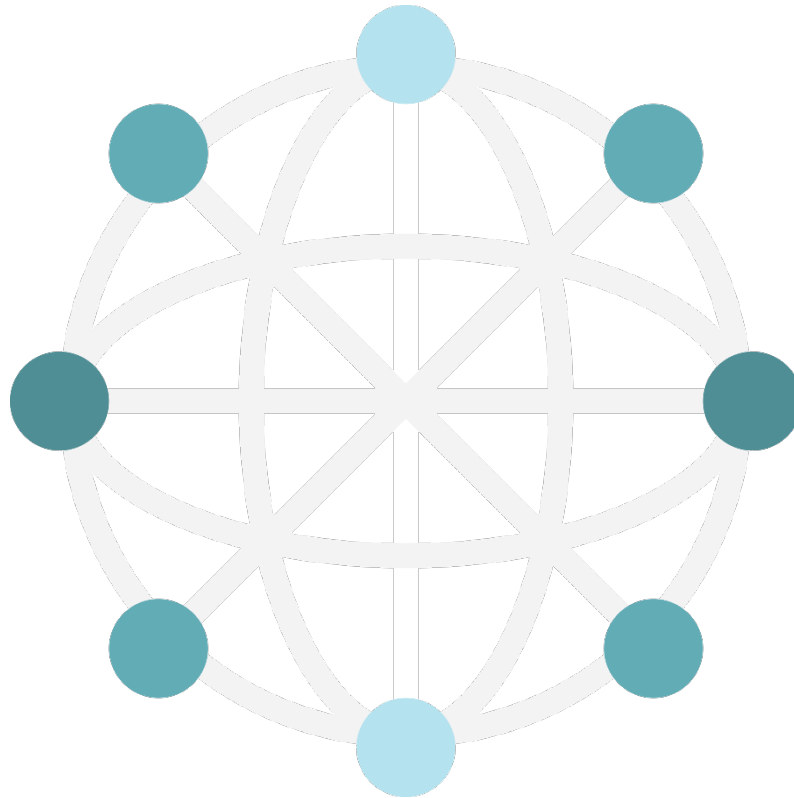
The Why of Teams

Synergy

$$1+1 = 3$$

The Why of Teams

Cross-training



The Why of Teams

Buy-in at wider level
(ownership)

What Makes Teams Successful

How do you
define success?

What Makes Teams Successful

Cohesiveness?

What Makes Teams Successful

Cohesiveness?

Culture?

What Makes Teams Successful

Cohesiveness?

Culture?

Successful deliverables?

What Makes Teams Successful

Planning?

What Makes Teams Successful

Planning?

Clarity?

What Makes Teams Successful

Planning?

Clarity?

Communication?

What Makes Teams Successful

Leadership?

What Makes Teams Successful

Leadership?

Individual Willingness?

What Makes Teams Successful

Leadership?

Individual Willingness?

Attitude?

What Makes Teams Successful

Is
“failure”
okay?

A Shared Vision

Source:

Inside?

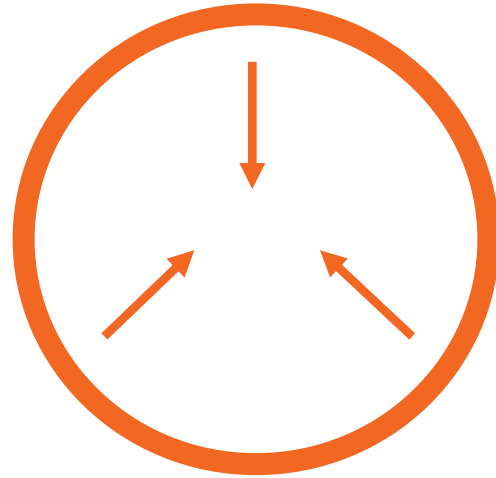
Outside?

A Shared Vision

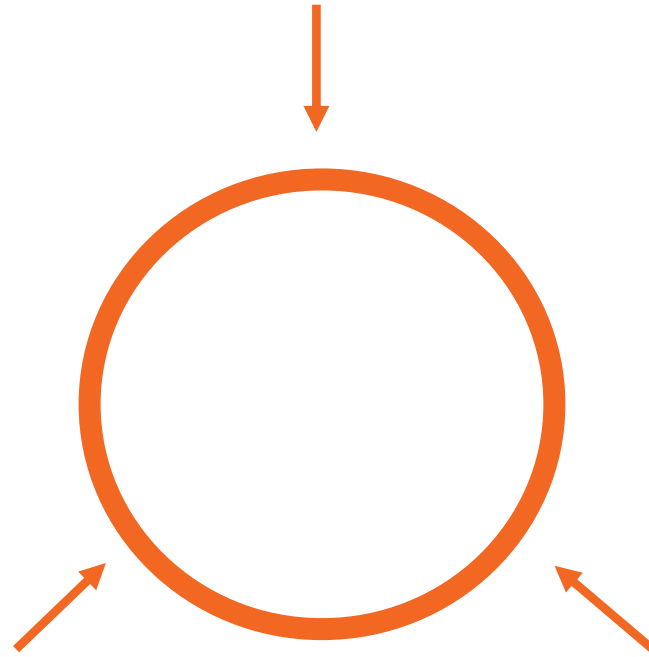
Inside

More buy-in?

Caution: be careful
to fully understand
purpose



A Shared Vision



Outside

More aligned?

Caution: Right answers might come from lots of interviews

A Shared Vision

Inside

Communication

Reminders

Updates

Change?

vision



Outside

Communication

Reminders

Updates

Change?

Shared Goals

Vision:

What we'll have
accomplished
when we are done

Shared Goals

Goals:

Things to do
along the path
to the vision

Communication

Who?

What?

When?

Where?

Why?

Communication

People in the team

Customers

Management

Who can make a change (authority)

Evangelists and supporters

Who?

Communication

“Need to know”

What will side-track us?

What is true information?

**Information about adjacent teams
or competition**

What?

Communication

Not too early

Not too late (people feel neglected)

Frequency of communication

Repeat key messages (like vision)

Within team, open and fast

When?

Communication

Written

**Presentation (follow-up with
written)**

Phone (voice mail)

Community collaboration board

Email (be careful!)

Where?

Communication

Increase buy-in

Reduce errors

Avoid assumptions

Help manage expectations

Increase relationships and trust

Why?

Authority vs. Power



Authority

“The power or right to give orders, make decisions, and enforce obedience.”

Synonyms: power, jurisdiction, charge, rule, supremacy

Authority vs. Power



Power

“The capacity or ability to direct or influence the behavior of others or the course of events.”

Synonyms: ability, capability, influence, effectiveness

Authority vs. Power

Authority

+

Power

Making Decisions

How are decisions made?

Making Decisions

How are decisions made?

Who has final say?

Making Decisions

How are decisions made?

Who has final say?

How are disputes handled?

Making Decisions

How are decisions made?

Who has final say?

How are disputes handled?

Where do politics fit?

Making Decisions

Unanimous



Pros

Everyone has agreed, should not have resistance

Majority

Consensus

Sub-team / specialty

Dictatorial

Cons

Takes a long time, might be artificial agreement

Making Decisions

Unanimous

Majority



Consensus

Sub-team / specialty

Dictatorial

Pros

Faster than unanimous, most of team still behind decision

Cons

Minority might feel betrayed or slighted

Making Decisions

Unanimous

Majority

Consensus



Sub-team / specialty

Dictatorial

Pros

More people invested because of the dialog to make decision

Cons

Takes a long time to have these conversations and debate

Making Decisions

Pros

Right people making decisions,
others are not distracted

Cons

Some on team might not know
what's going on, or decided

Unanimous

Majority

Consensus

Sub-team / specialty

Dictatorial



Making Decisions

Unanimous

Majority

Consensus

Sub-team / specialty

Dictatorial 

Pros

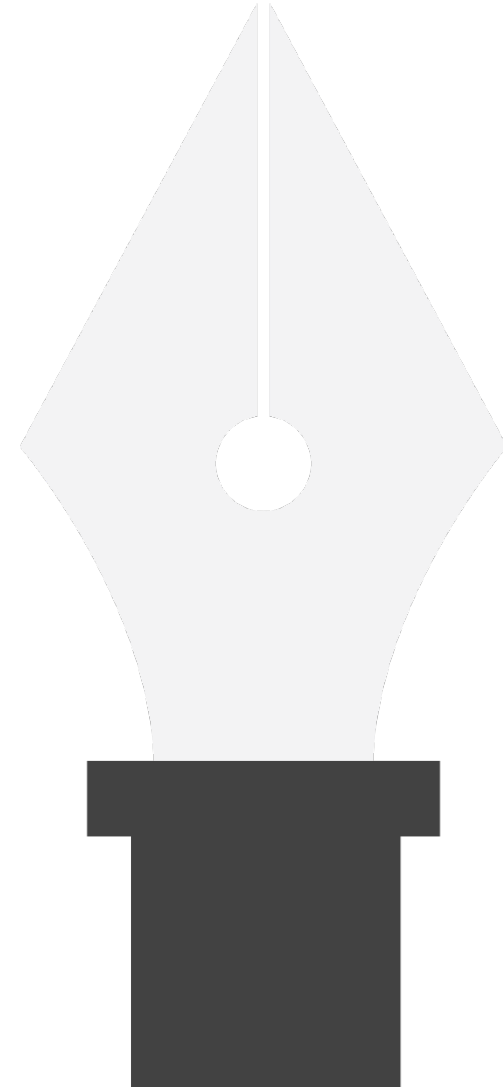
Fast decision-making that can be totally final

Cons

Can feel like team doesn't have any say or sway

Who Has Final Say

Is team leader's authority clear?



Who Has Final Say

Is team leader's authority clear?

Bestow authority on team members?



Who Has Final Say

Is team leader's authority clear?

Bestow authority on team members?

When team meets with other teams?



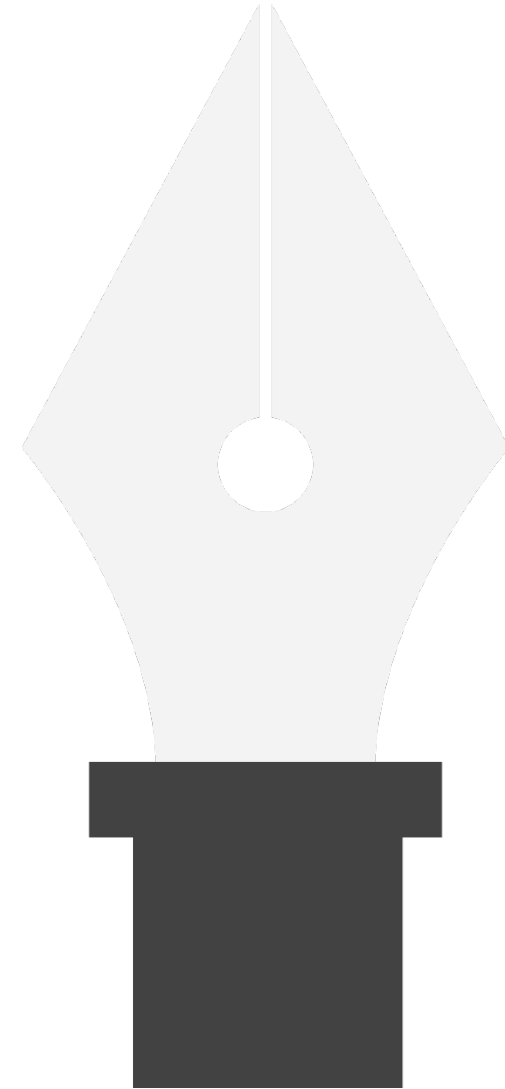
Who Has Final Say

Is team leader's authority clear?

Bestow authority on team members?

When team meets with other teams?

Someone outside of team making decisions?



Handling Disputes

Who has authority to do this?



Handling Disputes

Who has authority to do this?

Do not use gossip as a tactic



Handling Disputes

Who has authority to do this?

Do not use gossip as a tactic

Focus on root issues



Handling Disputes

Who has authority to do this?

Do not use gossip as a tactic

Focus on root issues

Minimize emotions



Handling Disputes

Who has authority to do this?

Do not use gossip as a tactic

Focus on root issues

Minimize emotions

No personal attacks



Navigating Politics

“Follow the money”



Navigating Politics

“Follow the money”

Who commissioned team and why?



Navigating Politics

“Follow the money”

Who commissioned team and why?

What are team leader's intentions?



Navigating Politics

“Follow the money”

Who commissioned team and why?

What are team leader's intentions?

Is your team's mission supported by executives?



Starting a Team



Purpose

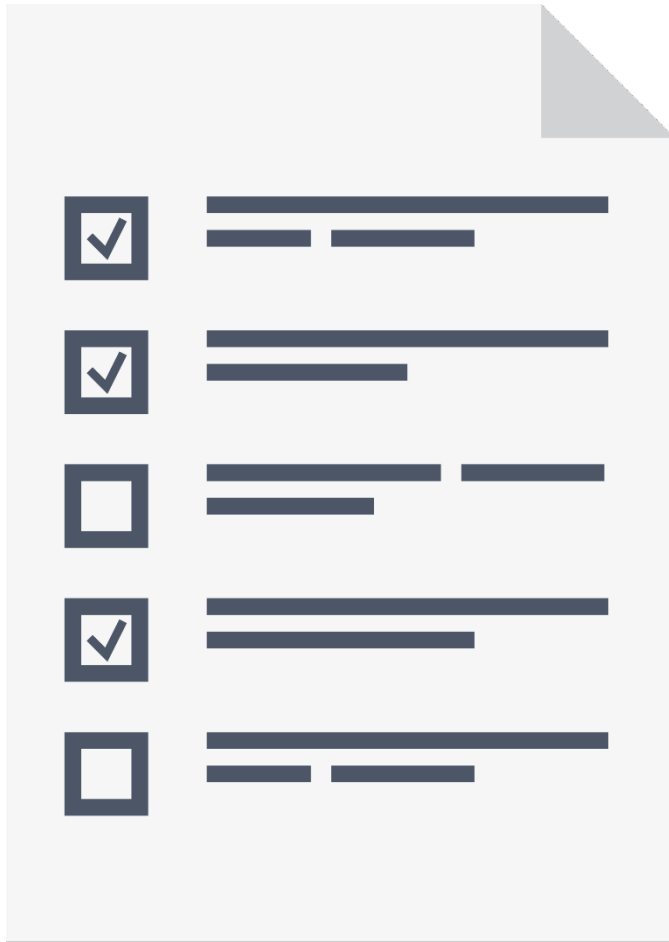
Starting a Team



Purpose

Reporting & accountability

Starting a Team

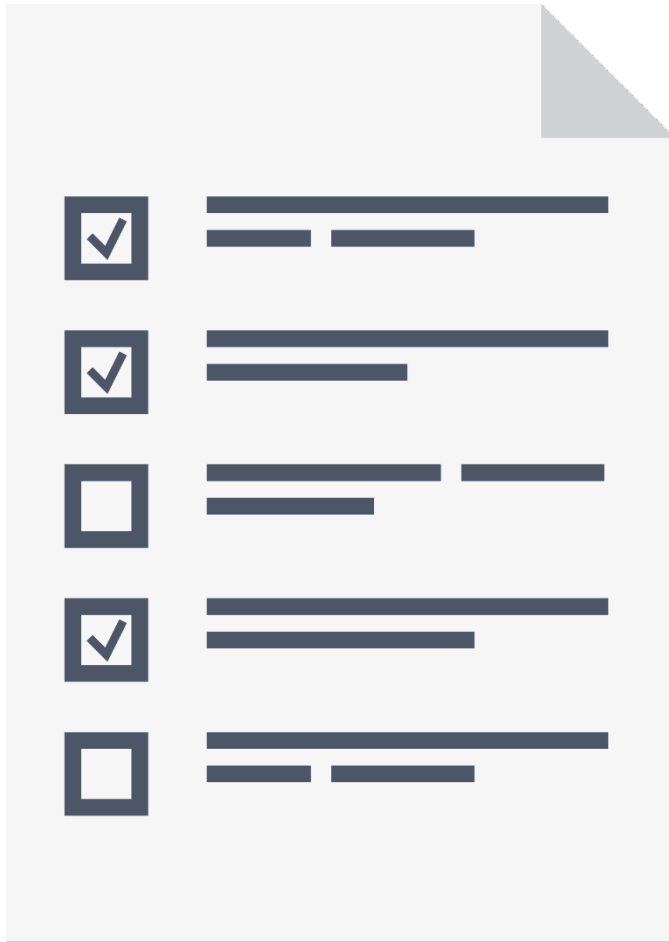


Purpose

Reporting & accountability

Budget

Starting a Team



Purpose

Reporting & accountability

Budget

Who should be “on the bus”

Starting a Team



Purpose

Reporting & accountability

Budget

Who should be “on the bus”

How it will end

Ending a Team

Successful ending



Ending a Team

Successful ending

Failed ending



Ending a Team

Successful ending

Failed ending

Where do team members go



Ending a Team



Successful ending

Failed ending

Where do team members go

How deliverable is presented

Ending a Team



Successful ending

Failed ending

Where do team members go

How deliverable is presented

Debrief and closure

Ending a Team



Successful ending

Failed ending

Where do team members go

How deliverable is presented

Debrief and closure

Continuing relationships

Virtual Teams

Cultivating relationships



Virtual Teams

Cultivating relationships

Communication protocol



Virtual Teams

Cultivating relationships

Communication protocol

Time zones



Virtual Teams

Cultivating relationships

Communication protocol

Time zones

Reporting



Virtual Teams

Cultivating relationships

Communication protocol

Time zones

Reporting

Expectations



Virtual Teams

Cultivating relationships

Communication protocol

Time zones

Reporting

Expectations

“Assume good intent”



Cultural Issues

Language



Cultural Issues

Language

Interpersonal communication



Cultural Issues

Language

Interpersonal communication

Respect and view of authority



Cultural Issues

Language

Interpersonal communication

Respect and view of authority

Not just map borders



Cultural Issues



Language

Interpersonal communication

Respect and view of authority

Not just map borders

Work style or ethic

Cultural Issues

RESPECT



Cultural Issues



RESPECT

PATIENCE

Cultural Issues



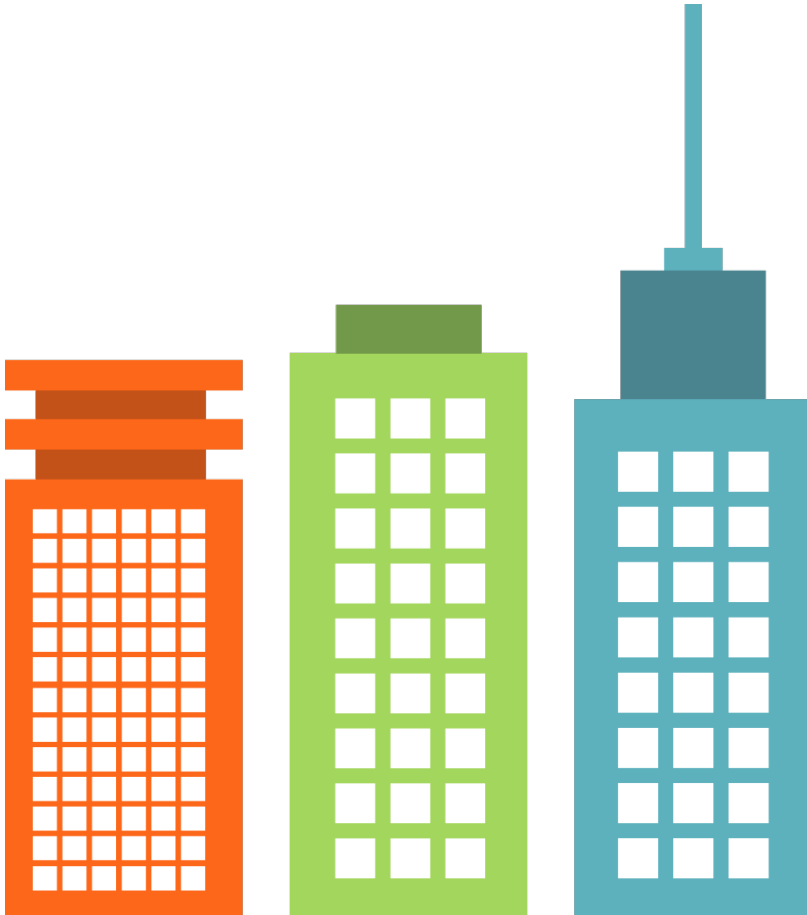
RESPECT

PATIENCE

FORGIVENESS

Organizational Issues

Authority over team



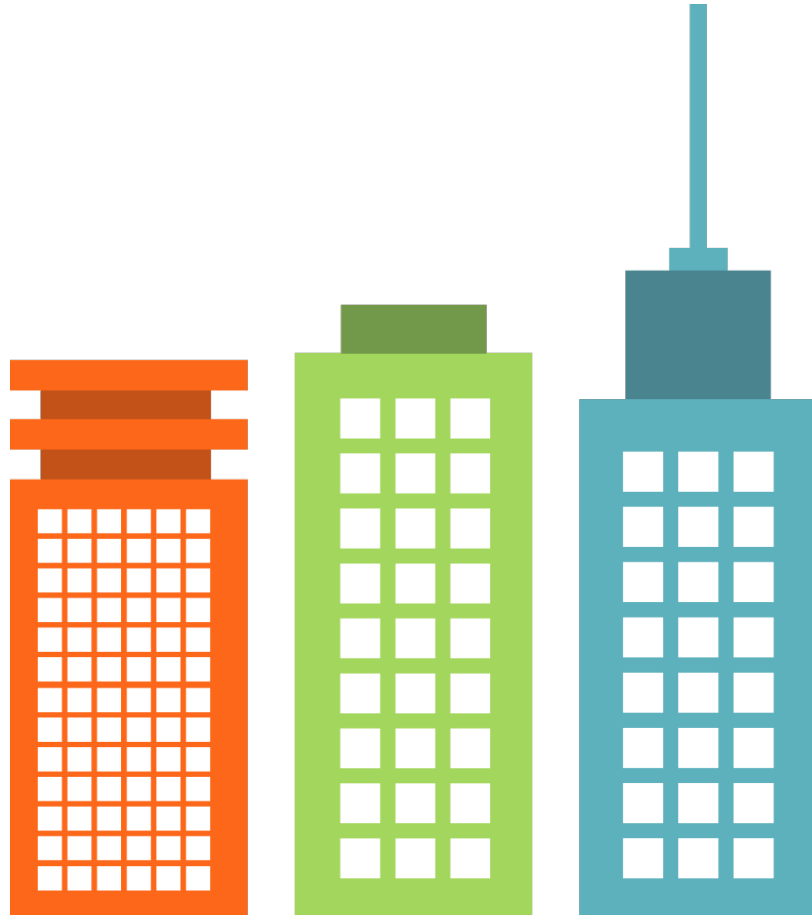
Organizational Issues

Authority over team

How decisions are made



Organizational Issues



Authority over team

How decisions are made

Corporate vision alignment

Organizational Issues



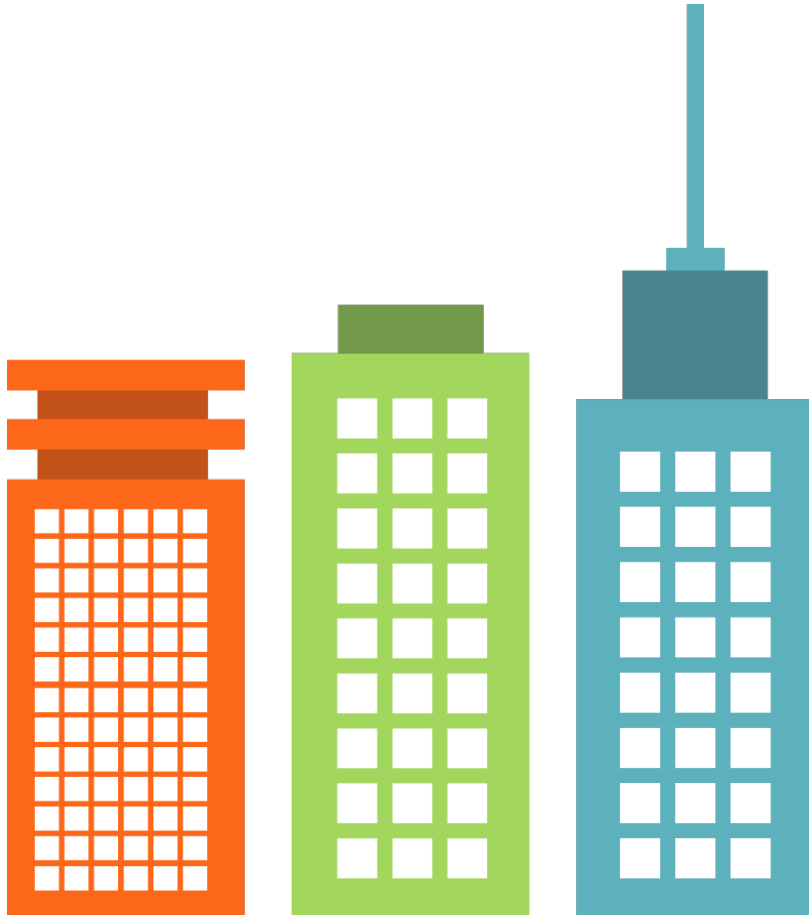
Authority over team

How decisions are made

Corporate vision alignment

Communication outside of team

Organizational Issues



Authority over team

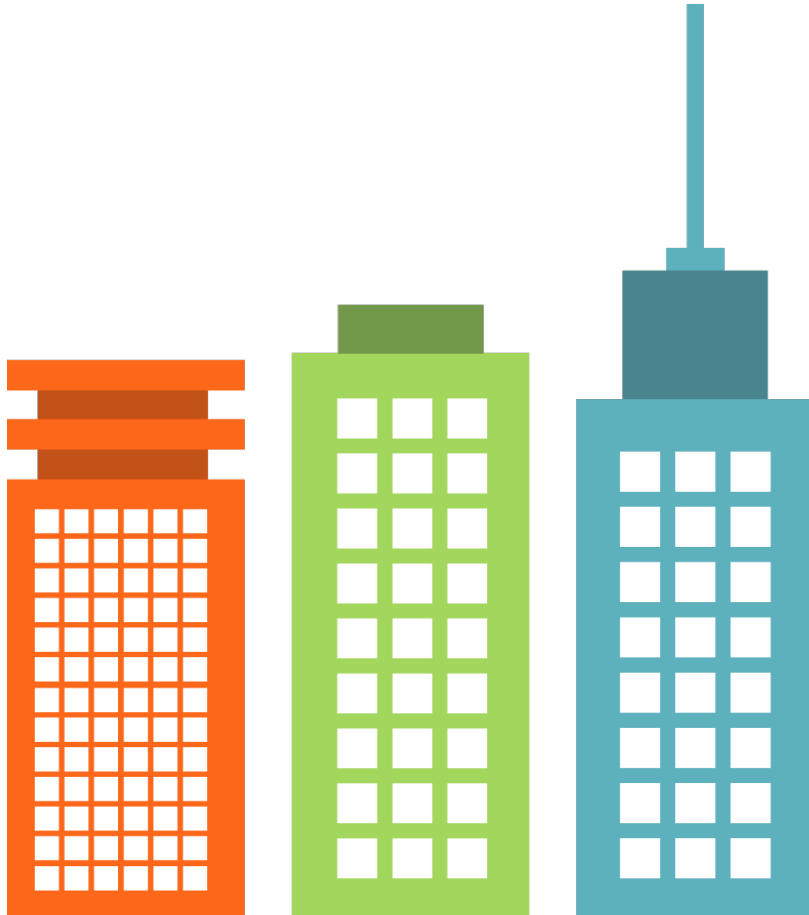
How decisions are made

Corporate vision alignment

Communication outside of team

Inter-team relationships

Organizational Issues



Authority over team

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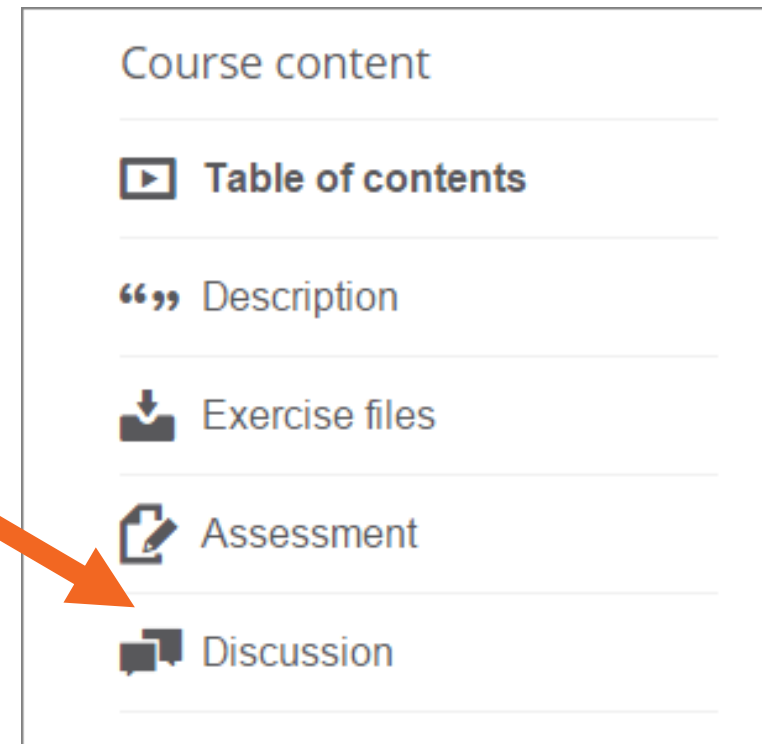
Inter-team relationships

Where is real power

What Did I Miss?

What team concepts
do you want to
share?

Share in the
“Discussion”
section...



Wrap-up

Understanding Team Dynamics

- Why teams
- Why teams fail
- Successful teams
- How teams work
- Virtual teams
- Cultural issues
- Organizational issues

What's Next?

How to contribute to the
success of your team