



**Faculty of Engineering**

**School of Mechanical and Manufacturing Engineering**

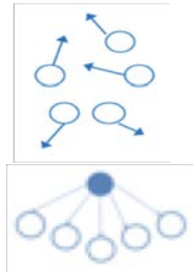
Corey Martin

# Dynamic Teams, Leadership and Culture

# Tuckman's Stages of team development.

## Phase

### Forming



### Storming



### Norming



### Performing



## General Observations

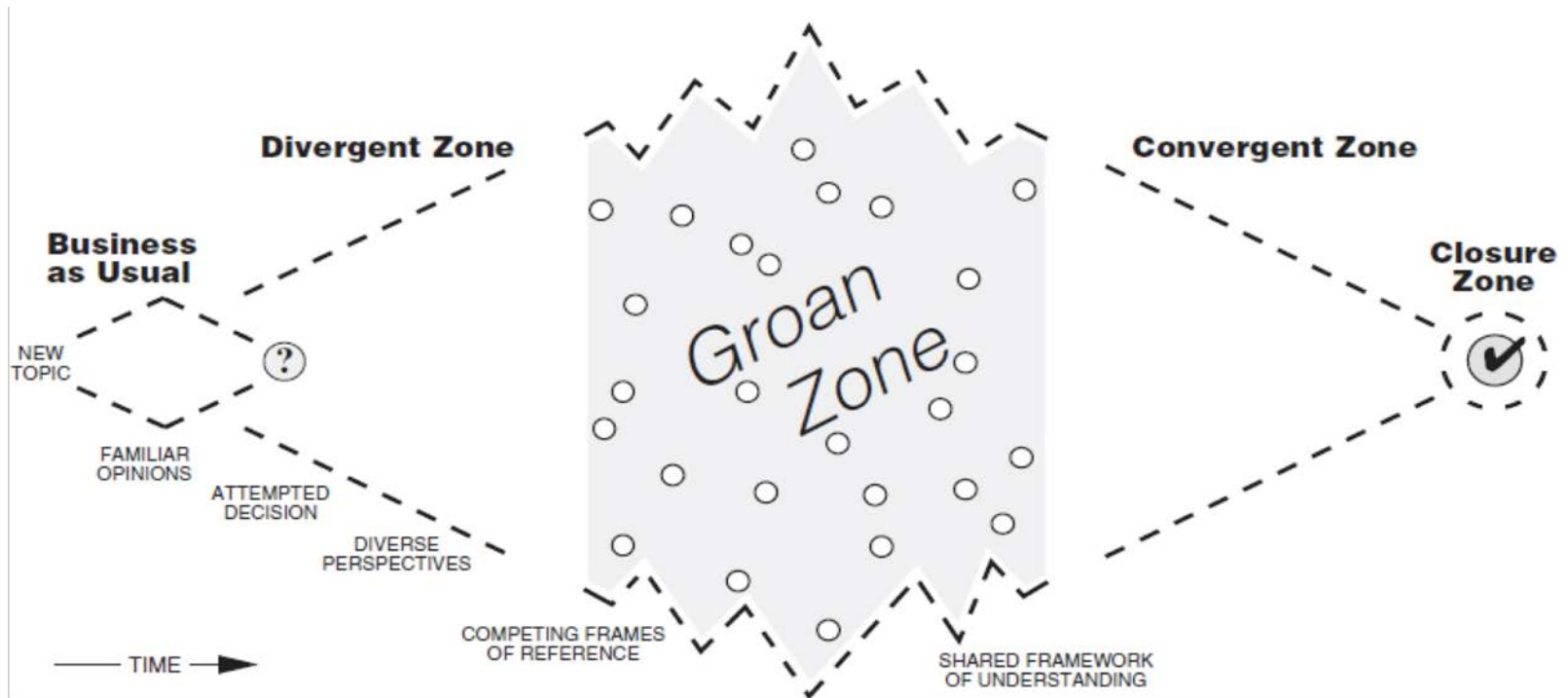
Uncertainty about roles, looking outside for guidance.

Growing confidence in team, rejecting outside authority.

Concern about being different, wanting to be part of team.

Concern with getting the job done.

# What Team Participation Looks like



# High Performing Teams



# Effective Team Members

According to Engineers Australia:

1. **Functions as an effective member or leader** of diverse engineering teams, including those with multi-level, multi-disciplinary and multi-cultural dimensions.
2. **Earns the trust and confidence** of colleagues through competent and timely completion of tasks.
3. **Recognises the value of alternative and diverse viewpoints**, scholarly advice and the importance of professional networking

# What does an effective team look like?

The characteristics of effective, successful teams include:

- Clear communication among all members
- Regular brainstorming session with all members participating
- Consensus among team members
- Problem solving done by the group
- Commitment to the project and the other team members
- Regular team meetings which are effective and inclusive
- Timely hand off from team members to others to ensure the project keeps moving in the right direction
- Positive, supportive working relationships among all team members

# Successful Teams

According to Google:

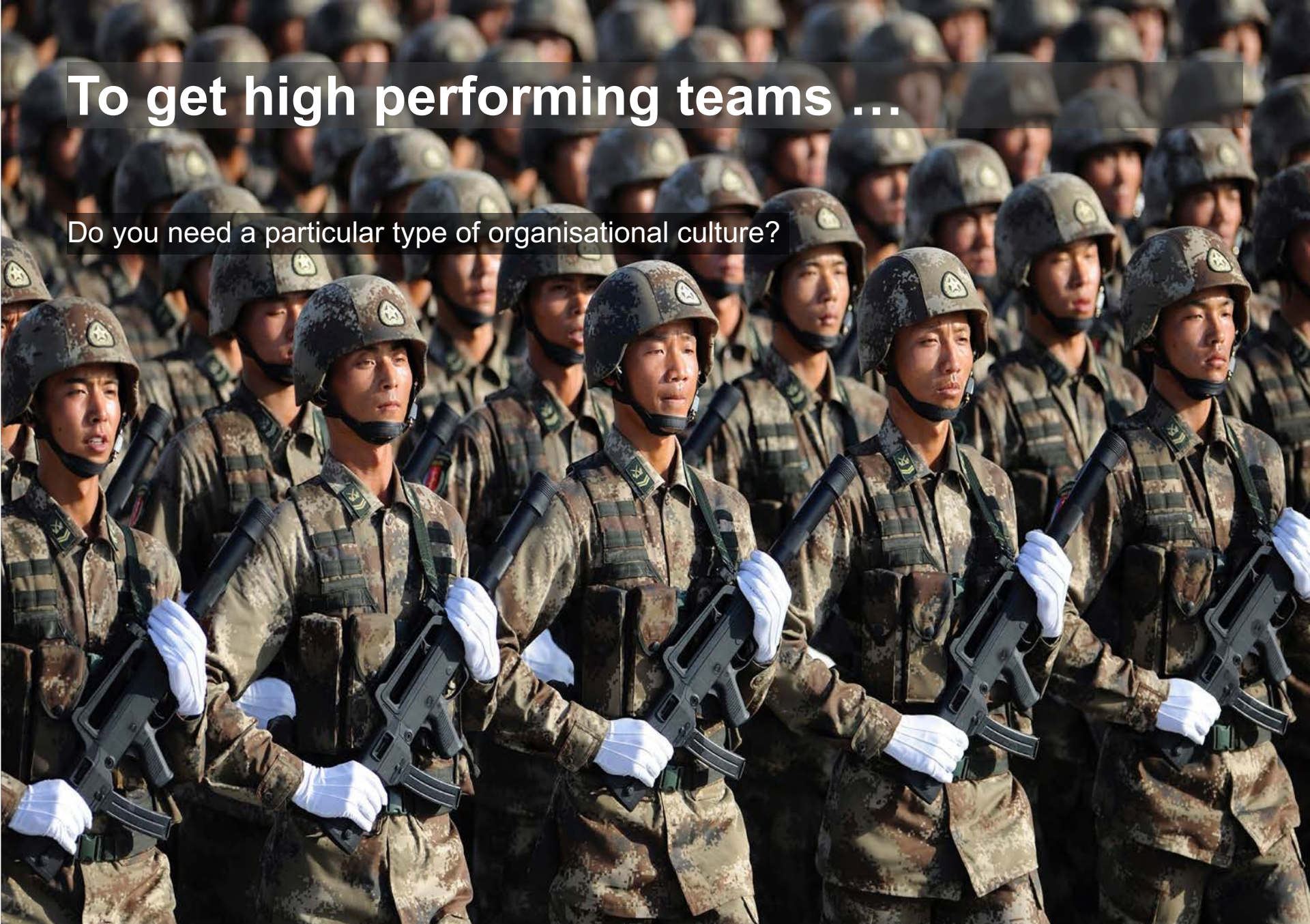


1. **Dependability.** Team members get things done on time and meet expectations.
2. **Structure and clarity.** High performing teams have clear goals, plan and have well-defined roles within the group.
3. **Meaning.** The work has personal significance to each member.
4. **Impact.** The group believes their work is purposeful and positively impacts the greater good.
5. **Psychological Safety:** A situation in which everyone is safe to take risks, voice their opinions, and ask judgment-free questions.



# To get high performing teams ...

Do you need a particular type of organisational culture?





# Organisational Culture

- **Shared** norms, beliefs, values, and assumptions
- **Binds** people together
- Creates **shared** meanings
- The “personality” of the organization that sets it personality apart from other organizations.
  - » Provides a sense of identify to its members.
  - » Helps legitimize the management system of the organization.
  - » Clarifies and reinforces standards of behavior.
  - » Often voiced as “*this is the way we do things around here*”

# Identifying Cultural Characteristics

- Study the physical characteristics of an organization.
- Read about the organization.
- Observe how people interact within the organization.
- Interpret stories and folklore surrounding the organization.



# 10 Organisational cultural dimensions



# Recommended Group Exercise

Mark up the norms, beliefs and values of your group.

Where are they similar and different to your individual preferences?

What might happen when you have these differences?

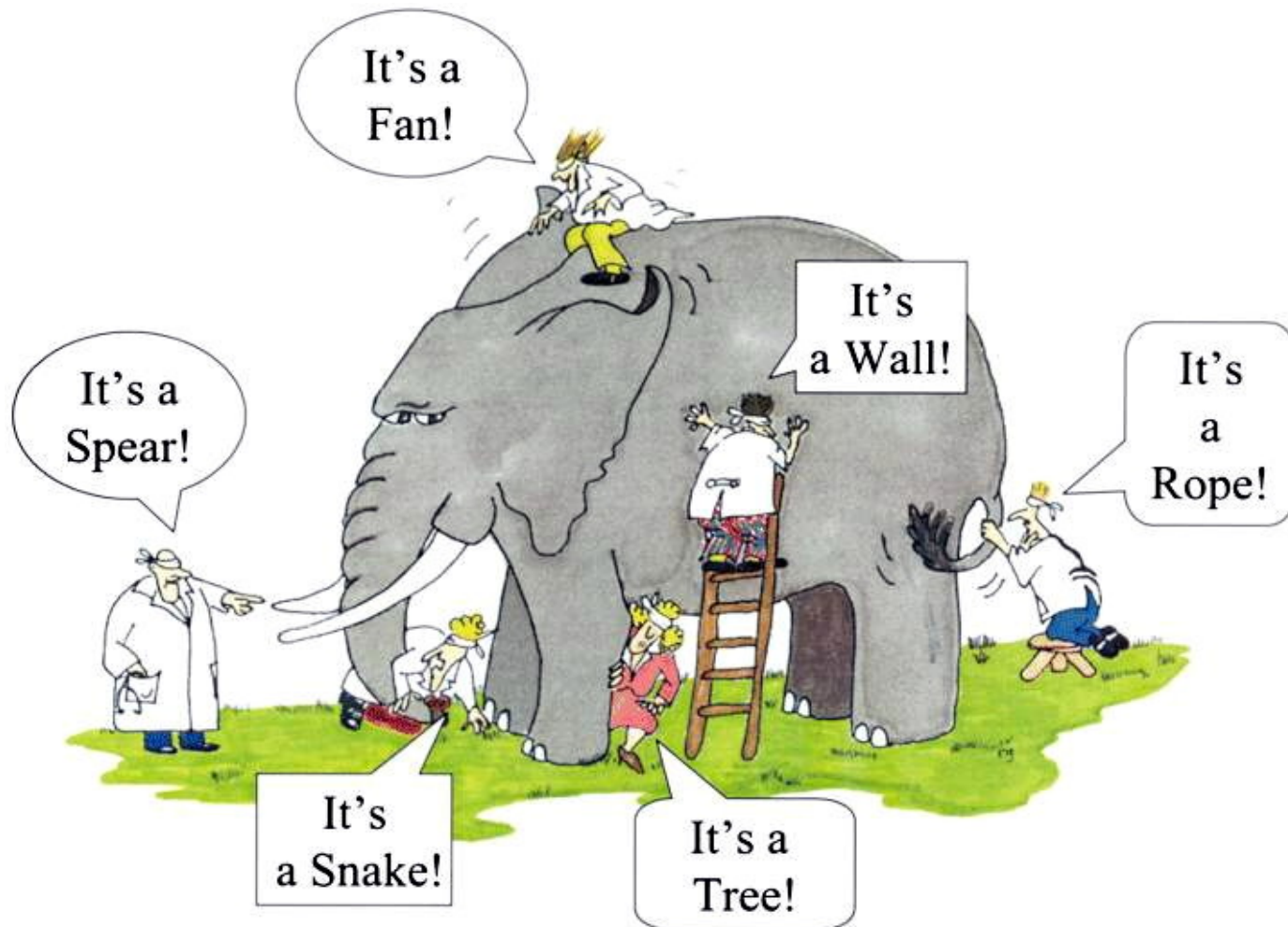


# Working with cultural differences

What is it like to operate in a different culture?...

# What is diversity?

Is it personal? Cultural? Professional? Something else?



# How might we get value out of diverse points of view...



**Try them on!!!**


1. Listen and be curious  
(as if hearing a story)
2. Like trying on a jacket
3. Speak your point of view as something for others to 'try on'



# Effective Leadership



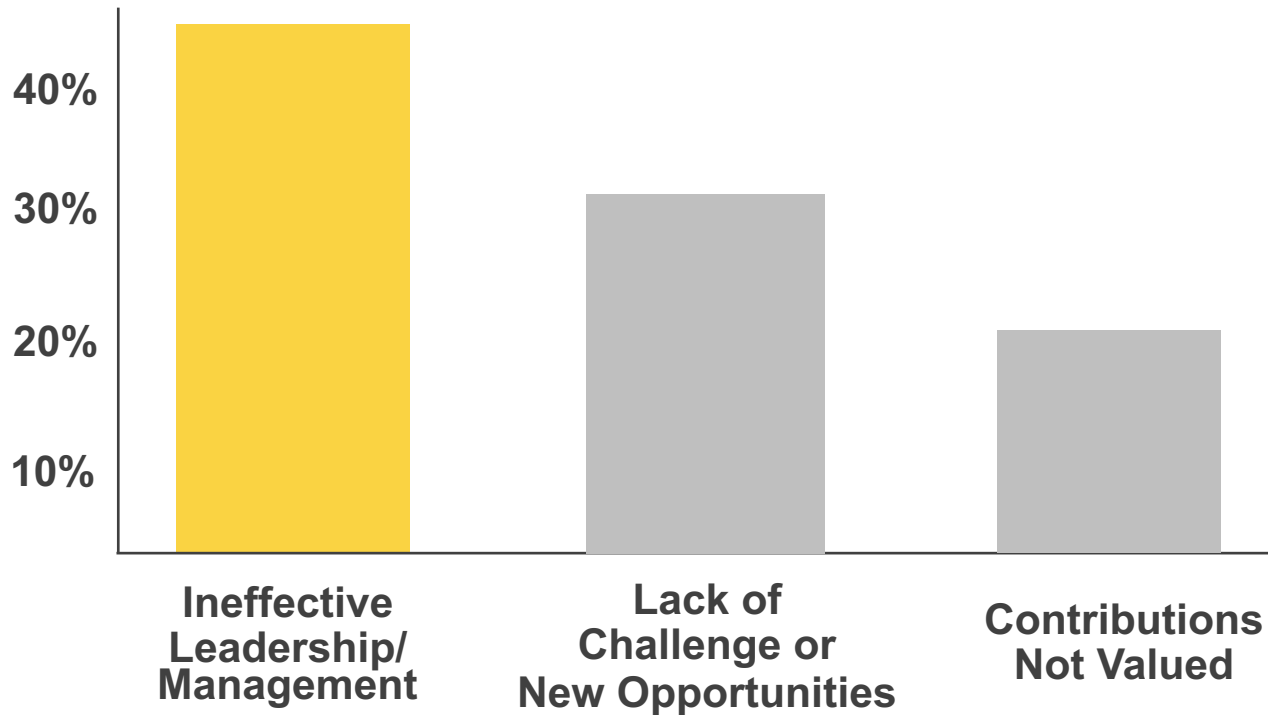


A photograph of Tim Cook, CEO of Apple, standing on a stage and speaking to an audience. He is wearing a blue button-down shirt and dark trousers. The background is dark with blue lighting.

**33%**  
**Of CEO's**  
**majored in**  
**Engineering**

Source: <http://www.businessinsider.com.au/ceos-majored-in-engineering-2011-3#33-of-the-sp-500-ceos-undergraduate-degrees-are-in-engineering-and-only-11-are-in-business-administration-1>

# People leave managers, not companies



# An introduction to models of leadership

## What do we mean by Leadership

1. Leadership as a term (definition)
2. Leadership as a domain

## Foundations for leadership

1. Being a person of Integrity
2. Something greater than oneself

# Leadership as a term (definition)

Leadership is defined as:

an exercise in language that results in a **created future**

that the leader and those being led come to live into,

which future gives them being and action in the present,

that results in the realisation of a future

which future fulfills (or contributes to fulfilling) the concerns of the relevant parties,

including critically those who granted the leadership (those who lead you and those you lead).





# Who the future belongs to



**While the created future must powerfully belong to the leader,**

**it must also powerfully belong to those who must act to realise that created future.**

# Leadership as a domain

**Domain: a field of human interest or concern; a realm or sphere of activity\*.**

Eg. Engineering is a domain, medicine is a domain, music is a domain.



Leadership is defined as  
a realm of possibility

in which when you are being a leader

all possible **ways of being** are available to you,

and when you are exercising leadership

all possible **actions** are available to you .

\* Merriam-Webster's Unabridged and Collegiate Dictionaries (accessed December 2014).

# Introduction to this model of leadership

## What do we mean by Leadership

1. Leadership as a term (definition)
2. Leadership as a realm of possibility

## Foundations for leadership

1. Being a person of Integrity
2. Something greater than oneself

# Integrity as a foundation for leadership



1. Integrity is honouring your word
2. If you are interested in expanding your opportunities for effectiveness, get interested in honouring your word.
3. The level of integrity with which you operate, determines your opportunity set for performance.



# 6 elements of your word:



1. What You Said



4. What You Say Is So



2. What You Know



4. Standing For Something



1. What Is Expected



6. Moral, Ethical, And Legal Standards

# Lack of integrity create incompletions



These Incompletions:

- a) impact our perception and decision making
  - b) impact the workability of relationships
  - c) constrain your opportunity set for performance,
- and ultimately, your freedom to exercise leadership effectively.

# Leadership in action





# What happens when you don't listen to your customer



How the customer explained it



How the project leader understood it



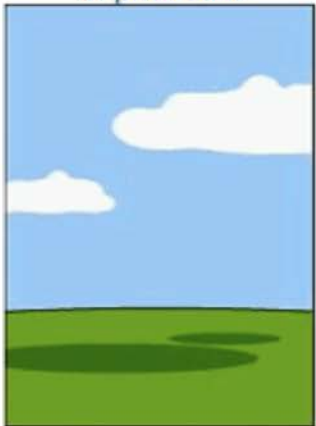
How the engineer designed it



How the programmer wrote it



How the sales executive described it



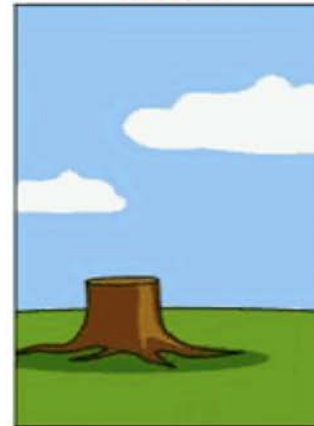
How the project was documented



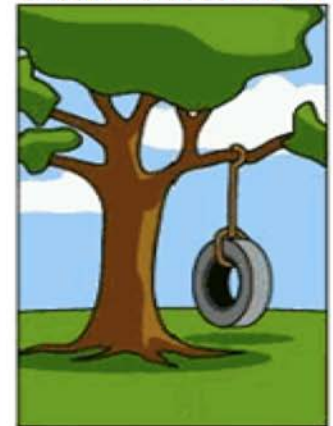
What operations installed



How the customer was billed



How the helpdesk supported it



What the customer really needed

# You know you're listening when:

Your own thoughts and feelings aren't interrupting the conversation





# Why is it so hard then to just communicate?

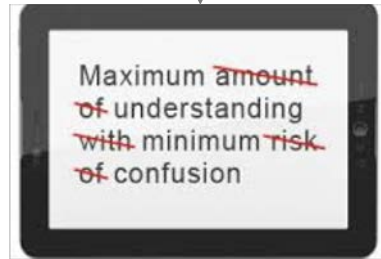
## 1. Perceptual Constraints

Not Dangerous,  
new or exciting



Ignore it

New / Exciting



Radically  
summarise  
(and lose some of  
the message)

Default



"Spam Filter"  
Do NOT send anything  
to be problem solved  
unless unexpected and  
out of the ordinary.

## 2. Functional Constraints

Dangerous



Fight / run  
(Amygdala Hijack)

# Influencing others

## The Law of Reciprocity

One good deed deserves another, and likewise, one bad deed deserves another.

## Quid pro Quo

Mutual exchanges of resources and services.

## Trustworthiness

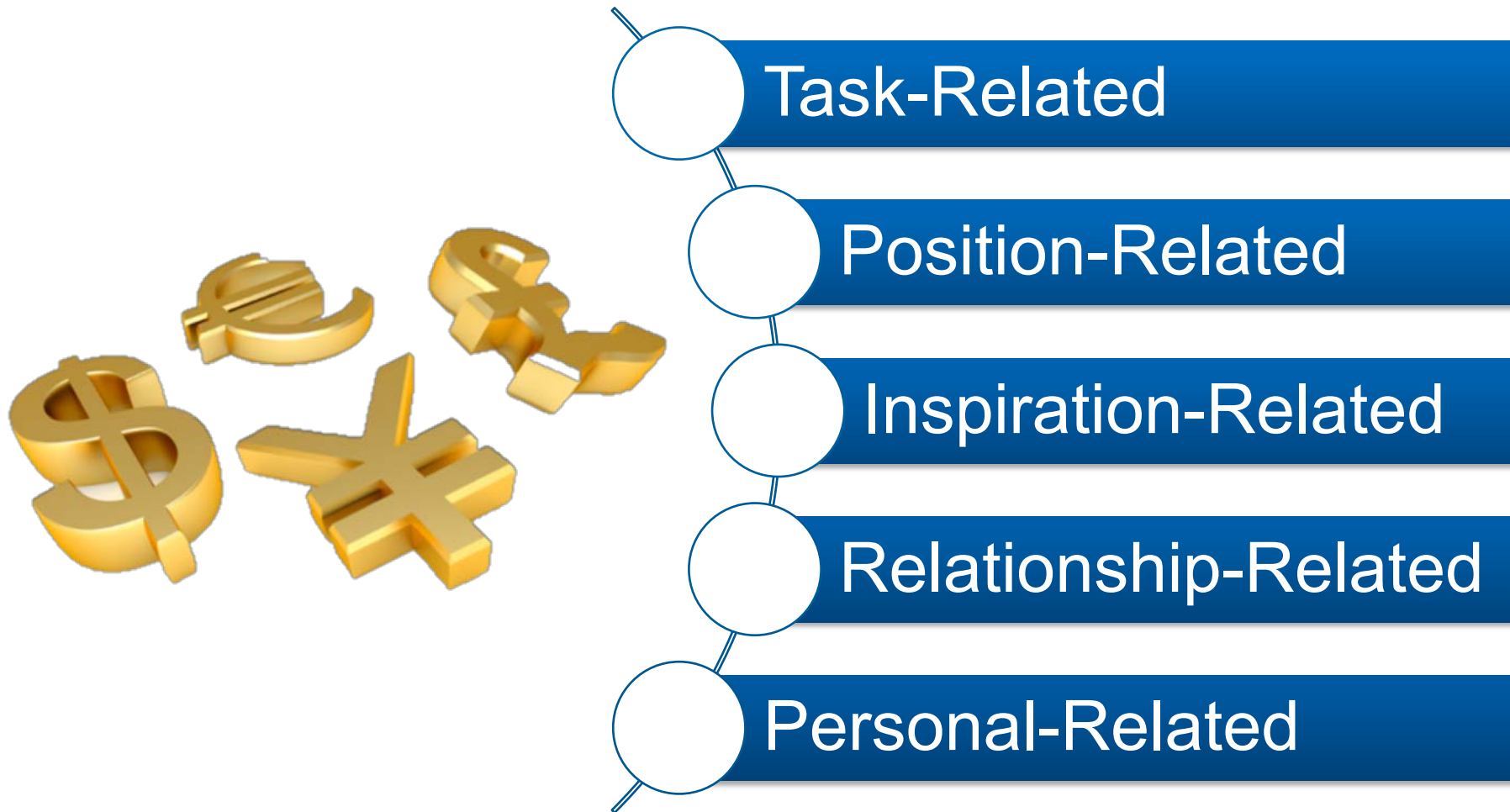
Character (e.g. personal motives, openness, sense of purpose, consistency)

Competence (e.g. Task-related knowledge and skills, Interpersonal skills, Organisational skills)

## Influence “Currencies” (Cohen and Bradford)

Cooperative relationships are built on the exchange of organizational “currencies” (favours).

# Organisational Currencies



Source: Adapted from A. R. Cohen and David L. Bradford, *Influence without Authority* (New York: John Wiley & Sons, 1990).

# What is extraordinary is being about others

**We learn about great leaders after they have gotten there.**

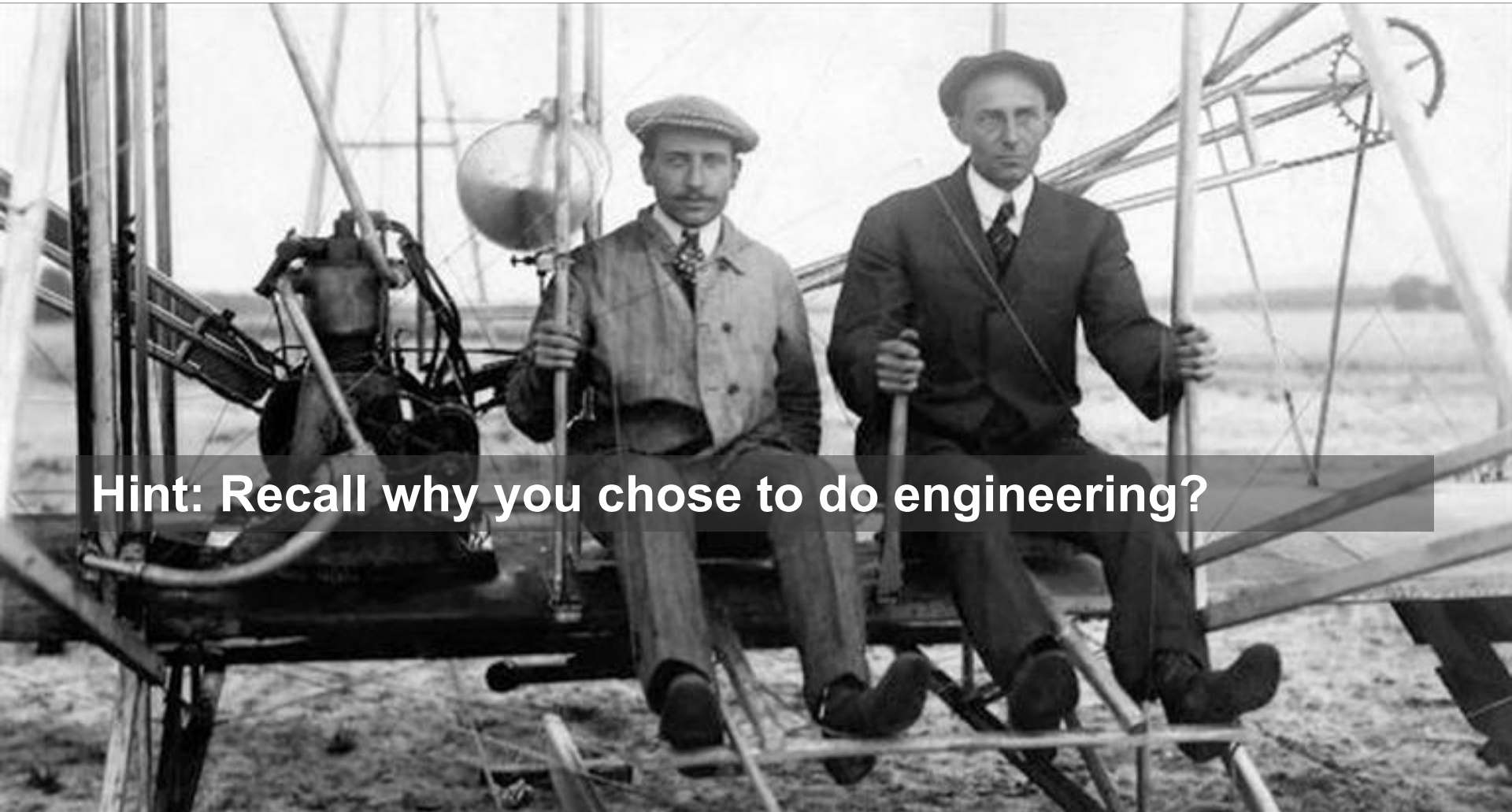
**And, after they have gotten there they appear to be extraordinary people.**

**However, when the whole story is told, every great leader was an ordinary person whose actions and ways of being, were given by something bigger than themselves.**

# The link to leadership

- It's less important to be part of a high performing team, than to observe and learn any and all team experiences you have. If you don't make mistakes, then you're not really in the game. Entrepreneurs have failed more than most people have tried.
- You can't be a great leader until you've first been a great team member, and a great follower. And it's possible to be a great team member, even if you're not part of the world's best team
- Learning to take on different points of views - especially those that might directly insult you - is a skill that leaders have.

# What will be YOUR something bigger than yourself?



**Hint: Recall why you chose to do engineering?**