Team Dynamics

Leading and building a successful team.

People

- Ultimately teams are made of people...

- More importantly people make teams.

- To be an effective team leader, you need emotional intelligence and self-awareness (and training).

- These are the necessary tools to make a team work well.

- There are also a few different types of teams, these reflect the team's composition of people.

- Also, their role and purpose has a huge impact on a team.

Types of Teams

There are a few different types of teams, here are a few examples:

- **Functional Teams** – Small task focused teams.

- **Multifunctional Teams** - Teams with multiple disciplines (Programming, UI, QA etc.).

- **Innovation Teams** - These teams are brainstorming teams, designed to combined a wide range of backgrounds and skills to solve a single (generally) specific problem.

Team Needs

- How do we support these teams?

- As leaders we must address the team's needs:

- Individual needs – Motivating and identifying personal needs

- Team needs – Building team and facilitating positive work.

- Task needs - What's required to reach the goal (Remove obstacles).

Individual Needs

Individual Needs

- As part of a growing and developing team, leaders need to address the need of the team on an individual level.

- This means ensuring, where possible, people have their core needs met to focus on the team its goals and ultimately the task and outcomes.

- How do we define the individual needs of the team members?

- What do you require on a personal level to be comfortable and satisfied in life to be productive?

- This is a deep look at a Human nature and psychology of people not just related to teams.

- **Let's make a list:** think basic needs, psychological needs and more?

Maslow's Hierarchy of Needs

- Maslow posited that these needs must be built up from the bottom of the pyramid.

- While not every aspect needs to be met 100% to move onto the other a solid foundation of each aspect of the core needs of people must be satisfied to a certain degree.

- Building up and meeting these needs allows people to focus on giving back and therefore be a productive member of a team and organisation.

- Let's categorise them…

Maslow's Hierarchy of Needs
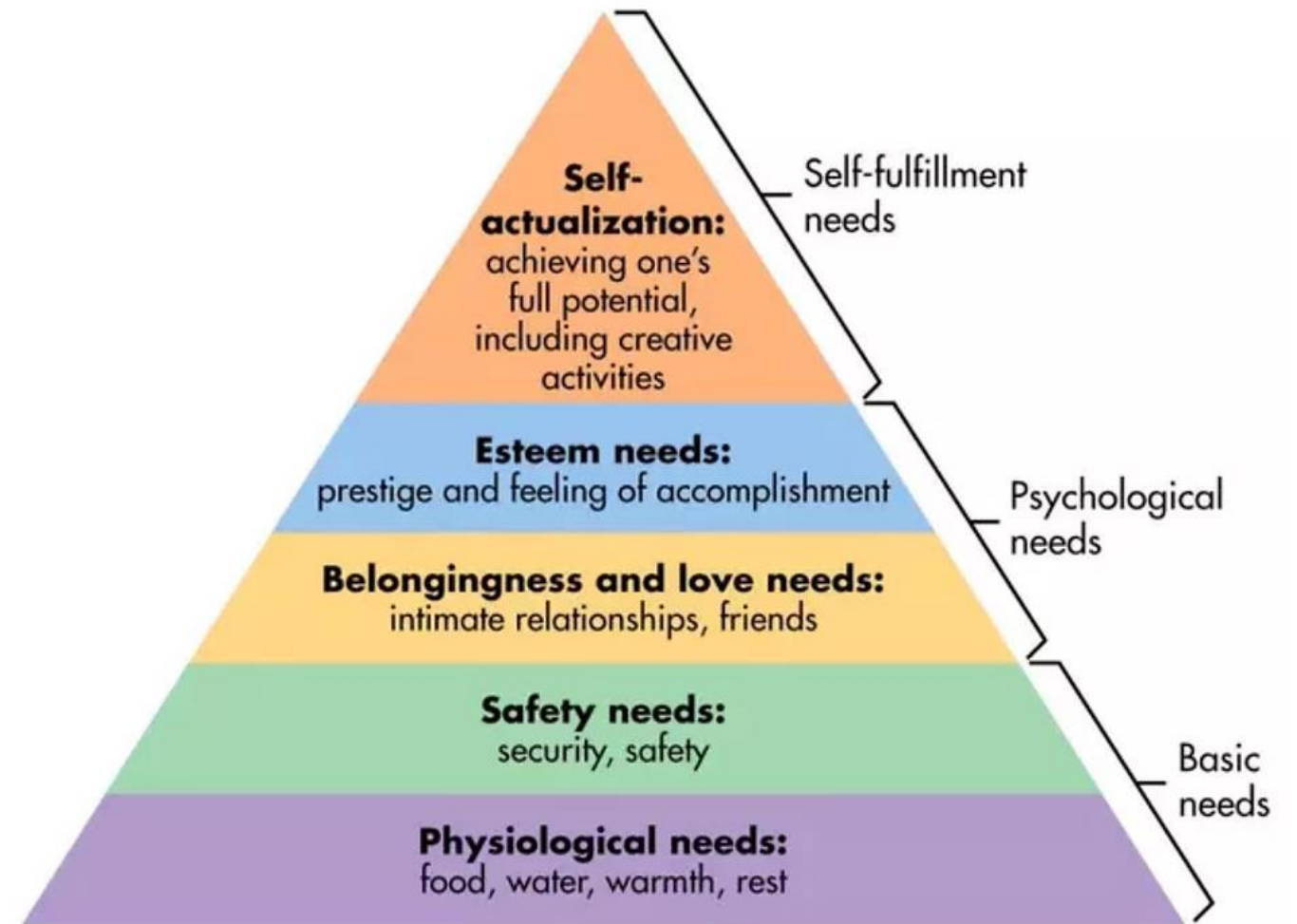
Maslow's Hierarchy of Needs

- Physiological – Air, sleep, food, water etc

- Security – Feel safe, physiologically and psychologically

- Social needs – A sense of belonging, love, intimacy and social engagement

- Esteem – Partially met internally through completing work and achieving. Building self-esteem but also affected by appreciation and approval from others.

- Self-Actualisation – Growth and achieving potential.

- Transcendence* – Feeling part of a larger whole, to serve support and help others achieve.

Transcendence was added later by Maslow and may not be represented by all depictions of the theory.

Leading with Maslow

- Physiological – Basic working conditions, facilitates (Water cooler/kitchens), ergonomic office conditions.

- Security – Shelter, emotional safety, PPE, protection from elements and general danger.

- Social Needs – Provide an opportunity to commune and build relationships with others. Employee activities and engagements.

- Esteem – Work generally can provide this satisfaction. Providing opportunity to advance and gain responsibility.

- Self-Actualisation/Transcendence – Little is needed at this stage of needs as the individual is beginning to seek satisfaction and develop beyond the self. Opportunity to mentor and lead themselves.

Team Needs

Building the Team

- An important start to building team cohesion is to identify the main goal or objective.

- Otherwise, it's a team of Individuals.

- Utilize the team's input to build the vision or goal for the group.

- Reflect and refer to the objective when identifying task/individual goals.

- Reward those who align with and meet the vision/goal.

Team Dynamics

- These team groupings are reflecting the individuals that make up the team.

- But a true team is about not the individual but the cohesion of the whole group.

- The collective.

- As teams develop, they typically go through five stages of development as they settle into a team (Tuckman's Model).

Team Growth

- Not necessarily easily (linearly) defined they are in the following order:
- **Forming** – Initial eager introduction phase of a team. Social and wide in scope. Important time to shape direction as a leader.
- **Storming** – Conflicts and low productivity as team explores opinions and abilities. Requires important guidance to ensure progression to next stage.
- **Norming** - As the team starts to overcome the challenges they settle into a productive stage of development. Move into a less hands on, facilitation role.
- **Performing** - Sharing responsibility and fostering the teamwork encourages productivity. Autonomy is key, delegate and monitor, step in when necessary.
- **Adjourning** – This is the last stage of the team's lifecycle, it's the ending of the project and closure of the team's time together.
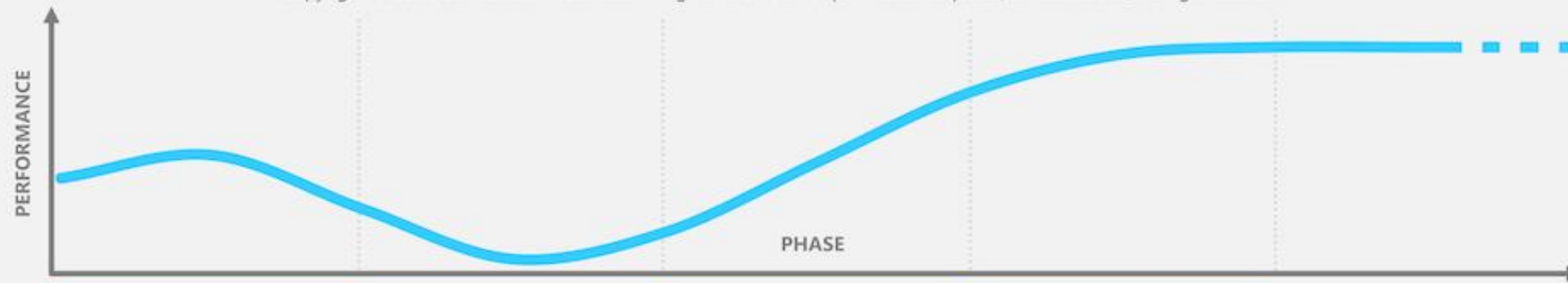
Tuckman's Model

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman

All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.

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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	• Displaying eagerness • Socializing • Generally polite tone • Sticking to safe topics • Unclear about how one fits in • Some anxiety & questioning	• Some resistance • Lack of participation • Conflict based on differences of feelings & opinions • Competition • High emotions • Starting to move towards group norms	• Purpose & goals are well-understood • More confident • Improved commitment • Members are engaged and supportive • Relief, lowered anxiety • Developing cohesion	• High motivation, trust & empathy • Individuals defer to team needs • Effectively producing deliverables • Consistent performance • Demonstrations of interdependence & self-management	• (Also referred to as the Transitioning or Mourning phase) • Shift to process orientation • Sadness • Recognition of team & individual efforts • Disbanding
STRATEGIES	• Taking the 'lead' • Being highly visible • Facilitating introductions • Providing the 'big picture' • Establishing clear expectations • Communicating success criteria • Ensuring response times are quick	• Requesting & encouraging feedback • Identifying issues & facilitating their resolution • Normalizing matters • Building trust by honoring commitments	• Recognizing individual & team efforts • Providing learning opportunities & feedback • Monitoring the 'energy' of the team	• 'Guiding from the side' (minimal intervention) • Celebrating successes • Encouraging collective decision-making & problem-solving	• Recognizing change • Providing an opportunity for summative team evaluations ('lessons learned') • Providing an opportunity for individual acknowledgments • Celebrating the team's accomplishments (an 'after-party')

Graffius, Scott M. (2021). Phases of Team Development. Digital Object Identifier (DOI): 10.13140/RG.2.2.22040.42246.

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Task Needs

Task Needs

- The Task refers to the goal and the smaller individual tasks required to achieve the goal.

- As a Leader-manager it is your role to Identify and facilitate the success of your team as best you can.

- To do this we need to identify roles and responsibilities.

- Try asking your team to identify their perceived role and discuss as a team an refine so a clear purpose within the group is established.

- Create SMART objectives or KPI's for team members to aim for.

- This also allows for the task to be measured as successful or not.

Task Needs

- This also refers to resources and information.
- What do you need to complete the following roles (in terms of task needs)?

- Software Developer:

- Builder:

Task Needs

- This also refers to resources and information.
- What do you need to complete the following roles (in terms of task needs)?

- Software Developer: Software, Hardware, consultation, training/knowledge

- Builder: Bricks, mortar, access (travel), training (white card).

KPI's and Performance

- We'll look in another session in detail about performance and managing teams

- For now, think the overall benefits of being able to quantify progress,

- Establish performance of team members and improve productivity through established metrics

- KPI's or Key performance Indicators can help here.