

AGENDA

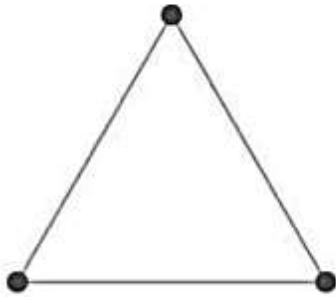
- 1 {
 - Managing Team Challenges
- 2 {
 - 5 Dysfunctions of a Team
- 3 {
 - Power of Self-Awareness
- 5 {
 - Key Takeaways
- 6 {
 - QA session

Managing Team Challenges – Building Conflict Competent Teams

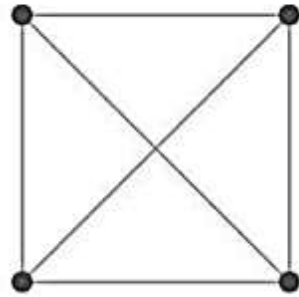


Team Challenges - Conflicts

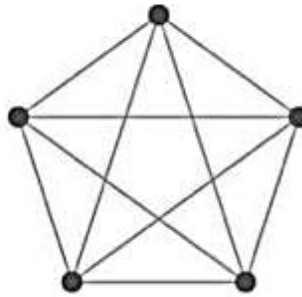
“A team is a **small** number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”



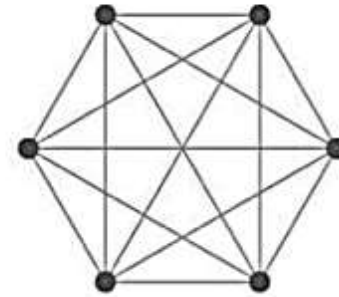
3 people, 3 lines



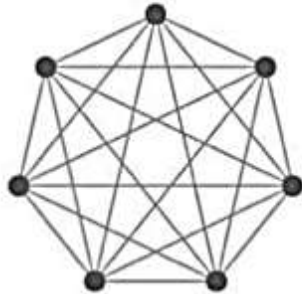
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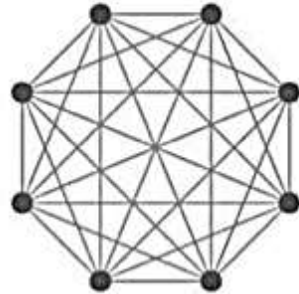
5 people, 10 lines



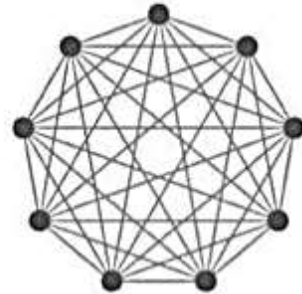
6 people, 15 lines



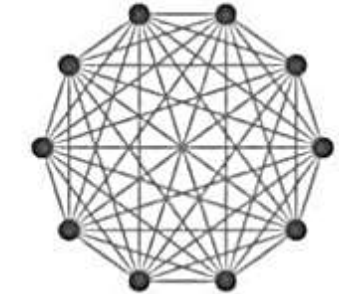
7 people, 21 lines



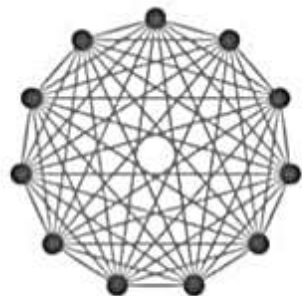
8 people, 28 lines



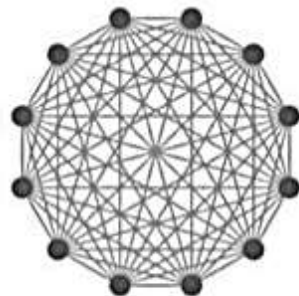
9 people, 36 lines



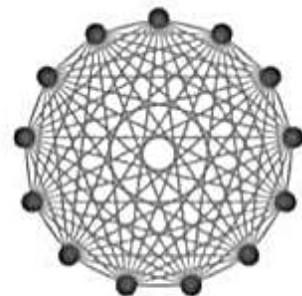
10 people, 45 lines



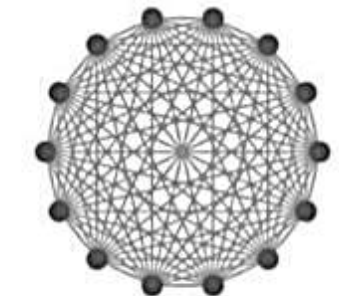
11 people, 55 lines



12 people, 66 lines



13 people, 78 lines



14 people, 91 lines

Team Challenges - Conflicts

“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

They create their **common purpose** through **effective communications** and **constructive conflict**. In this case, conflict serves as a **catalyst** for developing team identity and direction.

In the Tuckman's **storming** stage, teams experience intragroup conflict as individuals begin to resist group **influence**. If successfully resolved, the storming phase leads to a **norming** stage, where in group **feelings** and **cohesiveness** develop, new standards evolve, and new roles are adopted. Ineffectively addressed conflict can impede further team **development**.

Team Challenges - Conflicts

Conflict is an **integral** part of the life of teams. It is **inevitable** because teams are made up of people and no two people are alike. When people come **together**, they bring with them different ways of **seeing** things. When these **differences** show up, people can feel **threatened**, and conflict emerges. Interestingly, these same differences can bring **excitement** and **creativity**, as well as **stress** and **frustration**.

When handled **effectively**, conflict within teams can result in surprisingly satisfying outcomes. People are treated with **respect**. Relationships are strengthened. Conflicts become **challenges**. Challenges are overcome. Victories are **celebrated**. **Confidence** grows. **Competence** develops



Team Challenges: Sources of Conflict

1. Differences:

Individuals naturally bring a variety of differences to their teams. These differences can be the sources of creativity, or they can serve to divide.

- a) Personality
- b) Preferences
- c) Styles
- d) Values and Principles
- e) Cultural differences
- f) Knowledge and Experience
- g) Interests and Needs
- h) Unclear Goals

2. Feelings of Incompatibility

3. Unmet Expectations

Team Challenges: Types of Conflict

1. Task Conflict
2. Relationship Conflict
3. Process Conflict

Team Challenges - Conflicts

These are basic premises of conflict:

- Conflict is inevitable.
- Conflict can have both positive and negative results.
- People often use **fight-or-flight** responses to conflict.
- People can learn more effective conflict skills.

Team Challenges – 5 Dysfunctions of a Team

Patrick Lencioni has coached and observed thousands of CEOs and Fortune 500 management teams. He suggests starting with these five questions about your team:

1. Do your team members **openly** and **readily** disclose their opinions?
2. Are your team meetings **compelling** and **productive**?
3. Does your team come to decisions **quickly** and **avoid** getting **bogged down** by **consensus**?
4. Do your team members **confront** one another about their **shortcomings**?
5. Do your team members **sacrifice** their **own interests** for the good of the team?

Team Challenges – 5 Dysfunctions of a Team



Dysfunction #1 : Absence of Trust

PROBLEM: This occurs when team members are unwilling to admit their mistakes, weaknesses, or need for help. Without a certain comfort level among team members, a foundation of trust is not possible.

SOLUTION: As the leader, set the good example by asking for help from your team members, admitting your own weaknesses and limitations, and be the first to own up to a mistake. When you take the lead, others will follow. Slowly, these habits will become culture and the team will begin to build the first unshakable brick in the pyramid — trust.

Dysfunction #2: Fear of Conflict

PROBLEM: Teams that lack trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments. In a work setting where team members do not openly air their opinions, there is a lot of posturing and precious time is wasted, resulting in inferior decisions.

SOLUTION: Establish that conflict is welcome and purposeful. Define what healthy conflict looks like by praising healthy examples or giving corrective feedback if conflict veers towards unhealthy. You can designate use pro and con lists for ideas to get people to open up to sharing a differing perspective.

Dysfunction #3: Lack of Commitment

PROBLEM: Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled.

SOLUTION: Clarity and closure are paramount to overcome this dysfunction and move to the next level. Setting clear deadlines, reviewing key decisions at the end of meetings can help teams overcome their fears by creating clear plans and facing potential pitfalls and the fear of failure head on so everyone can commit.

Dysfunction #4: Avoidance of Accountability

PROBLEM: When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team. This allows for mediocrity, poor performers to slip by and the leader to become the soul source of discipline.

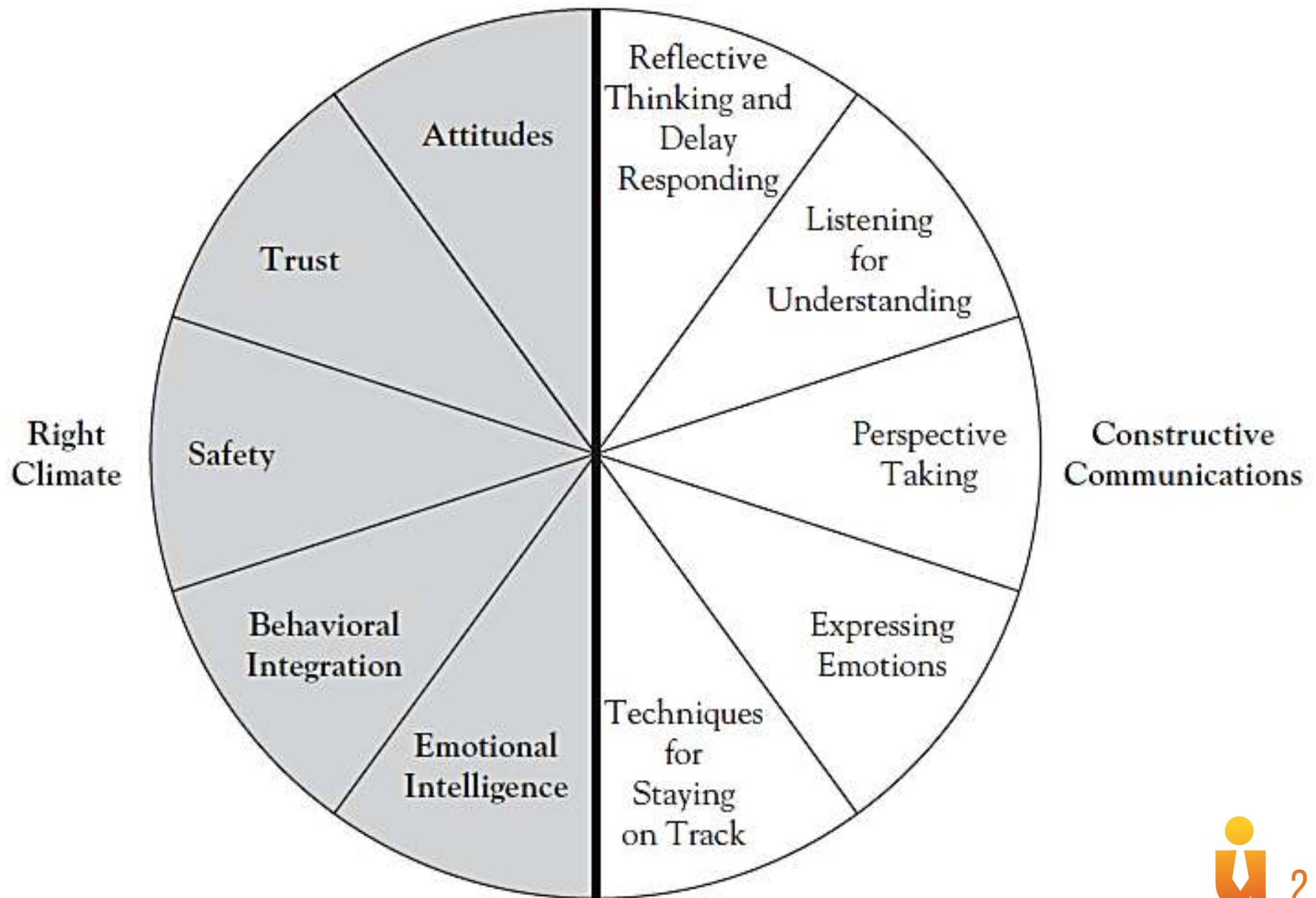
SOLUTION: If teams have come this far, they have trust and commitment, then they will know that a team member calling them out not only has the right to do so because expectations and deadlines were clear, but that it is not a personal attack. This allows team members to confront difficult issues to hold each other accountable.

Dysfunction #5: Inattention to Results

PROBLEM: Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals aren't held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers.

SOLUTION: When teams have a solid base of trust, healthy conflict, commitment and team accountability and are recognized within the company for performance via praise or rewards, it will be easier for team members to put their own needs aside for the sake of the team. With these solutions, teams should be able to retain top performers, handle failure with resilience and stay focused.

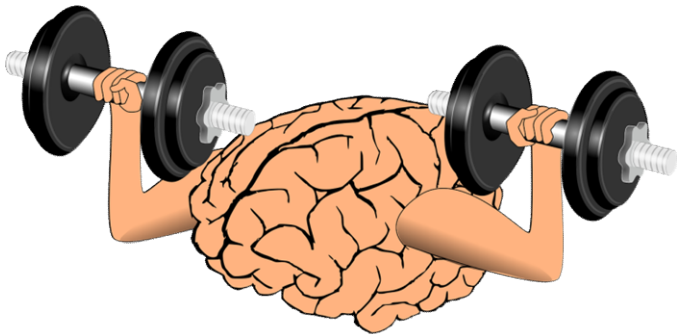
Components for Building Conflict Competent Teams



Power of Self Awareness



Brain Gym – Task 1



SELF-AWARENESS =

**UNDERSTANDING
WHO WE ARE**

BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
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INTEGRITY

TRUST

COMMUNICATION

INTELLIGENCE



95 %

of people think
they're self-aware

10-15%

of people
actually are

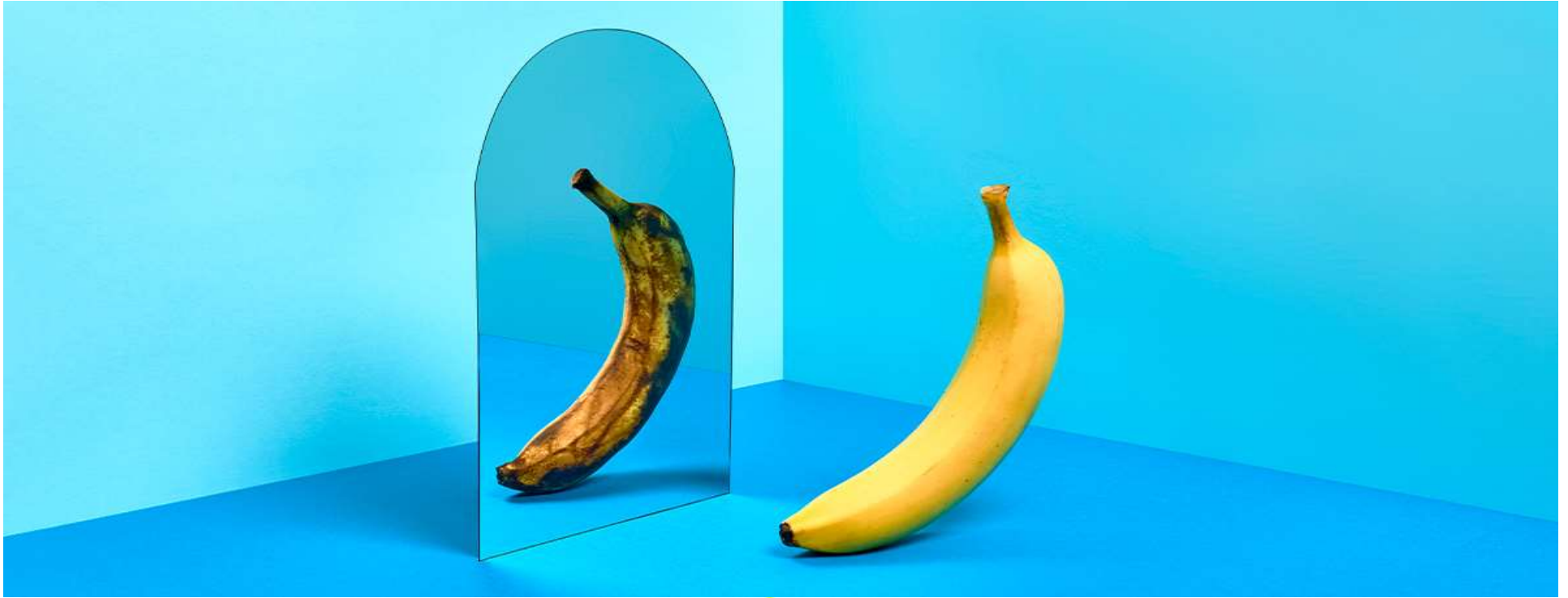
BARRIER 1

THINKING WE ALREADY ARE SELF-AWARE *

At work, employees who lack self-awareness bring down team performance, reducing decision quality by an average of 36 percent, hurting coordination by 46 percent, and increasing conflict by 30 percent.

TAKE-AWAY 1

**(GENTLY) STOP
ASSUMING YOU'RE
SELF-AWARE**



INTERNAL

**SEEING
YOURSELF
CLEARLY**

EXTERNAL

**KNOWING
HOW OTHERS
SEE YOU**

LOW INTERNAL HIGH

Introspectors Know who they are but don't ask for feedback or explore their blind spots	Aware They know who they are and value feedback
Seeker They don't know who they are or how they are perceived by others	Pleaser Overly focused on how they are perceived

LOW

EXTERNAL

HIGH



A people pleaser is someone who goes out of their way to make other people happy and avoid conflict--usually at the cost of their own time, resources, or happiness.

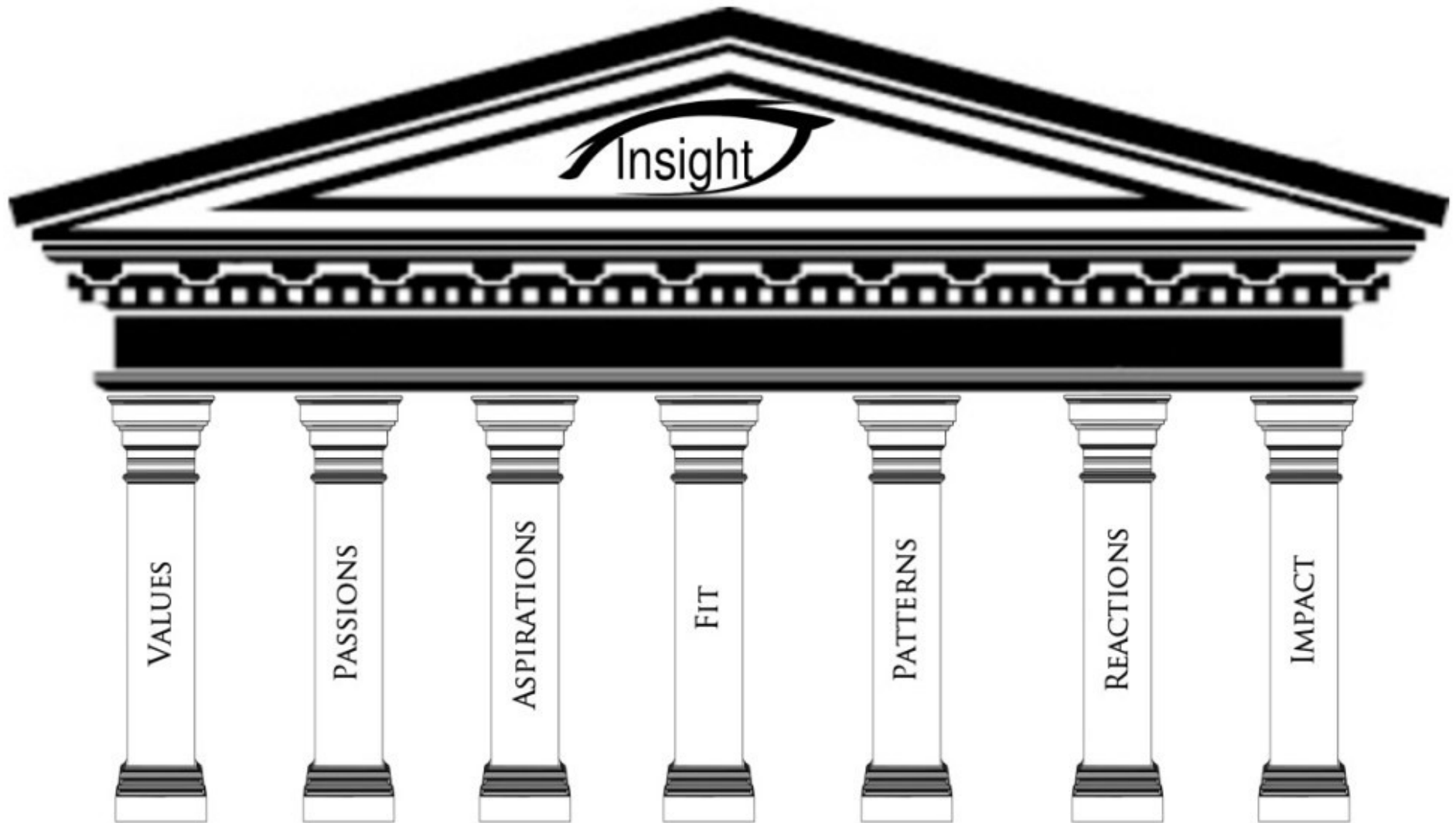
Being Nice: Loving Others without losing Your-self

Here are a few very common signs that you might be a people pleaser.

- You say yes to outings and parties you're not really interested in
- You apologize for things that aren't your fault
- You find it difficult to form or voice your own opinions
- You say "maybe" instead of no
- You're easily peer pressured
- You feel deep anxiety when people are mad at you
- You laugh at jokes you don't understand or find funny
- You offer to help others even when you're already overwhelmed
- You feel responsible for the emotions of others

If any--or all!--of these symptoms sound familiar, you might be a people pleaser.

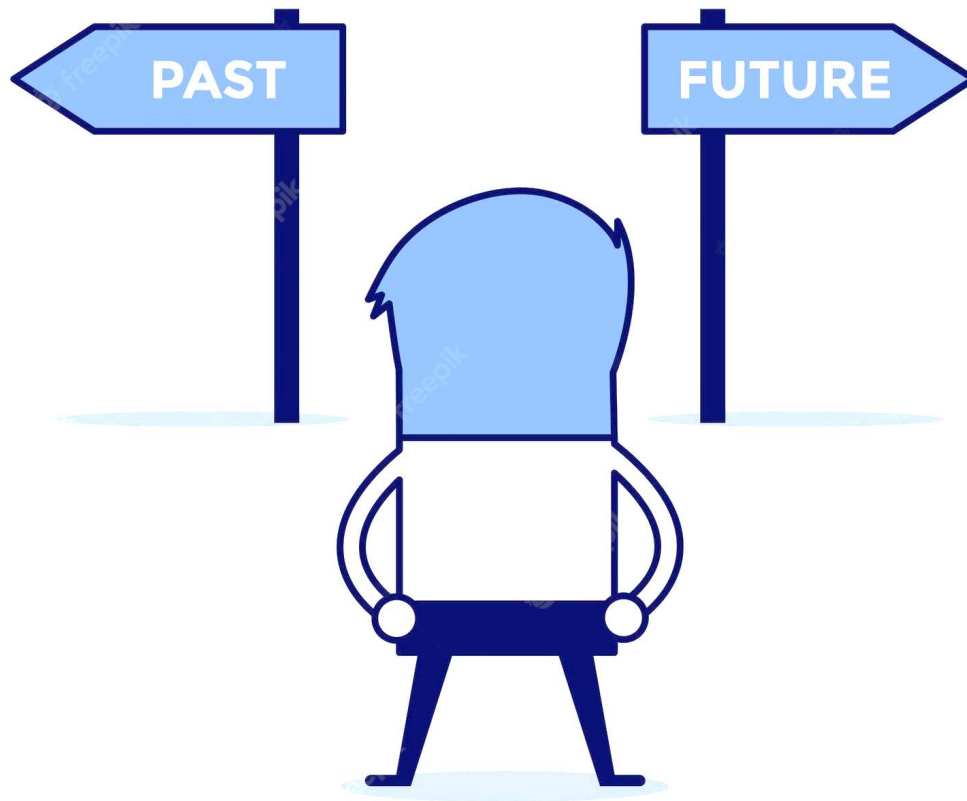
Seven Pillars of Insight



Seven Pillars of Insight

1. Values: a core set of principles that guide how we want to live our lives
2. Passions: What we love to do
3. Aspirations: What do we really want out of life
4. Fit: The type of environment we require to be happy and engaged
5. Patterns: Our patterns are our consistent ways of thinking, feeling, and behaving across situations
6. Reactions: Our thoughts, feelings, and behaviors that reveal our capabilities
7. Impact: How our behavior affects others

☑ TAKE-AWAY 2

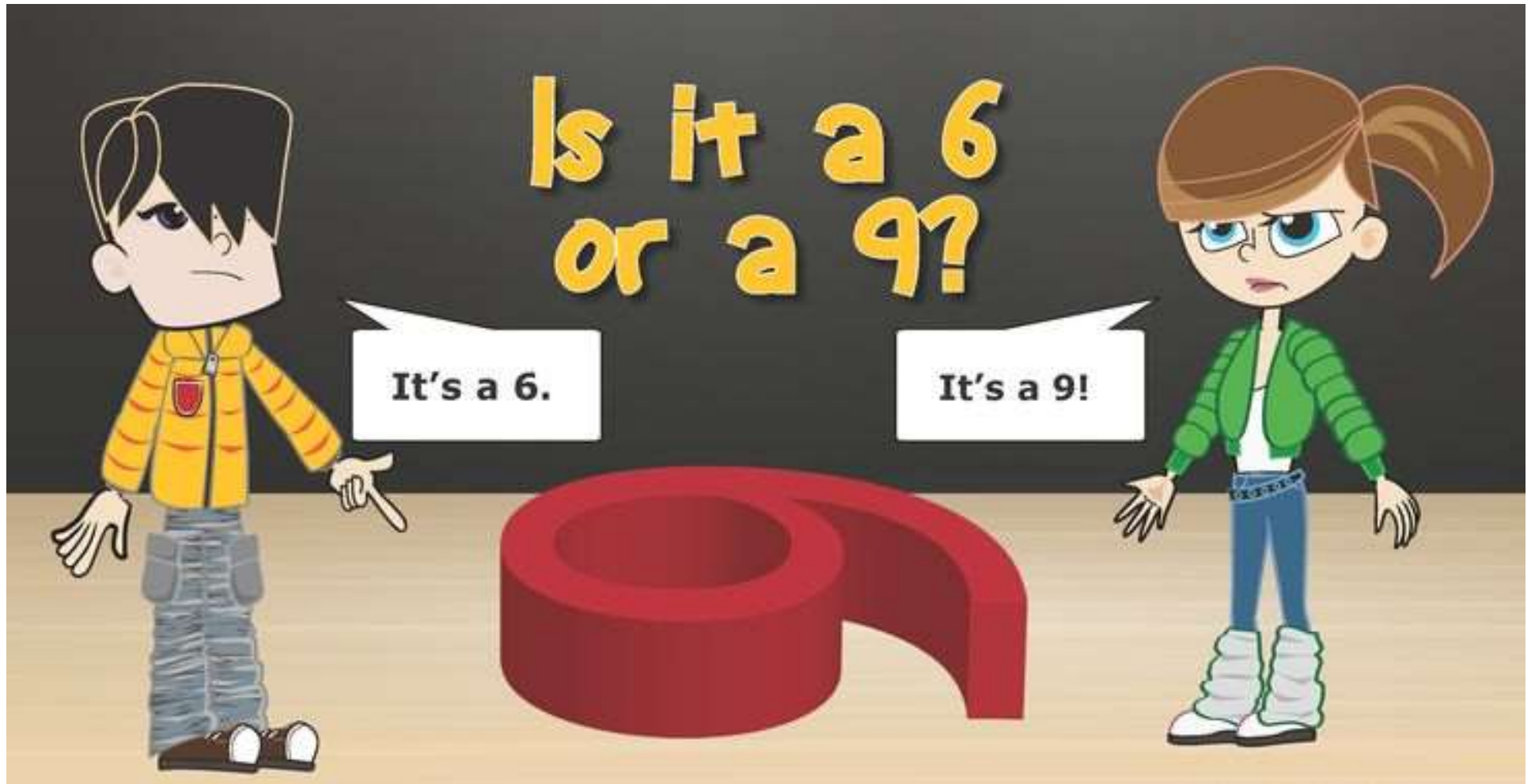


WHAT

NOT

WHY

External Self- Awareness



A person wearing a dark hooded garment is crawling on sand dunes. The person's head is down, and their hands are visible on the sand. The background shows rolling sand dunes under a hazy sky.

IF YOU THINK
YOU KNOW, YOU'RE
LIKELY WRONG

TAKE-AWAY 3



**FIND THREE
LOVING CRITICS**



TRUTH

BUILDING BLOCKS OF TEAM SELF-AWARENESS



SELF-AWARE LEADERS...

1. DON'T ASSUME THEY ARE
2. **ASK WHAT, NOT WHY**
3. LEARN THE BRUTAL TRUTH
4. **BUILD SELF-AWARE TEAMS**

