



Cognizant

FTM: Managing People - Team Culture

What is “Team Culture?”

“Give detailed assignments to Angela,
all random, one-off stuff to Arun.”

“8:00 – 8:30 am is coffee and social time.”

“Satish & Jim work well together, but not with Myra.”

**“Culture is the unwritten set of rules
for
“how we do things here.”**

Compliance Communicator – June 2015

“Never approach the boss with an issue before 10:00 am.”

“Quantity is more important than quality.”

Culture is influenced by leadership

- Behavioral Norms
- “Climate”
- Pace of Work
- Productivity
- Performance Expectations
- Roles Within Team
- “Pecking Order”
- Social Elements



Describe YOUR work team's culture

What are some positive/productive/motivating aspects of your team's culture?

What are some negative/unproductive/demotivating aspects of your team's culture?

Which of these negative aspects of your team culture would you like to change?

4 Elements of Team Culture

Four Elements of Team Culture - Behavior

Ask yourself:

- How does my team behave?
- How does my team work?
- How do team members interact?
- How does my team measure progress?

The combination of these elements describes and defines a team's culture.

Scenario

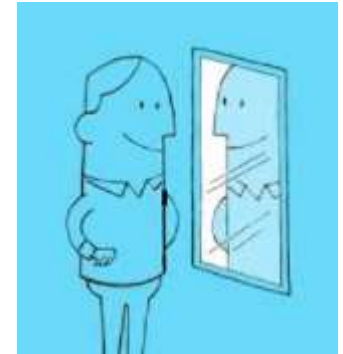
You manage a team that is streamlining the reporting functionality for a commercial client. Lately you've noticed some common behaviors on your team:

- Team members tend to work independently on their assigned daily tasks and reach out to their team members when needed. When they do reach out to other team members, they collaborate well together.
- Several of them tend to take more breaks than their 2 scheduled 15 minute breaks.
- A handful of team members are coming back from their lunch break around 10 minutes after their scheduled return to work time.
- Most of the team does not willingly volunteer to take on additional job responsibilities.
- Some member willingly agree to work overtime; others do it grudgingly.
- There are many unnecessary mistakes being made. You know your team has the right skillset and knowledge level to complete the tasks without errors.
- Many team members tend to reach out to 2 members on your team when they have questions instead of you.

How are these identified behaviors impacting your team's morale, energy, and productivity?

A leader sees him or herself reflected in others

“What am I doing that’s causing or encouraging this?”



Attendance

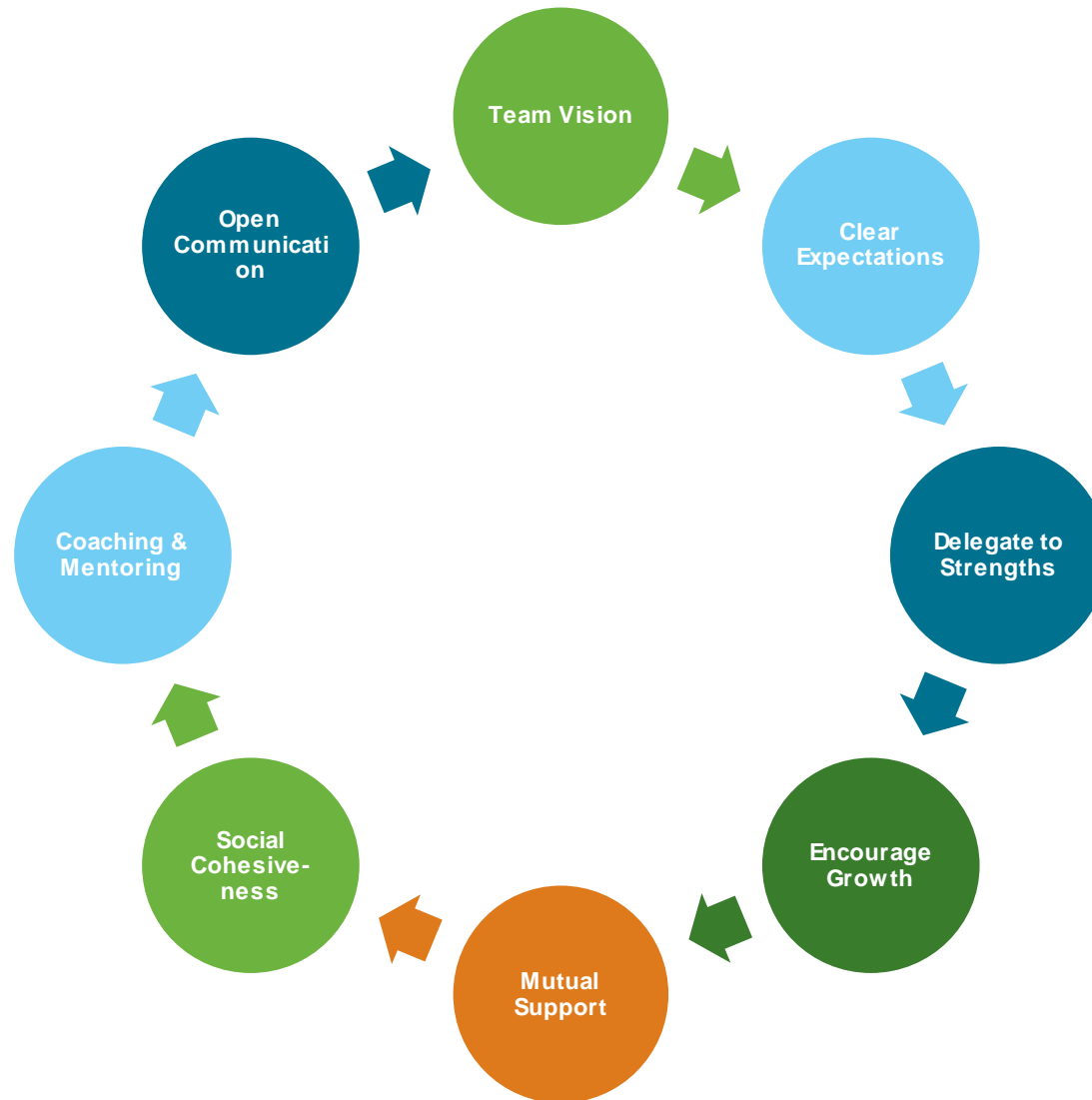
Office Gossip

Arriving on time

Personal errands during the workday

Acceptable attire

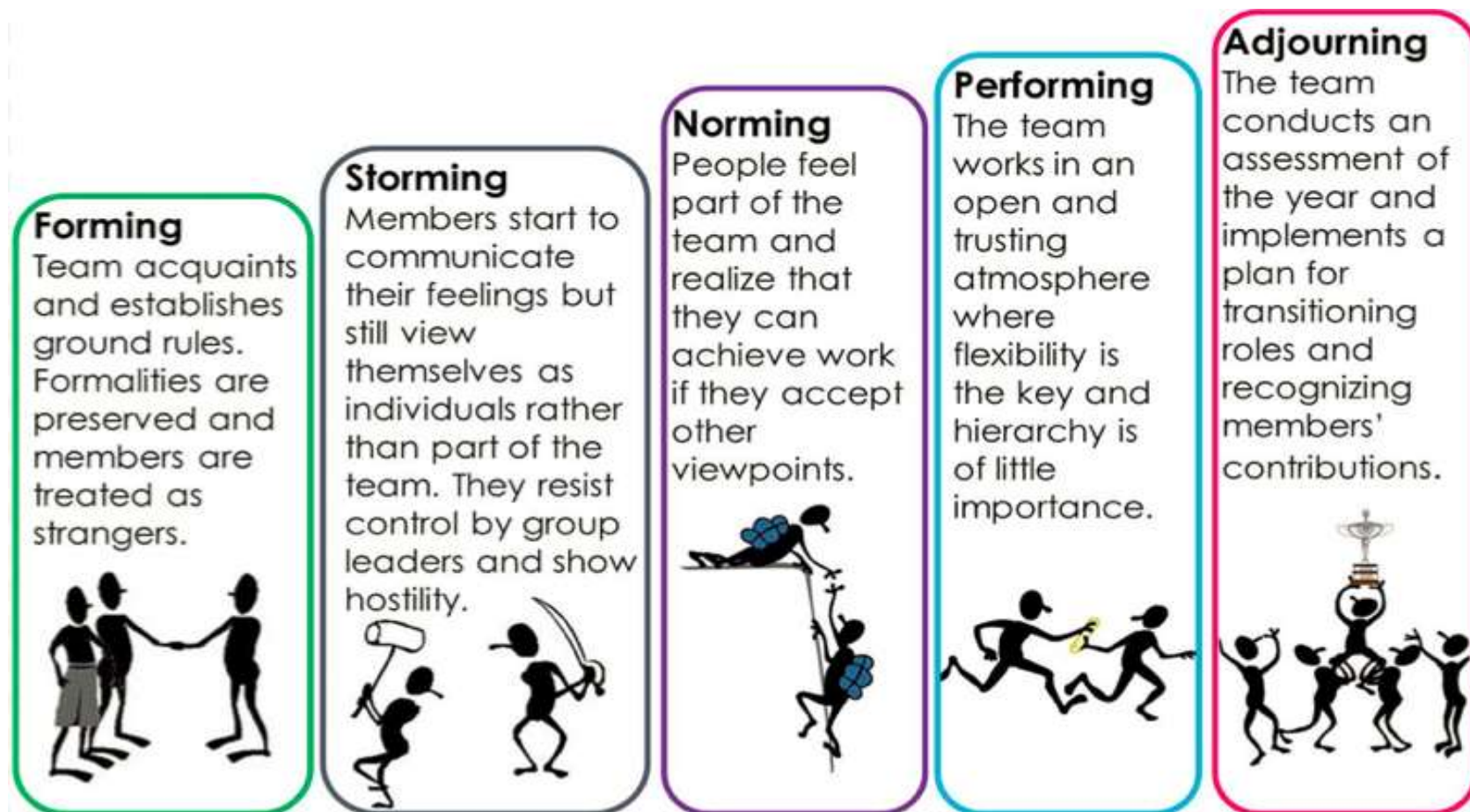
Team Work = Teamwork



Team Interaction

- When do team members communicate?
- How do they communicate?
- What do they communicate?
- With whom do they communicate?
- Are they encouraged to share information and communicate?
- Is anything hindering the free flow of information between your team members?
- What is currently NOT working in how your team members interact with one another and individuals outside your team?
- What expectations have you set with the team about when, how and what they should communicate?

Progress Through the Team Lifecycle



Tuckman's Stages of Team Development

Four Tips To Promote A Positive Team Culture

- Set expectations that create high-quality connections.
- Define and model collaborative behavior.
- Engage the diversity of personalities on you team.
- Provide accountability for Team Culture through feedback.

Questions?



Questions?

Next Steps

- Attend the People Management: Study Session on **Monday, May 21st**

Study Group Expectations:

- Complete the “Individual Questions” prior to the SG and bring your responses with you
- Attend the People Management module wrap-up/kickoff session on **Wednesday, May 23rd**



Thank you!

