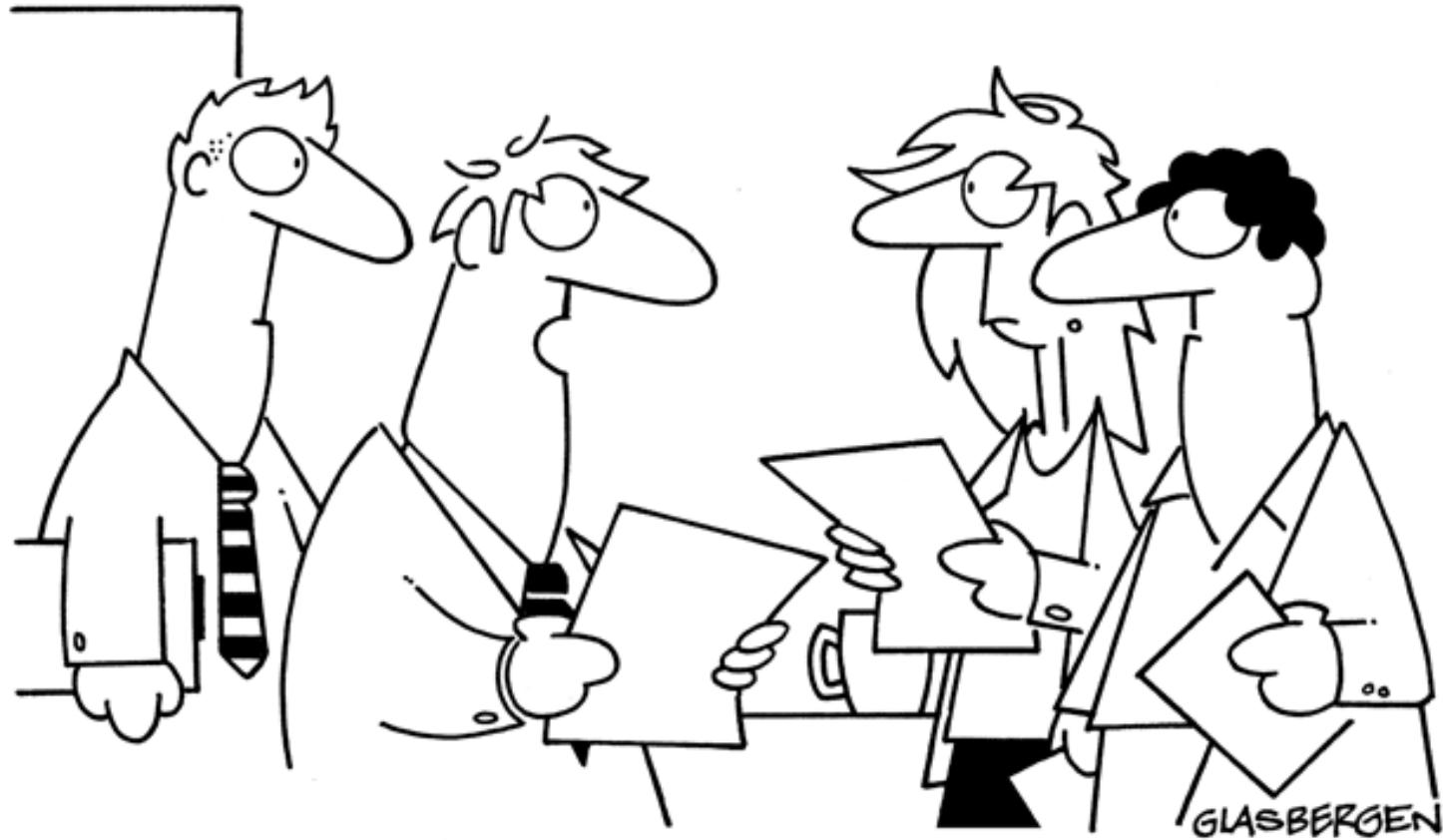


Tools and Techniques for Improving Team Dynamics



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"If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way."

What Does “Team Dynamics” Mean?



Team Technology defines Team Dynamics as “the unconscious, psychological forces that influence the direction of a team’s behavior and performance. They are like undercurrents in the sea, which can carry boats in a different direction to the one they intend to sail.”

Winnie the Pooh



Robert Woods, Director, National Agile Practice at MATRIX, exclaims that the characters in Winnie the Pooh are great analogies for examining team dynamics.

The following Winnie the Pooh characters' descriptions are from disney.wikia.com.

Which Character Are You?



Winnie the Pooh: generally kind and friendly towards everyone; He can be very courageous in tough times, and is consulted when trouble occurs.



Which Character Are You?

Tigger: very confident and has quite an ego. He often thinks of himself as being handsome and some of his other comments suggest that he has a high opinion of himself. Also, he often undertakes tasks with gusto, only to later realize that they weren't as easy as he had originally imagined.



Which Character Are You?



Piglet: incredibly timid, fragile, and insecure animal. He apparently suffers from anxiety, and is often seen cowering in fear in even the most tame moments.



Which Character Are You?



Rabbit: a complex character. He is shown to value organization and order. Rabbit is often shown to be the one to take charge of a situation, but he can often be a control freak, needing every last detail to be to his liking.



Which Character Are You?



Roo: takes great joy in discovering the small wonders in life. He often expresses thoughts and feelings that make him seem wiser than his years.



Which Character Are You?

Eeyore: hardly ever happy, and even when he is, he's still sardonic and a bit cynical. Ironically, he actually seems to enjoy being gloomy to an extent and sees it as the essence of his very being.



How to Handle the Eeyore Effect



- When we see one or two Eeyores on a team, they tend to drive the overall team culture
- They are the ‘Cube Whisperers’, the ‘Eye Rollers’, the disengaged meeting attenders who criticize every decision without offering constructive options
- You have to address the Eeyores; ignoring them is not the answer, but you must also encourage the Poohs because they can positively influence the rest of the staff

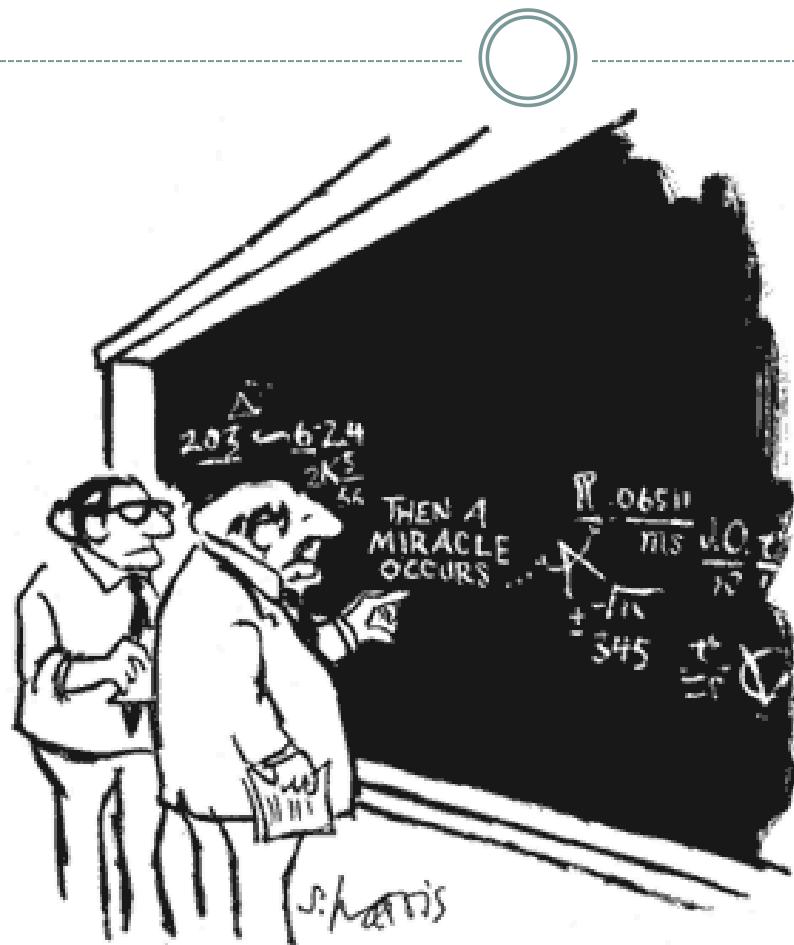
How to Handle the Eeyore Effect



“Get out in front of the issue before it becomes chronic. Identify those who need help, and emphasize those who can help. The unique cast of characters will still experience ups and downs, but will have a much greater chance for a happy ending.”

– Robert Woods

How To Effect Positive Change



"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

Strategies for Improving Team Dynamics



- Improve Communications
- Recognize Personality Differences
- Be Trustworthy

Communication



- There are two main parts to any communication: a sender and a receiver. What the sender intends to convey is not necessarily what the receiver hears.
- However, what is actually communicated is what the receiver hears, regardless of the sender's intent.

Scenario 1



- Video Insert

Scenario 2



- Video Insert



Communication

Communication



In the 2017 Federal Viewpoint Survey, five questions were related to employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation

Communication



(53) In my organization, leaders generate high levels of motivation and commitment in the workforce.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
12.7%	30.5%	24.5%	17.7%	14.6%	43.1%	458,664	12,542

(54) My organization's leaders maintain high standards of honesty and integrity.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
18.4%	36.1%	24.1%	10.0%	11.5%	54.4%	438,606	31,681

(56) Managers communicate the goals and priorities of the organization.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
17.4%	45.0%	19.4%	10.6%	7.6%	62.4%	461,098	7,338

(60) Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

Very Good	Good	Fair	Poor	Very Poor	Positive Responses (Very Good/Good)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
25.6%	34.5%	22.5%	9.1%	8.2%	60.2%	442,275	27,324

(61) I have a high level of respect for my organization's senior leaders.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
21.8%	33.8%	23.4%	11.1%	9.9%	55.6%	460,935	8,657

Communication



Two questions were related to whether management encourages communication and collaboration

(58) Managers promote communication among different work units (for example, about projects, goals, needed resources).

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
16.4%	39.0%	21.4%	13.1%	10.1%	55.3%	452,145	16,506

(59) Managers support collaboration across work units to accomplish work objectives.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Positive Responses (Strongly Agree/Agree)	Total # of Respondents (excludes Do Not Know)	# of Do Not Know
17.6%	41.1%	21.4%	11.0%	8.9%	58.6%	452,092	17,020

Ideas for Improving Communications?



- Reaffirm what you thought you heard
- Check your ego at the door
- Be open to dissenting opinions
 - TED Talk by Margaret Heffernan “Dare to Disagree”
- Hear all voices
- Be careful what you put in email
- Be honest always
- Be open when appropriate



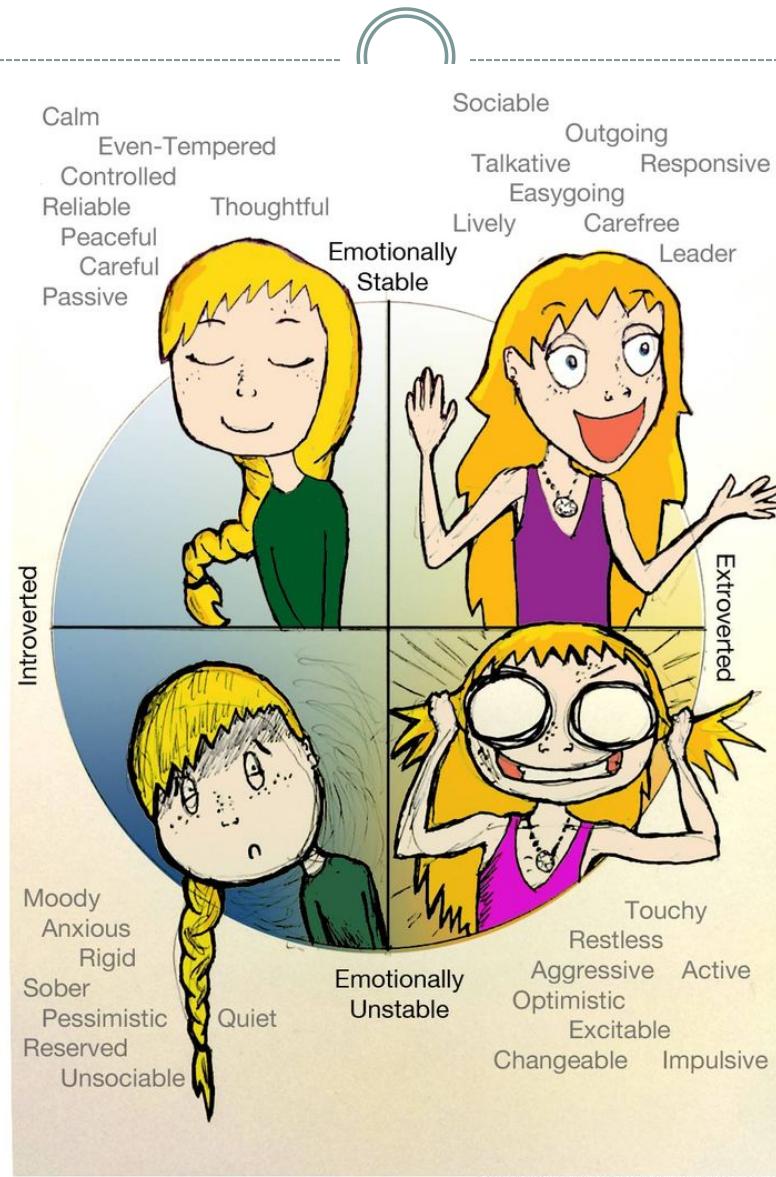
Personality

Personality



- The Accounting Educators' Journal reported in a study by Bealing, et al, that although there are 16 different Myers-Briggs types, 42 percent of all accounting students fit into just two:
 - extroverted, sensing, thinking and judging – 26.23percent
 - introverted, sensing, thinking and judging – 17 percent
- ESTJ was the dominant personality profile for all business majors
- 65 percent of all business students were extroverts
- CPA's, however, tend to be ISTJs - Kreiser et al., 1990

Personality



Ideas for Improving Relations with Other Personality Types



- TED Talks
 - Susan Cain “The power of introverts”
 - Katherine Lucas “In defense of extroverts”
- Take an office-wide personality type indicator
- Learn how to interact with other types in the office
- Realize there are pros and cons to each personality type
- Accept people for who they are and the strengths their various personality types bring to the team



Trust

Trust



“Trust is a characteristic that builds respect and loyalty, as well as a supportive and safe work environment. Distrust increases tension and negative "on guard" behavior, which can erode the spirit of the team and ultimately productivity.”

– Pat Mayfield

Trust



"Mind you, at the corporate retreat we used a ladder for this team-building exercise – but the principle's the same."

Trust



- Honesty
- Integrity
- Consistent
- Reliable
- Accountable

Final Thoughts



- Positive team dynamics are critical to the success of any team
- Maintaining open and effective communication, understanding personality differences amongst colleagues, and showing others we are trustworthy are important elements in improving team dynamics
- Each of these can and should be exercised by all team members, not just the boss

Thank You



**we might feel we cannot make a
difference on our own but.,,**

**TOGETHER WE CAN BUILD
BRIDGES AND MOVE
MOUNTAINS**

