

# Effective Team Dynamics

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# Why do Teams Exist?

- To solve problems
- So....
  - Creativity and Process are important

# Team Development

- Forming: Create purpose and membership
- Storming: Sorting out who does what, conflict and resolution
- Norming: Expectations of members behavior, Goals, How to handle contingencies
- Performing: Getting the job done
- Recycling: Control function-recognition, rewards, learning

# Effective Teams

- Interdependent
- Helping behaviors
- Membership is desired
- Leadership moves around
- Caring behaviors
- Cheerleading
- Trust among members

# Team Cohesion

- Increasing Factors

- Small size
- Attraction
- Goal Agreement
- Frequent Interaction
- Positive interactions
- Barriers to entry
- Common enemy
- Successes

- Decreasing Factors

- Large size
- Divisions
- Goal disagreement
- Dysfunctional conflict
- Infrequent interaction
- Negative interaction
- Dominant members
- Negative experiences

# First, Set the Stage

- Build Trust First!
  - Establish rapport
  - Be interested in others
  - Share about yourself
  - Connect

# Set the Stage

- Use the appropriate bases of power to lead
  - Expert
  - Referent
  - Reward
  - Legitimate (not so much)
  - Coercive (not so much)

# Set the Stage

- Demonstrate and Lead with Emotional Intelligence
  - Recognize patterns
  - Engage consequential thinking
  - Be empathetic
  - Be optimistic
  - Delay gratification
  - Be self-aware
  - Keep you cool no matter what



# What can a Leader do?

- Conforming stage
  - Facilitate role differentiation
  - Show support to team members
  - Provide feedback
  - Have a clear vision of the future for the team
  - Generate commitment to the vision
  - Leverage the diversity of the team members

# What can a Leader do?

- Performing Stage
  - Find a common enemy
  - Reinforce the vision
  - Generate commitment
  - Provide recognition
  - Encourage win-win thinking

# What can You do to Perform Well?

- Develop
  - Planning skills
  - Goal setting skills
  - Problem solving skills
  - Decision making skills
  - Improve the work habits of the group

# What can You do to Perform Well?

- Diagnose team style and tune it for performance
- Utilize the skills of the members
- Develop action agendas
- Assign responsibility, set completion dates, follow-up, make it happen

# Assumptions Limit Possibilities



So.....

- Relax your assumptions
- Develop good process
- Be ok with mistakes
- Make it fun

