Tools and Techniques to Improve Team Dynamics

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Presentation Goals

- Provide ideas about steps you can take in your office to improve team dynamics

- Provide tips about how to choose steps and maximize effectiveness of implementing

Who We Are: King County Auditor's Office

- 15 staff members

- 2-3 person audit teams

- Organizational and technical leads

- Agile project management

- Yellow Book

Why Focus on Team Dynamics?

- New staff

- Changed project management structure

  - Split team leadership

  - Agile by default

- Desire to improve

Four Tools We Have Used to Improve Team Dynamics

- Myers-Briggs

- Basadur Profile

- I like, I wish, how to

- Recognition preference

Rating Scale for Tools

1 – 5 Range

1. Total failure

2. Not that great

3. Fine

4. Good

5. Great

Impact

HC/LI   HC/HI

1   4

Cost   3

2   5

LC/LI   LC/HI

Four MBTI Dichotomies

Where do we get our energy?

Extraversion	Introversion

How do we take in information?

Sensing	Intuition

How do we make decisions?

Thinking	Feeling

How do we organize our world?

Judging	Perceiving

Myers-Briggs

- Everyone took in 2014

- 90 minute session on how to use and emotional intelligence

- Posted results outside cubicles

Results of Myers Briggs

ENTJ	1	6%	2%
ENFJ	1	6%	3%
ENTP	0	0%	3%
ESTP	2	12%	4%
ENFP	2	12%	8%
ESFP	0	0%	9%
ESTJ	3	18%	9%
ESFJ	1	6%	12%
	10		

|			
INTJ	3	18%	2%
INFJ	1	6%	2%
INTP	1	6%	3%
ISTP	0	0%	5%
INFP	0	0%	4%
ISFP	0	0%	9%
ISTJ	1	6%	12%
ISFJ	1	6%	14%
	7		

Emotional Intelligence Framework

Intrapersonal skills	Self-awareness – the ability to read one's emotions and recognize their impact while using gut feelings to guide decisions
	Self-management – involves controlling one's emotions and impulse and adapting to changing circumstances
Interpersonal skills	Social awareness – the ability to sense, understand, and react to other's emotions while comprehending social networks
	Relationship management – the ability to inspire, influence, and develop others while managing conflict.

Impact of Myers-Briggs

- Helped people think about how they think

- Illustrated differences in our office

- Enhanced teamwork and understanding

- Rating 4 – High Cost/High Impact

Basadur Creative Problem SolvingProfile

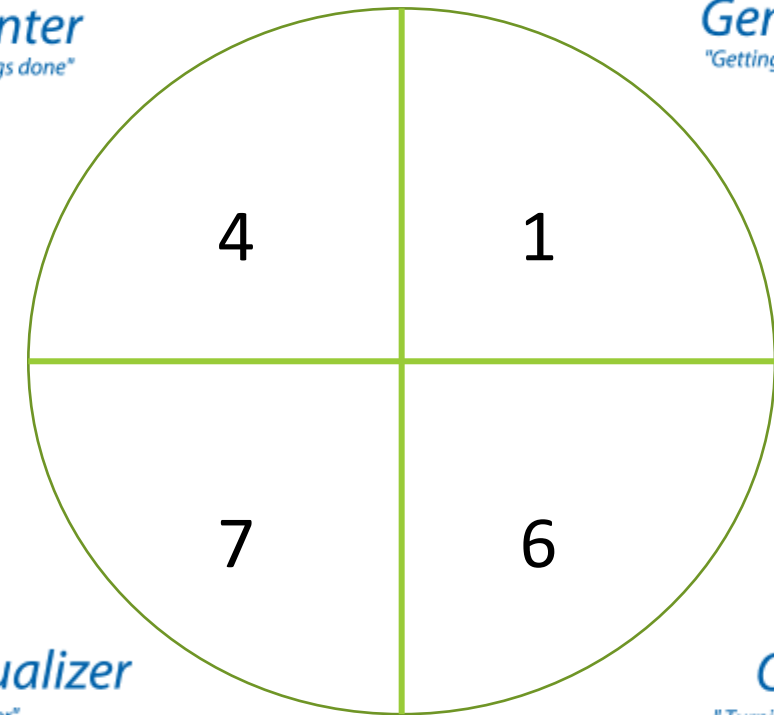- Preferences for the three stages of the problem solving process
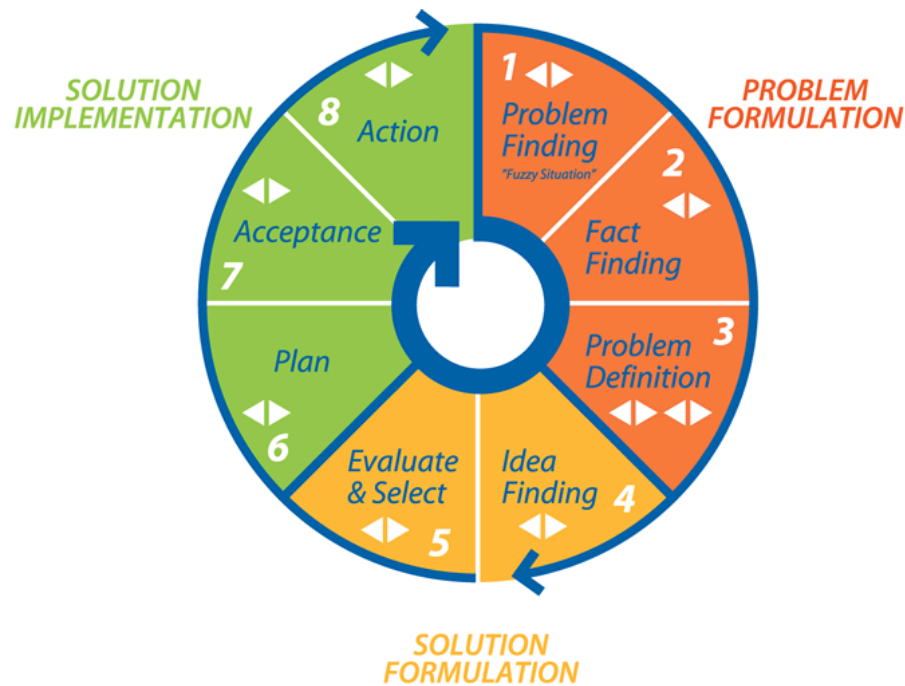
Basadur Results

Impact of Basadur

- Told us what we already knew

- Not actionable

- Rating 1 – High Cost/Low Impact

I Like, I Wish, How to

- Former employee suggested

- Use at beginning of sprint planning meetings

- Also called "I like, I wish, I wonder"

How to "I Like, I Wish, How to"

- Always start with "I" statements

- Go around the room

- Typically a couple of rounds of each

- Both inwardly (team) and outwardly (auditee) focused

Impact of "I Like, I Wish, How to"

- Tactical tool focused on course correction and early identification of issues

- Normalizes feedback, both positive and constructive

- Bite-size retrospective

- How-to's are easily made into tasks

- Allows team to brainstorm solutions

- Rating 5 – Low Cost/High Impact

Recognition Preferences

- Realized we were not celebrating success enough

- Sent survey asking people how they want to be recognized

- Reference list when recognizing

Recognition	Love it	Meh	Hate it
Private thank you note		X	
One-on-one		X	
On a "thanks" board		X	
In a meeting		X	
Small gifts (fun post-its, mug, stickers, etc.)		X	
Food treats for the office	X		
Food treats for just me		X	
Opportunity to work on a special project	X		
Give some tasks away to the leadership team (QA, ROI, etc.)			X
Recognition from your peers		X	
Lunch with leadership team member of your choice			X
Lunch with a councilmember			X
Offsite day with team (at a coffee shop or other wifi enabled place)	X		
Trophy or certificate			X
Personalized limerick	X		
OTHER:			

Impact of Recognition Preferences

- Mitigates projection bias

- Increases likelihood recognition will be appreciated

- Rating 2 – Low Cost/Low Impact

Lessons Learned

- Know what problem you are trying to solve

- Know what you are going to do with answers you get

- Set aside time systematically

- Recognize that people are different from you

- Weigh the costs and benefits of the tools