



TEAM DYNAMICS

HOW TO SUPERCHARGE YOUR TEAM

 Psychometrics



Team Dynamics

How to Leverage Your Team's Strengths and Drive Performance

Team Dynamics provides a way for you to explore the makeup of your team, and how team members' work styles affect their approach to common work issues. This guide will help you, as a team leader, make the most out of Team Dynamics in the following areas:

CHANGE	2
COMMUNICATION	3
CONFLICT	4
PROBLEM SOLVING	5
TEAMWORK	6
SCALE ANALYTICS	7

As a leader you can use Team Dynamics to learn about the natural strengths and potential derailers for your team and consider how your leadership style affects the team. We recommend that you start with the issue that appears to be most pressing for your team. The following pages outline guided discovery questions for you as a leader to help your team explore and apply the insights.

Before you jump into exploring Team Dynamics with your team, remember that the key goal of this tool is to make constructive use of the individual differences found in your team. This involves:

1. Becoming aware of differences.
2. Acknowledging the value of differences.
3. Practicing new behaviours, seeking out others with differences.
4. Incorporating different perspectives into your interactions.

In your group discussions, start by establishing the following ground rules:

1. Equality - Every person in the room has a say. The diversity of opinions, experiences, and knowledge is what leads to creative outcomes.
2. Everyone participates - You don't need to count minutes, but you should make sure that nobody monopolizes "air time," and nobody gets a free pass to be quiet.
3. What happens here, stays here – This session is for you and your team, not others.

Change

There are five change management styles found in teams:

1. Adaptable Contributors
2. Change Catalysts
3. Incremental Providers
4. Status Quo Stalwarts
5. Change Drivers

Step 1: As the team leader:

- Which of the five styles is your preferred approach for managing change?
- How does that fit with the members of your team?
- What could you do to better guide others during times of change?

Step 2: Things to consider about your team:

- What are your team's strengths when faced with change?
- Derailers?
- How well does your team's distribution of change styles align with your current work environment and competitive challenges?

Step 3: Exploring Team Dynamics with your team:

- Have all team members access Team Dynamics.
- Give them 10 minutes to explore the Change section.
- To facilitate team discussion, ask the following:
 - *When it comes to change, what are our team's strengths? What are our team's challenges?*
 - *What does our team tend to overdo?*
 - *What does our team tend to overlook?*
 - *What gaps do we need to consider/fill?*

Step 4: Next steps:

- With the team, agree on the behaviours and activities that the team will:
 - *Start doing.*
 - *Stop doing.*
 - *Continue doing to effectively manage change as a team.*
- Write these down and discuss how you will hold each other accountable.
- Then have each team member list their personal behaviours and activities that they will start doing, stop doing, and continue to do to manage change more effectively.



Communication

There are four communication types in teams:

1. Extraverted Visionaries
2. Extraverted Realists
3. Reflective Visionaries
4. Reflective Realists

Step 1: As the team leader:

- What is your style and focus of your communication?
- Which methods of communication do you overuse? Underuse?
- How might this affect your team?
- What do you need to communicate more/less of to connect more effectively with your team and others?

Step 2: Things to consider about your team:

- Which communication styles are over-represented and under-represented?
- How does this affect what members of your team communicate and how they communicate?
- What communication strengths can your team continue to leverage?
- What communication challenges need to be addressed?

Step 3: Exploring Team Dynamics with your team:

- Have all team members access Team Dynamics.
- Give them 10 minutes to explore the Communication section.
- To facilitate team discussion, ask the following:
 - *Where are we balanced? Imbalanced?*
 - *What are our team's communication strengths? Challenges?*
 - *What methods of communication do we over/under use?*
 - *What should we do differently as a team that would improve our communication?*

Step 4: Next steps:

- With the team, agree on the behaviours and activities that the team will:
 - *Start doing.*
 - *Stop doing.*
 - *Continue doing to ensure effective communication within the team.*
- Write these down and discuss how you will hold each other accountable.
- Then have each team member list their personal behaviours and activities that they will start doing, stop doing, and continue to do to be a better communicator.



Conflict

There are five conflict management types in teams:

1. Persuaders
2. Builders
3. Negotiators
4. Evaders
5. Harmonizers

Step 1: As the team leader:

- What are the strengths and challenges of your natural approach to managing conflict?
- How might that come across to members of your team?
- When should you consider using the other styles?

Step 2: Things to consider about your team:

- What is the dominant style of your team?
- What conflict styles are not well represented?
- What implications might this have for your team?

Step 3: Exploring Team Dynamics with your team:

- Have all team members access Team Dynamics.
- Give them 10 minutes to explore the Conflict section.
- To facilitate team discussion, ask the following:
 - *Which style appears the most within the group? Which style appears the least? Are there any styles not represented?*
 - *What are the implications for you and our team?*
 - *How is our team perceived by others?*
 - *What approach should we use more? Less?*

Step 4: Next steps:

- With the team, agree on the behaviours and activities that the team will:
 - *Start doing.*
 - *Stop doing.*
 - *Continue doing to ensure effective conflict resolution within the team.*
- Write these down and discuss how you will hold each other accountable.
- Then have each team member list their personal behaviours and activities that they will start doing, stop doing, and continue to do to resolve conflict more effectively.



Problem Solving

There are four types of problem solvers found in teams:

1. Consultative Intuitives
2. Consultative Analyzers
3. Self-Reliant Intuitives
4. Self-Reliant Analyzers

Step 1: As the team leader:

- What is your preferred approach to solving problems?
- How does that align with the rest of your team?
- Are you harnessing the strengths of your style?
- What derailers do you need to address?

Step 2: Things to consider about your team:

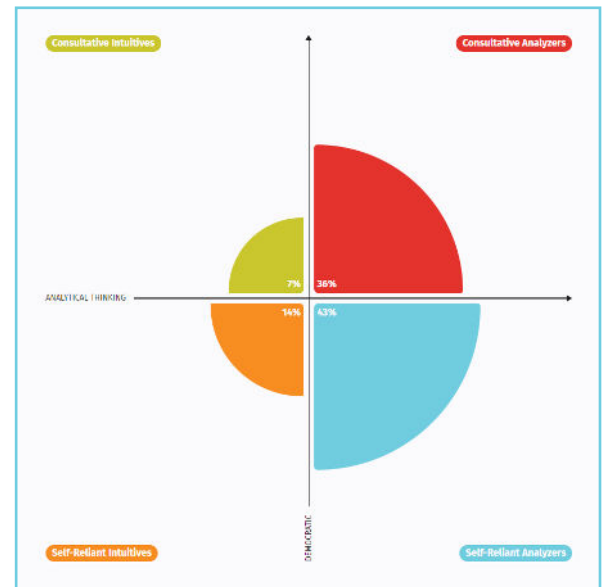
- What problem solving styles are over-represented?
Under-represented?
- How might this impact what your team pays attention to, and what it misses when solving problems?
- What areas should you encourage your team to focus on more frequently in order to improve in this area?

Step 3: Exploring Team Dynamics with your team:

- Have all team members access Team Dynamics.
- Give them 10 minutes to explore the Problem Solving section.
- To facilitate team discussion, ask the following:
 - *What do we tend to focus on when solving problems?*
 - *What might we be missing?*
 - *What should we do differently so that we capture all perspectives?*
 - *What could we do that would make us better problem solvers?*

Step 4: Next steps:

- With the team, agree on the behaviours and activities that the team will:
 - *Start doing.*
 - *Stop doing.*
 - *Continue doing to ensure effective problem-solving within the team.*
- Write these down and discuss how you will hold each other accountable.
- Then have each team member list their personal behaviours and activities that they will start doing, stop doing, and continue to do to be a better problem solver.



Teamwork

There are four teamwork styles found in teams:

1. Task Drivers
2. People Connectors
3. Independent Contributors
4. Reserved Supporters

Step 1: As the team leader:

- What is your style? How might this affect the team?
- What key contributions do you provide to your team?
- What pitfalls should you address?

Step 2: Things to consider about your team:

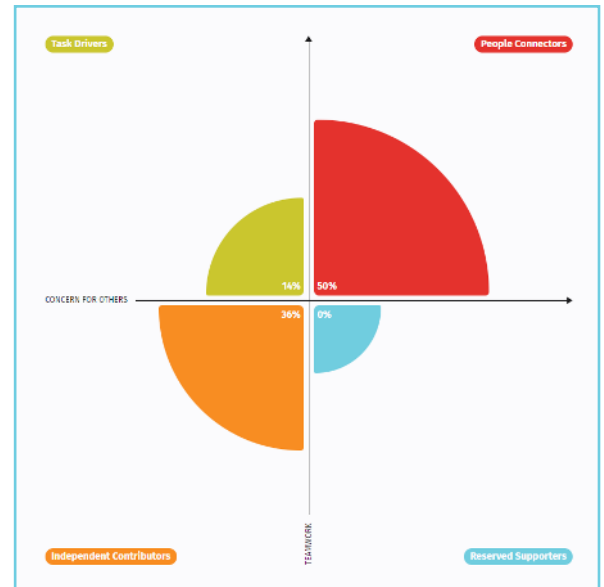
- Where is the team balanced (evenly split)? How might this affect team interactions? Performance?
- Where is the team imbalanced? How might this affect team interactions? Performance?

Step 3: Exploring Team Dynamics with your team:

- Have all team members access Team Dynamics.
- Give them 10 minutes to explore the Teamwork section.
- To facilitate team discussion, ask the following:
 - o Which style appears the most within the group? Which style appears the least? Are there any styles not represented?
 - o Look at the Strengths section for each represented style. Are the strengths something that the group harnesses?
 - o Look at the Challenges section for each represented style. Which challenges impact our team?
 - o Which Steps to Maximize Team Effectiveness should we act upon?

Step 4: Next steps:

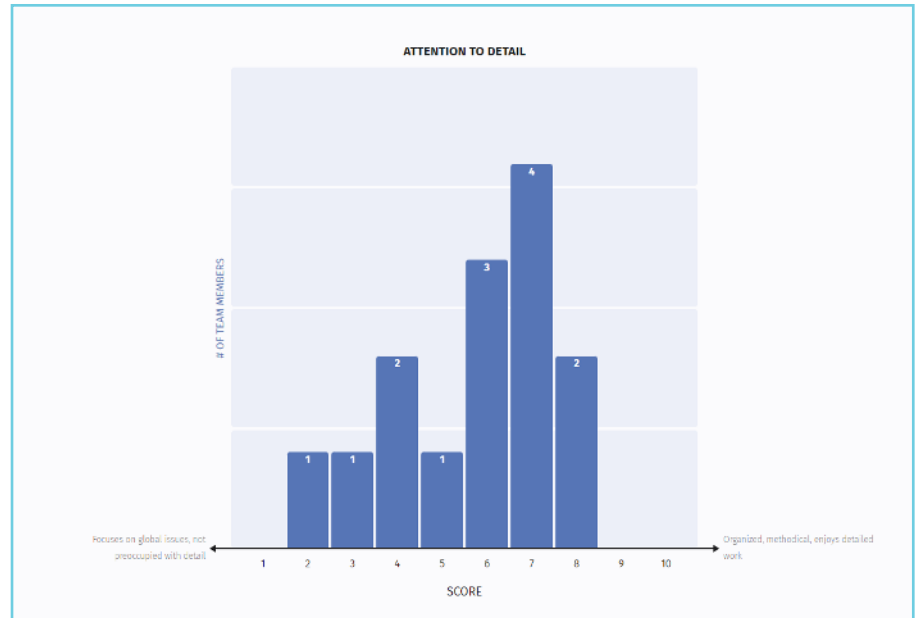
- With the team, agree on the behaviours and activities that the team will:
 - o Start doing.
 - o Stop doing.
 - o Continue doing to ensure effective collaboration within the team.
- Write these down and discuss how you will hold each other accountable.
- Then have each team member list their personal behaviours and activities that they will start doing, stop doing, and continue to do to be a better team member.



Scale Analytics

Scale Analytics lets you dig deeper into the characteristics of your team by providing a graph of the team's distribution of scores for each personality trait measured by the Work Personality Index®. Within this section, leaders have access to 21 scales that provide additional insights into their teams:

1. Ambition
2. Analytical Thinking
3. Attention To Detail
4. Concern For Others
5. Democratic
6. Dependability
7. Energy
8. Flexibility
9. Initiative
10. Innovation
11. Leadership
12. Multi-Tasking
13. Outgoing
14. Persistence
15. Persuasion
16. Planning
17. Rule-Following
18. Self-Control
19. Social Confidence
20. Stress Tolerance
21. Teamwork



Things to consider:

- How are the team members' results distributed?
 - *If they are skewed to one end, how does this impact how the team functions, what they pay attention to, and what they might miss?*
 - *If they are spread out, how does this influence how team members work together?*
- Where does your score land in relation to other members of your team?
 - *Are there things your team members need, but you may not naturally provide? How can you address this gap?*
 - *Are there areas with high levels of similarity that might lead to group think?*
- To further explore the meaning and impact of each of the Work Personality Index scales for team members, encourage them to revisit their personal report.