

This guide is a “crash” course on teamwork and becoming a team leader. There are no right answers when managing or leading a team. This guide provides awareness of the various tools and science that drives teamwork, organizational behavior, and leadership. Those who understand the material and use it daily are more likely to succeed in leading and pushing NetDef or their team to the next levels. This is a skillset, not a born trait...it constantly needs to be worked on. This page has been made to help with developing this skill set. Add new tools or references that you find to help future leaders.

Teamwork

A team is different than a group. Schools usually put students together to form a group in order to accomplish a common goal (e.g. school project). Teams are a formation of people who can get better results than a group. This is through trust, commitment, and accountability. Each team member has their own strengths and weaknesses that other team members are aware of.

TEAM vs GROUP		
	Group	Team
Understandings	Members think they are grouped together for administrative purposes only.	Members recognise their independence and understand both personal and team goals are best accomplished with mutual support.
Ownership	Members tend to focus on themselves because they are not sufficiently involved in planning the unit's objectives.	Members feel a sense of ownership for their jobs and unit, because they are committed to value based common goals that they helped establish.
Creativity and Contribution	Members are told what to do rather than being asked what the best approach would be.	Members contribute to the organisation's success by applying their unique talents, knowledge and creativity to team objectives

	Group	Team
Trust	Members distrust the motives of colleagues because they do not understand the role of other members.	Members work in a climate of trust and are encouraged to openly express ideas, opinions, disagreements and feelings. Questions are welcomed
Conflict Resolution	Members find themselves in conflict situations they do not know how to resolve. Their supervisor/leader may put off intervention until serious damage is done, i.e. a crisis situation	Members realise conflict is a normal aspect of human interaction but they view such situations as an opportunity for new ideas and creativity. They work to resolve conflict quickly and constructively.
Participative Decision Making	Members tend to work in an unstructured environment with undetermined standards of performance. Leaders do not walk the talk and tend to lead from behind a desk.	Members work in a structured environment, they know what boundaries exist and who has final authority. The leader sets agreed high standards of performance and he/she is respected via active, willing participation.

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.

**Storming**

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.

**Norming**

People feel part of the team and realize that they can achieve work if they accept other viewpoints.

**Performing**

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

**Adjourning**

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



The FIVE Dysfunctions of a Team *by Patrick Lencioni*

Members of dysfunctional teams ...	Dysfunctions and ways to Overcome each one	Members of trusting teams ...
<ul style="list-style-type: none"> Stagnates/fails to grow Rarely defeats competitors Loses achievement-oriented employees Encourages team members to focus on their own careers and individual goals Is easily distracted 	<u>Inattention to Results</u> <ul style="list-style-type: none"> ✓ Public declaration of results ✓ Results-Based rewards ✓ Setting the tone for a focus on results from the leader 	<ul style="list-style-type: none"> Retains achievement-oriented employees Minimizes individualistic behavior Enjoys success and suffers failure acutely Benefits from individuals who subjugate their own goals/interests for the good of the team Avoids distractions
<ul style="list-style-type: none"> Creates resentment among team members who have different standards of performance Encourages mediocrity Misses deadlines and key deliverables Places an undue burden on the team leader as the sole source of discipline 	<u>Avoidance of Accountability</u> <ul style="list-style-type: none"> ✓ Publication of goals and standards ✓ Simple and regular progress reviews ✓ Team rewards ✓ Ability of leader to allow the team to serve as the first and primary accountability mechanism 	<ul style="list-style-type: none"> Ensures that poor performers feel pressure to improve Identifies potential problems quickly by questioning one another's approaches without hesitation Establishes respect among team members who are held to the same high standards Avoids excessive bureaucracy around performance management and corrective action
<ul style="list-style-type: none"> Creates ambiguity among the team about direction and priorities Watches windows of opportunity close due to excessive analysis and unnecessary delay Breeds lack of confidence and fear of failure Revisits discussions and decisions again and again Encourages second-guessing among team members 	<u>Lack of Commitment</u> <ul style="list-style-type: none"> ✓ Cascading Messaging ✓ Deadlines ✓ Contingency and Worst-case scenario analysis ✓ Low-risk exposure therapy ✓ Ability of leader to not place too high of a premium on consensus or certainty 	<ul style="list-style-type: none"> Creates clarity around direction and priorities Aligns the entire team around common objectives Develops an ability to learn from mistakes Takes advantage of opportunities before competitors do Moves forward without hesitation Changes direction without hesitation or guilt
<ul style="list-style-type: none"> Have boring meetings Create environments where back-channel politics and personal attacks thrive Ignore controversial topics that are critical to team success Fail to tap into all the opinions and perspectives of team members Waste time and energy with posturing and interpersonal risk management 	<u>Fear of Conflict</u> <ul style="list-style-type: none"> ✓ Mining for conflict ✓ Real-Time Permission ✓ Personality style and Behavioral Preference tools ✓ Demonstration of restraint by leader when people engage in conflict 	<ul style="list-style-type: none"> Have lively, interesting meetings Extract and exploit the ideas of all team members Solve real problems quickly Minimize politics Put critical topics on the table for discussion
<ul style="list-style-type: none"> Conceal their weaknesses and mistakes from one another Hesitate to ask for help or provide constructive feedback Hesitate to offer help outside their own areas of responsibility Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them. Fail to recognize and tap into one another's skills and experiences. Waste time and energy managing their behaviors for effect Hold grudges Dread meetings and find reasons to avoid spending time together 	<u>Absence of Trust</u> <ul style="list-style-type: none"> ✓ Personal Histories Exercise ✓ Team Effectiveness Exercise ✓ Personality and Behavioral Preference Profiles ✓ 360-Degree Feedback ✓ Experiential Team Exercises ✓ Demonstration of vulnerability first by leader 	<ul style="list-style-type: none"> Admit weaknesses and mistakes Ask for help Accept questions and input about their areas of responsibility Give one another the benefit of the doubt before arriving at a negative conclusion. Take risks in offering feedback and assistance Appreciate and tap into one another's skills and experiences Focus time and energy on important issues, not politics Offer and accept apologies without hesitation Look forward to meetings and other opportunities to work as a group

Conflict

It's good!

Goals tell people what needs to be done, how much effort will be needed and leads to the development of goal attainment strategies.

Resistance is feedback.

People who care are those who speak up even if it's a disagreement. It's the quiet ones that might not care.

Debriefs

Debriefs (aka After Action Reports) is an important aspect for teams. After major events, teams should debrief to discuss what went well, what needs to be improved, and what needs to be dropped. Document the findings and make sure these notes are used during planning.

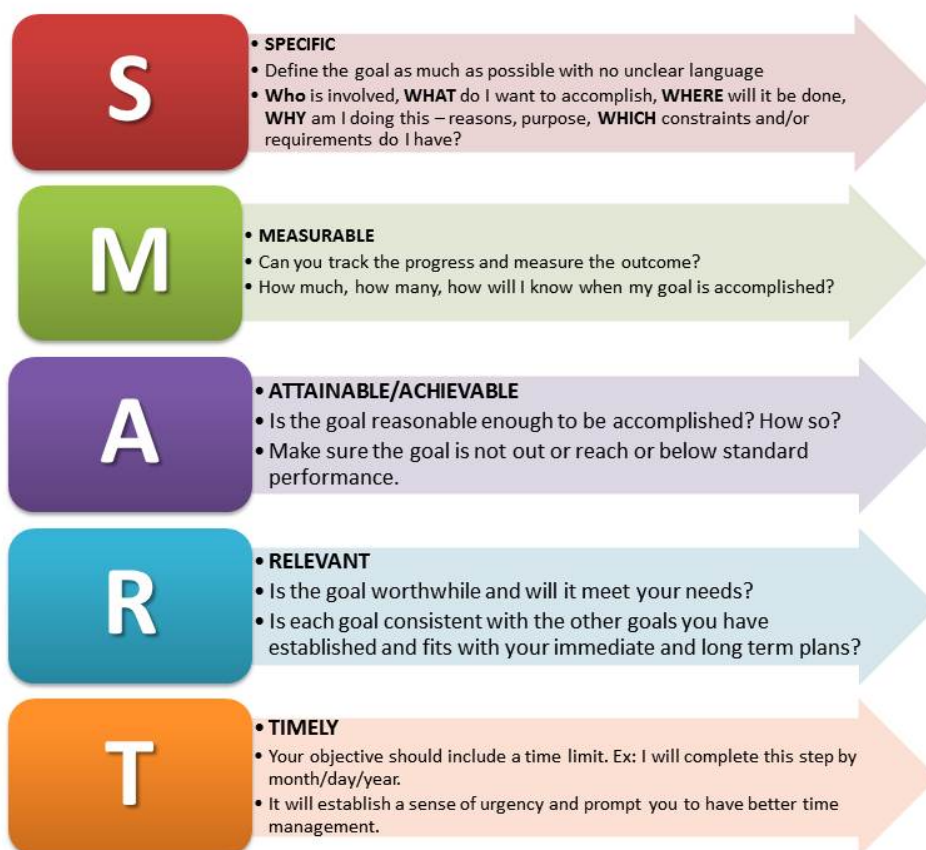
Goals & Vision

Goals and visions are an important aspect for humans. They direct and keep teams focused on the same direction. Similarly to how businesses and organizations have mission and vision statements. Without goals and a vision, teams or organizations results become sub-par since it lacks directions on what to focus on. Without focus, not all team members will know what's the most important causing scope creep, increase work, and groupthink.

Visions are a future state in detail of what a project or an organization will be in. Leaders need to consistently communicate their vision in detail to their team(s) so they can understand why the leader is making specific decisions.

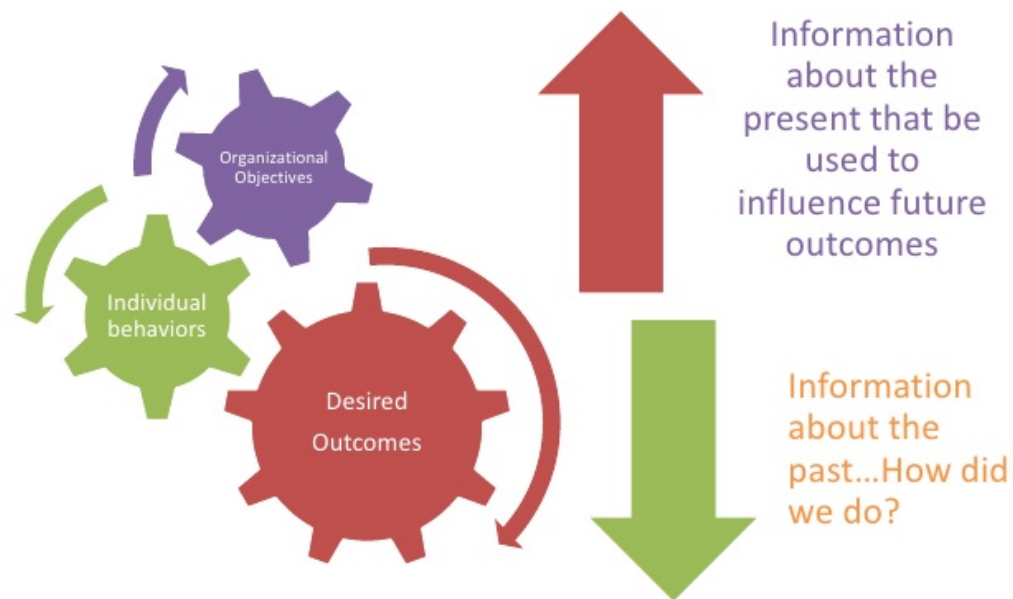
Goals can be made to support visions or for short-term projects.

SMART GOALS



Leading and Lagging Indicators

Leading vs. Lagging Indicators



Leadership

There is a difference between leadership and management. Both have their pros and cons and what you pick depends on your skillset and the situation. Leaders can move organizations into something new; they share their vision and motivate others to follow. Managers keep the status quo and improve people and processes to be more efficient and effective.

Leadership Styles

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" [Harvard Business Review](#). March-April 2000 p. 82-83.

What is a leader?

The person in charge to make decisions. This person is an EQUAL to all team members but has the responsibility to manage the team. This includes team conflict, decision making, vision, goals, etc. Managers, C-level officers, and other leadership positions are paid a lot more due to how difficult it is. If you are a leader, learn about personality types (below), learn about your team members' strengths and weaknesses, and prepare to do the same amount of technical work as a normal team member.



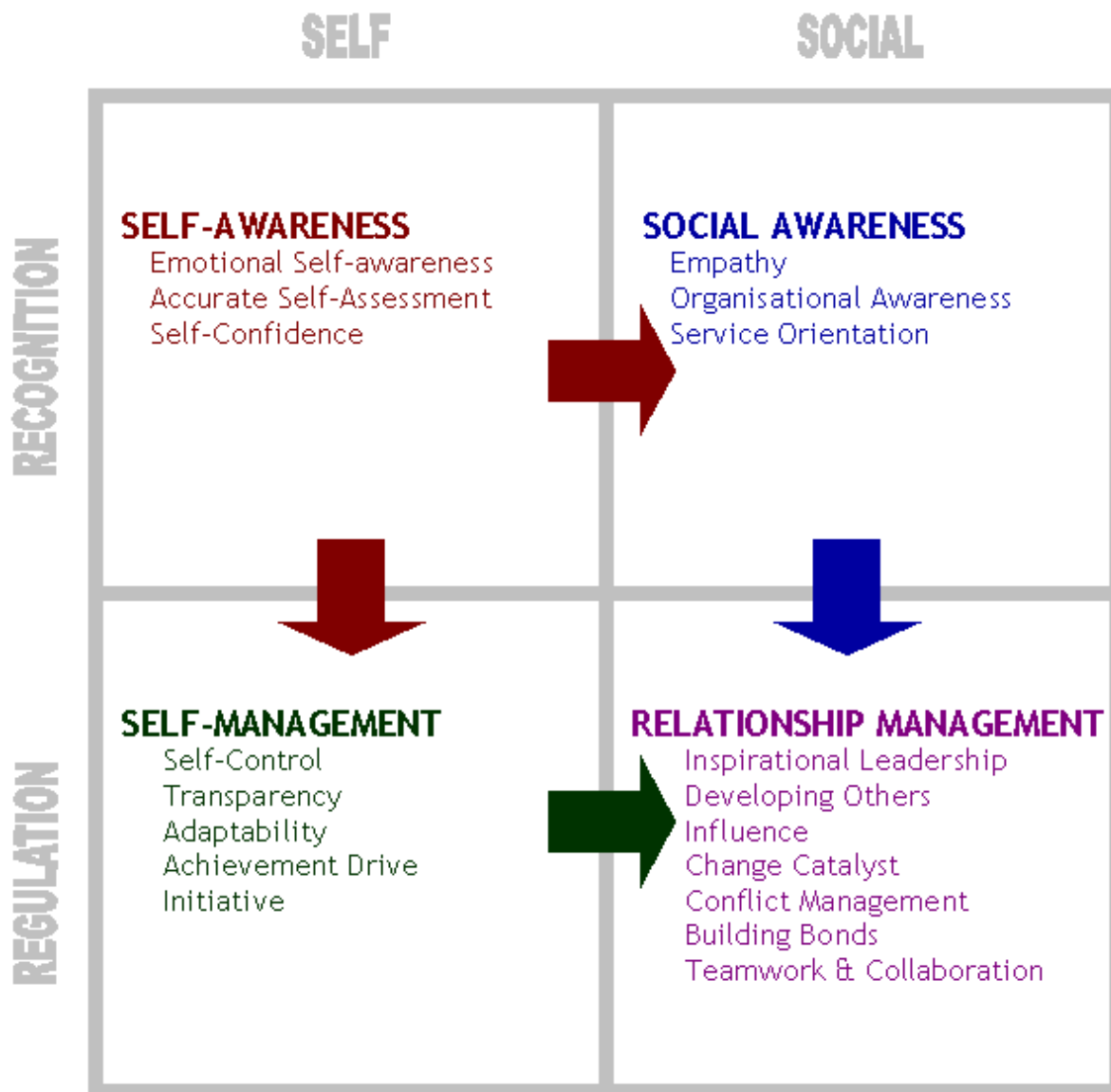
Why is leadership important?

Research proves teams with a good leadership perform better. Google it.

Emotional Intelligence

The biggest step in emotional intelligence is becoming self-aware. Are you thinking about your thinking? Why do you make decisions the way you do? Are your decisions fair for other people? Are you paying attention to your body language? Are you defensive on feedback or criticism? Blaming others for problems?

Self-awareness is about reflecting on oneself and seeing how one can improve. Instead of blaming others, understand what happened and how YOU could have done something differently. If you cannot do this, you will be an awful leader and team member.



Personalities

This is the MBTI. It has been around since the 1920s and still being researched. The point to understand the MBTI is to understand that people are wired differently and do not and cannot think and act the way you do. There are many personality exams and research being done. All of them have their pros and cons but they can be useful in leading teams and being a team member.

Take your personality, know your strengths and weaknesses. <https://www.16personalities.com/>

Go to the next step and learn about your team members personality archetypes, understand their strengths and weaknesses.

You will be able to cover each other's weaknesses, which creates synergy and trust.

Short Version & Guide

Read more about the differences in personalities: <https://www.16personalities.com/articles/our-theory>

You do not need to remember all of this stuff. The point is people are different from one another because we are “wired” differently. Individuals do not do things to just annoy one another.

Introverts vs Extroverts

Introverted individuals prefer solitary activities and get exhausted by social interaction. They tend to be quite sensitive to external stimulation (e.g. sound, sight or smell) in general. Do not get this confused with shyness.

Extraverted individuals prefer group activities and get energized by social interaction. They tend to be more enthusiastic and more easily excited than introverts.

Introverts need to a chance to speak up - Ask individual members if they have anything they want to add. Gives them a chance to speak up as extroverts tend to dominate the conversations. Introverts tend to give great insight to topics and conversations.

<https://www.16personalities.com/articles/mind-introverted-vs-extraverted>



<http://www.preludecharacteranalysis.com/explore/extravert-vs-introvert>

Observant/Sensing vs Intuitive

Observant or Sensing individuals are highly practical, pragmatic and down-to-earth. They tend to have strong habits and focus on what is happening or has already happened.

Intuitive individuals are very imaginative, open-minded and curious. They prefer novelty over stability and focus on hidden meanings and future possibilities.

<https://www.16personalities.com/articles/energy-intuitive-vs-observant>



<http://www.preludecharacteranalysis.com/explore/sensing-vs-intuitive>

Thinking vs Feeling

Thinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation.

Feeling individuals are sensitive and emotionally expressive. They are more empathic and less competitive than Thinking types and focus on social harmony and cooperation.

<https://www.16personalities.com/articles/nature-thinking-vs-feeling>



<http://www.preludecharacteranalysis.com/explore/thinking-vs-feeling>

Judging vs. Perceiving

Judging individuals are decisive, thorough and highly organized. They value clarity, predictability, and closure, preferring structure and planning to spontaneity.

Prospecting individuals are very good at improvising and spotting opportunities. They tend to be flexible, relaxed nonconformists who prefer keeping their options open.

This will be the biggest issue for each individual to each other. Usually the biggest point of conflict. Extreme examples: Highest judging people will have every minute of their day planned and every detail in a project accounted for. Highest prospecting individuals will probably be late for everything but highly adaptable and flexible.

<https://www.16personalities.com/articles/tactics-judging-vs-prospecting>



<http://www.preludecharacteranalysis.com/explore/judging-vs-perceiving>

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