

Teams: Session 2

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AGENDA

From Last Time

- Leadership is...
- Teams are Humans Connecting: Personalization and Psych Safety

Building Blocks of Effective Teams

- Team vs work group
- Building blocks of effective teams
- Phases of team development

Team Agreement: Purpose

Leadership at MIT

Leadership is the **process** of solving problems that won't be otherwise handled in the existing system.

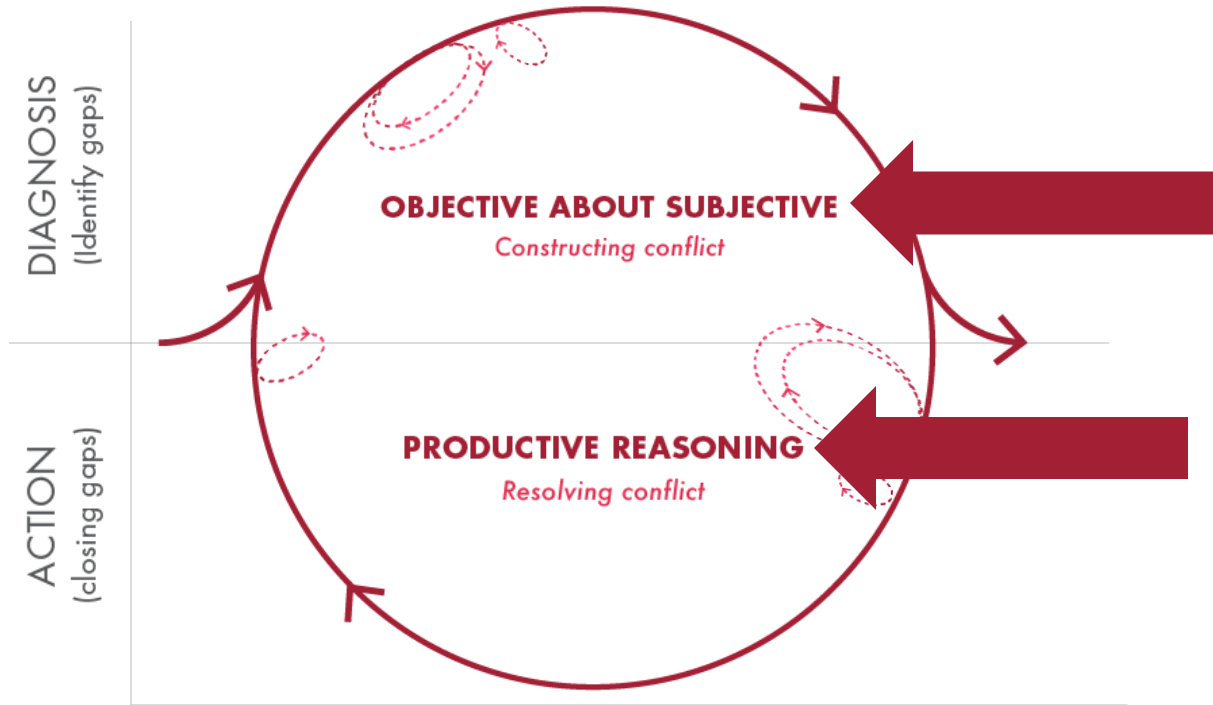


Leadership at Multiple Levels

Leadership at MIT is a process of:

- **Leading Yourself** - holding the tension between your personal aspirations and current capabilities
- **Leading Teams** - constructing and confronting problems that you can't solve yourself
- **Leading Organizations** - creating organizations that catalyze and coordinate joint problem solving

Two Key Skills



Dispelling the Myth of Luck: (Deliberate Teaming)

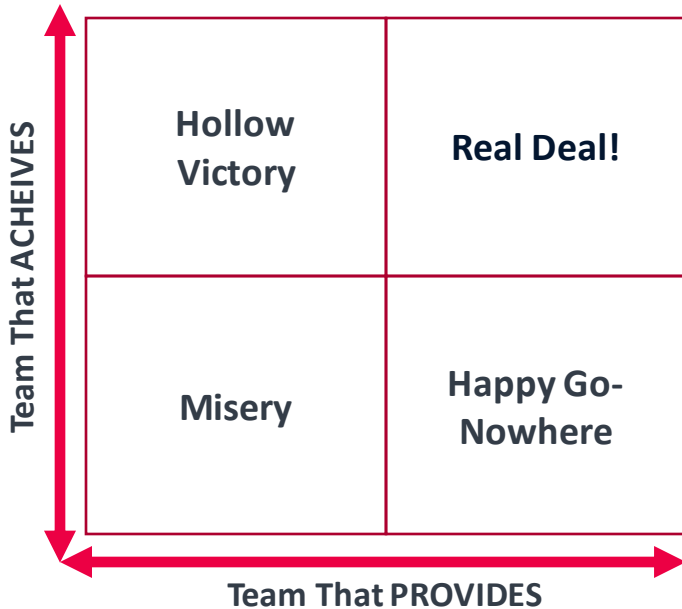
- 1. Who are the type of team members you have worked with who you wish you could have on every team you work on?** The type of team member who consistently promotes and facilitates a positive team experience.
- 2. What specifically do these team members say or do that is so effective in promoting positive team dynamics?**

Team Members Who Promote:

- Trust
- Accountability
- Culture
- Camaraderie
- Conflict navigation
- Commitment
- Fun

An Evolving Definition of High Performing Teams

(Adapted from: Karlgard and Malone, "Team Genius," 2015)

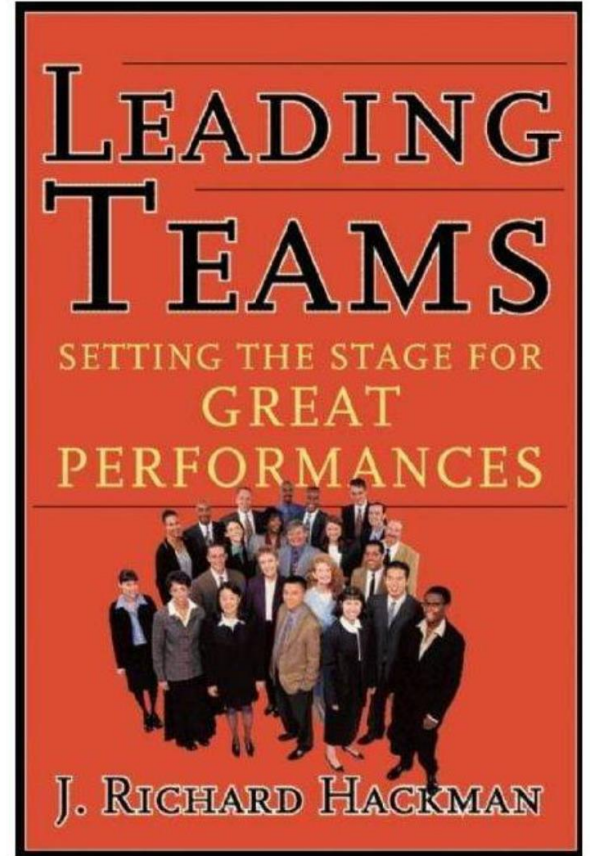


Discussion:

What has your team already done? Or can start doing right now, to build towards a team that both achieves and produces?



J. Richard Hackman



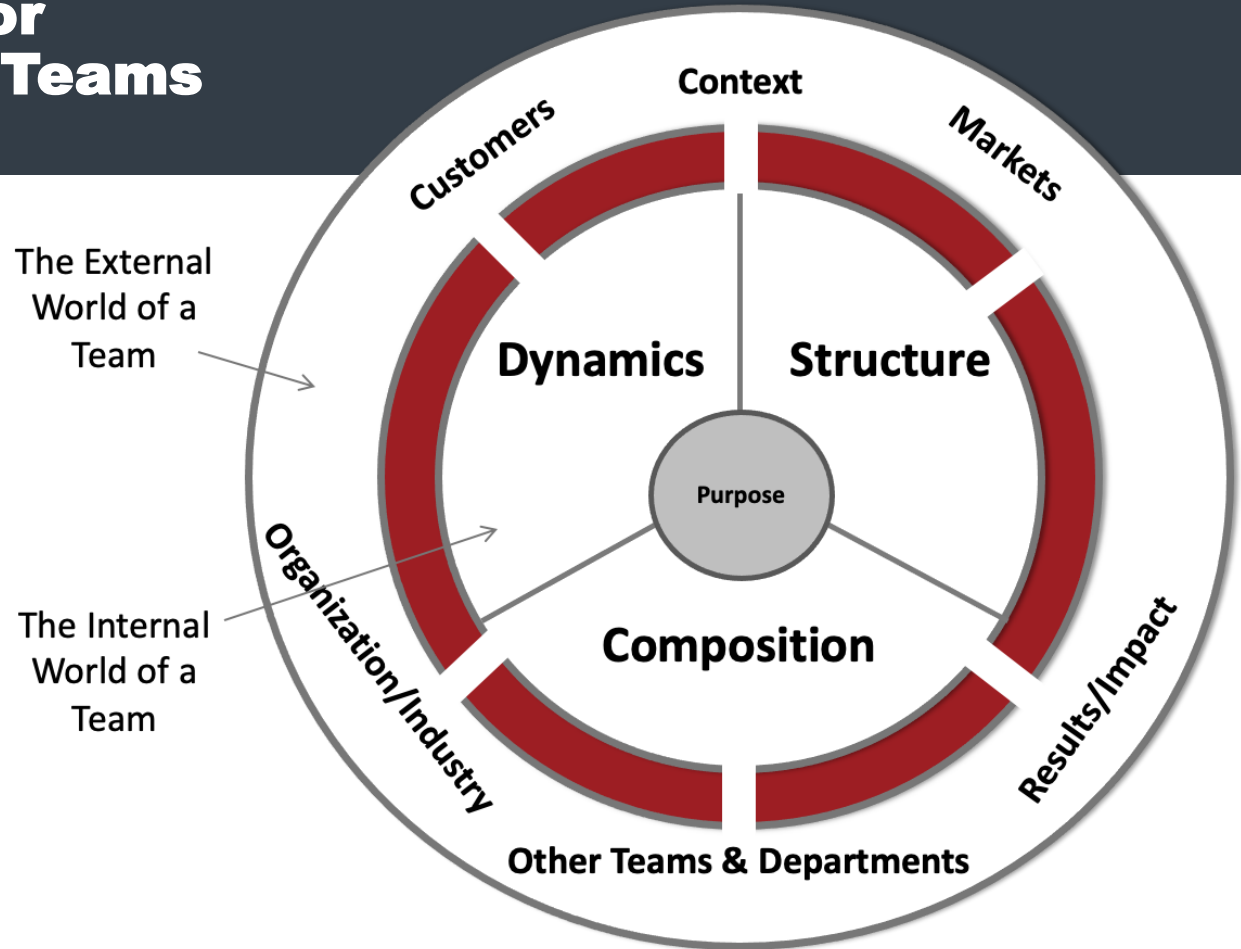
Published 2002

Hackman's Big Five

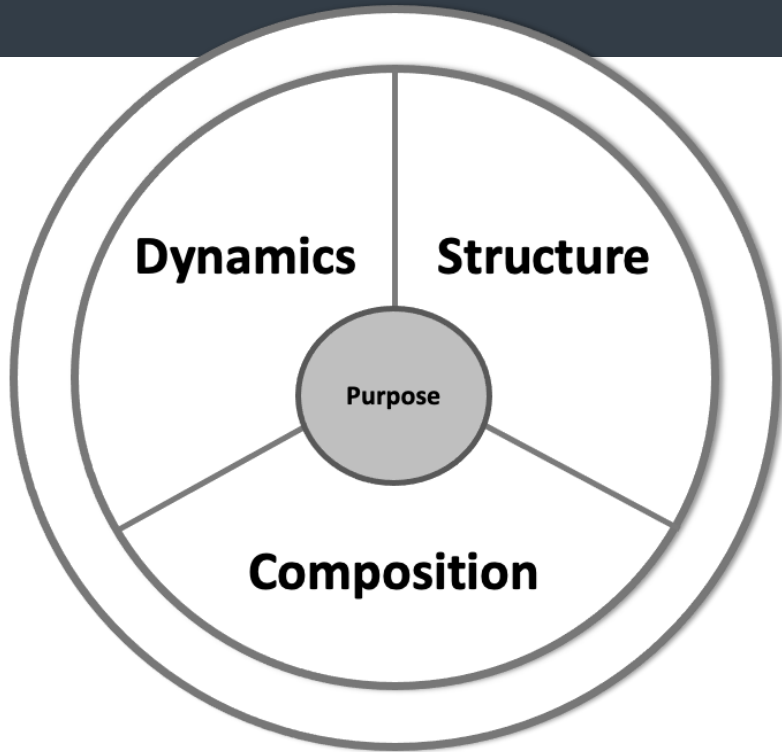


1. **Is the group a real team?** Is a team the right work design?
2. **Does the team have a compelling purpose?**
3. **Does the team's structure--its task, composition, and core norms of conduct--enable rather than impede teamwork?**
4. **Does the larger system provide the necessary resources and support?**
5. **Is competent coaching available?**

A Framework for Understanding Teams



Internal Elements of a Team



Purpose:

Goals, aspirations and measurements of success

Composition:

The pre-existing skills, expertise, experiences and work styles of individual team members

Structure:

The team's processes, systems and allocations of roles/responsibilities to get the work done

Dynamics:

The team's ability to surface and solve problems in ways that builds capability and resilience

What's Your Purpose

Attributes of a good direction	Functions	Benefits
Consequential	Orients	Aligns performance strategy with purpose
Challenging	Energizes	Enhances Motivation
Clear	Engages	Fosters utilization of knowledge and skill

Composition

Composition is a collective understanding of each person's:

- Skills = experience + expertise
- Strengths and weaknesses
- Motivations
- Behavioral profile
- Personal background (gender, culture, etc.)

Composition shifts and evolves over time

- Team members gain new skills, experiences, etc., and reveal more about each other.

***Teams are prone to sharing common information even though their value lies in sharing unique information**

- => *continue to get to know each other!*



Structure (the Static Design)

Structure constitutes agreements that you can make ahead of time that will result in more effective and satisfying work. But, too much structure, and you are more of a work group than a team.

Structure can have several benefits:

- Saves "renegotiating" things every time—communication, work platforms, meeting times, etc.
- Reduces the need for expensive coordination
 - *I'll interpret the marketing data, you understand the engineering*
- Allows you to experience progress
 - Setting goals is an act of "structuring"

Effective teams regularly revisit their structure to determine if what they have in place continues to fuel how they work.

Dynamics (the Dynamic Design)

Dynamics accounts for the team's ability to surface and solve problems in ways that builds capability and resilience. You can't anticipate every contingency, but you can plan for how you will react to them.

What will you do when things go wrong?

- What kind of conflict is it? Goals, task, relational?
- Name:
 - the emotional response (i.e. anger, insecurity, fear, etc.)
 - your “automatic” (typical?) responses to that emotion

Typical points of conflict

- Timing– *when is it supposed to be done? When did we agree to meet?*
- Expectations– *this is good enough for me, I don't care as much as you*
- Effort– *I worked really hard on my part, why didn't you?*



Team Agreement - Purpose

Purpose: Goals, aspirations, and measurements of success

Discuss and then write down the following:

1. Each team member, describe a personal goal for the semester.
 - What would be the optimal experience?
 - What is at stake for you?
2. Which, if any, of these goals are *shared* across all team members?
3. As a team, what are you trying to accomplish? (Be concrete)
4. What must your team do / have to meet your goals?