



Teams, Groups, or Mobs

How individual behaviors impact team performance

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Objectives



- ▶ Recognize your own behavior style in a team setting
- ▶ Gain insight into others' behavioral styles to create better team dynamics
- ▶ Learn tips for influencing others when you have no formal authority over them

Importance of Teams

Moving from independent to collaborative work

- ▶ Increase in the complexity of work
- ▶ Technology
- ▶ Expansion and mergers & acquisitions
- ▶ Globalization

Teams, Groups, or Mobs



Teamwork

Managed, planned, systematic coordination of efforts by a group with common goals, for the purpose of achieving goals in an optimally productive way

Dimensional[®] Management Model



INITIATES
(Dominance)



Q1
**Tell
and Do**

Q4
**Challenge
and Involve**

Q2
**Avoid
and Abdicate**

Q3
**Pacify
and Socialize**

AVOIDS
(Submission)

LOW REGARD
(Hostility)

HIGH REGARD
(Warmth)

Dimensional Model of Direct Report Behavior



Q1

- Aggressive
- Demanding
- Unyielding
- Closed-minded
- Seizes control
- Forces ideas
- Circumvents

Q4

- Forceful
- Appropriately warm
- Frank
- Analytic
- Inquiring
- Task-oriented
- Responsive

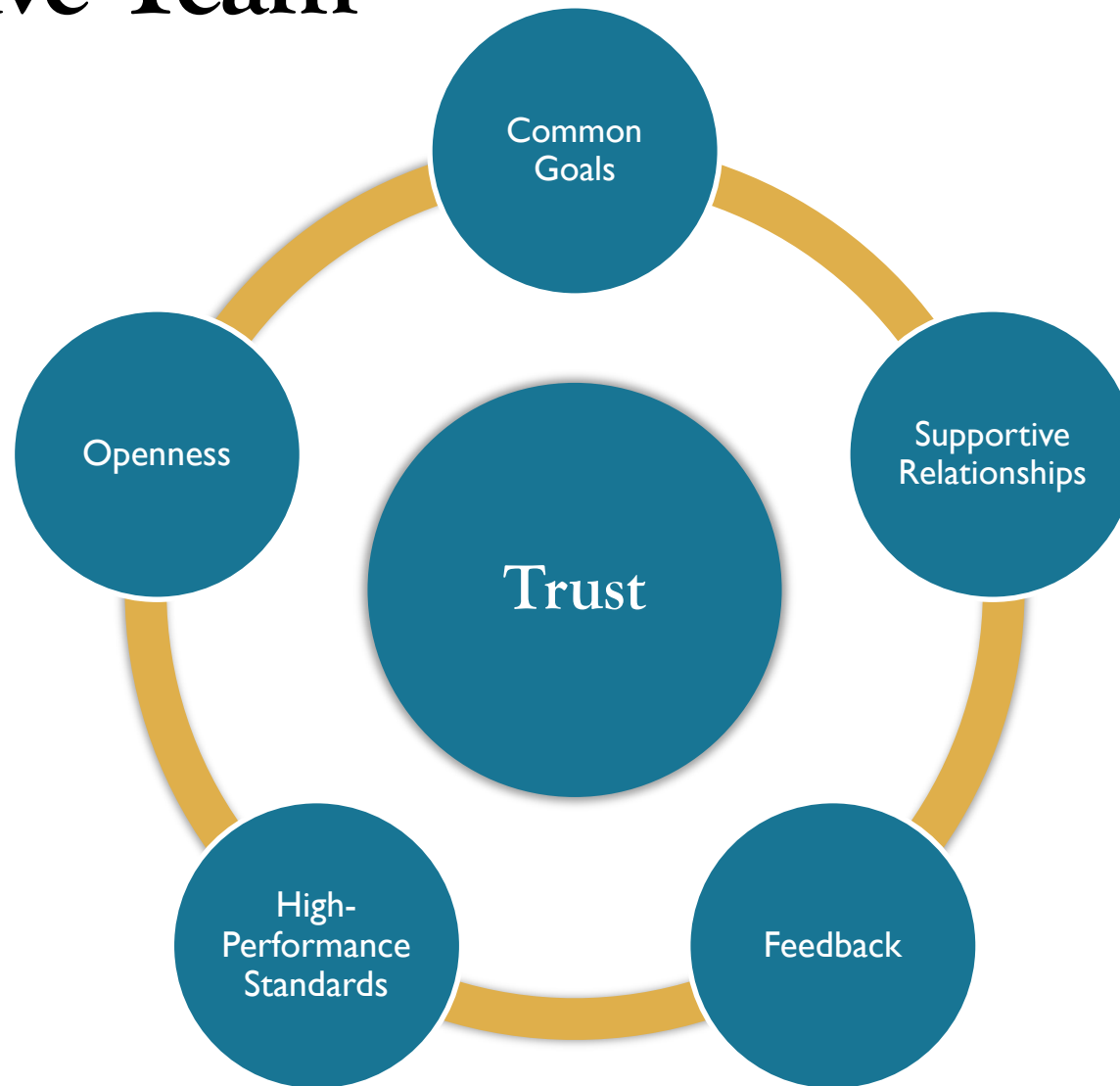
Q2

- Aloof
- Unresponsive
- Cautious
- Neutral
- Non-committal
- Guarded

Q3

- Overly agreeable
- Eager to please
- Meanders
- Appeases quickly
- Compromises quickly
- Overly friendly

Chief Characteristics of an Effective Team



Synergy

The interaction or collaboration of multiple parties to produce a combined effect greater than the sum of their separate, individual efforts.

Team Dysfunction



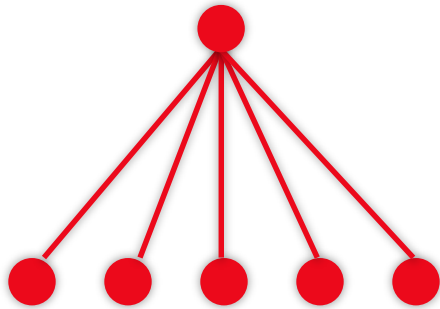
- ▶ Examples
- ▶ Consequences



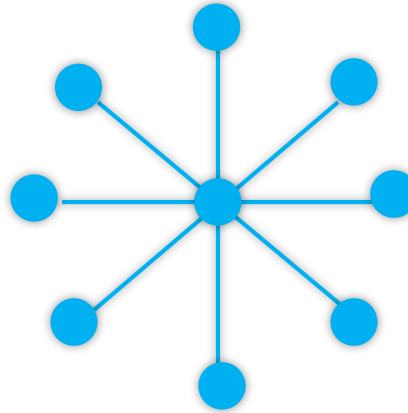
Patterns of Interaction and Management



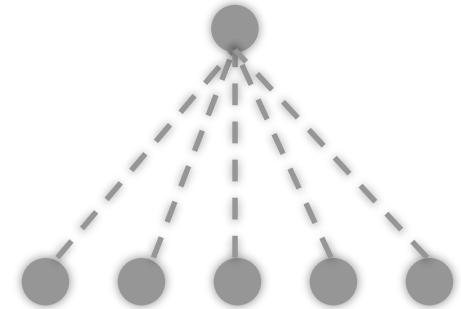
Hierarchical



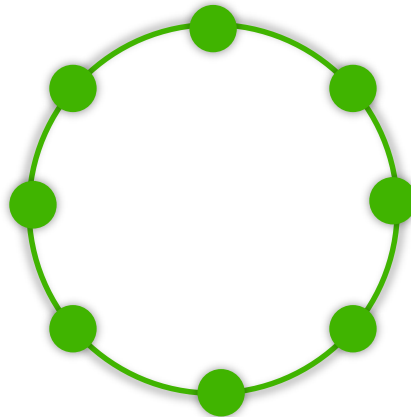
Competitive



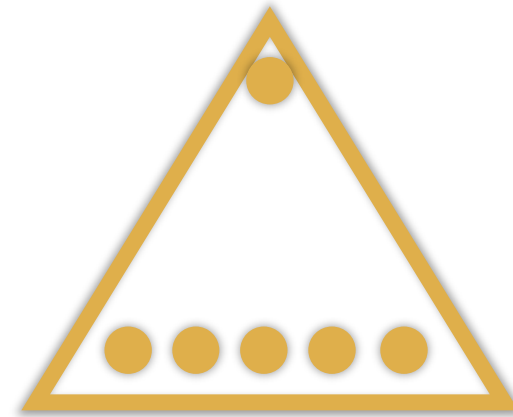
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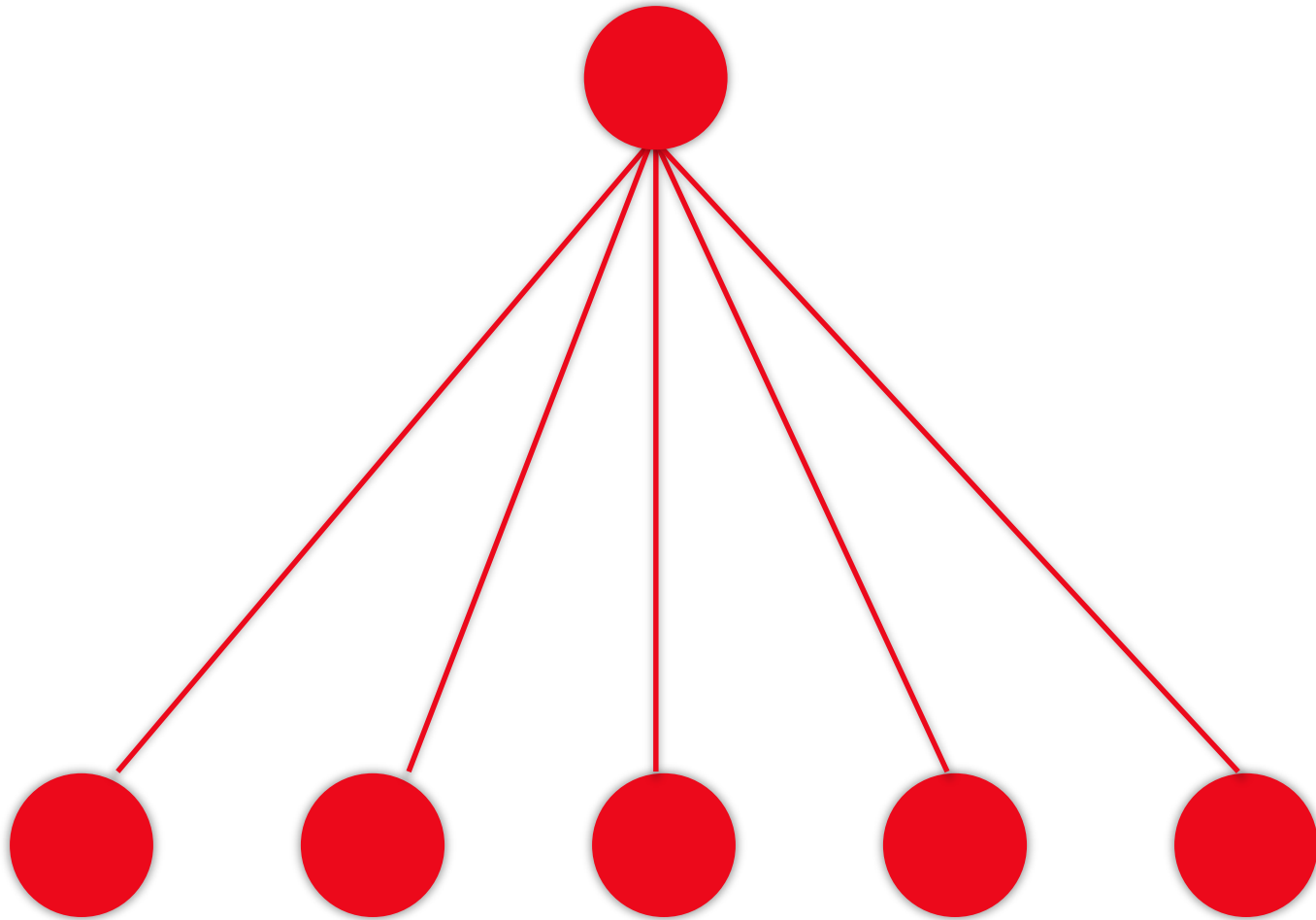
Circular



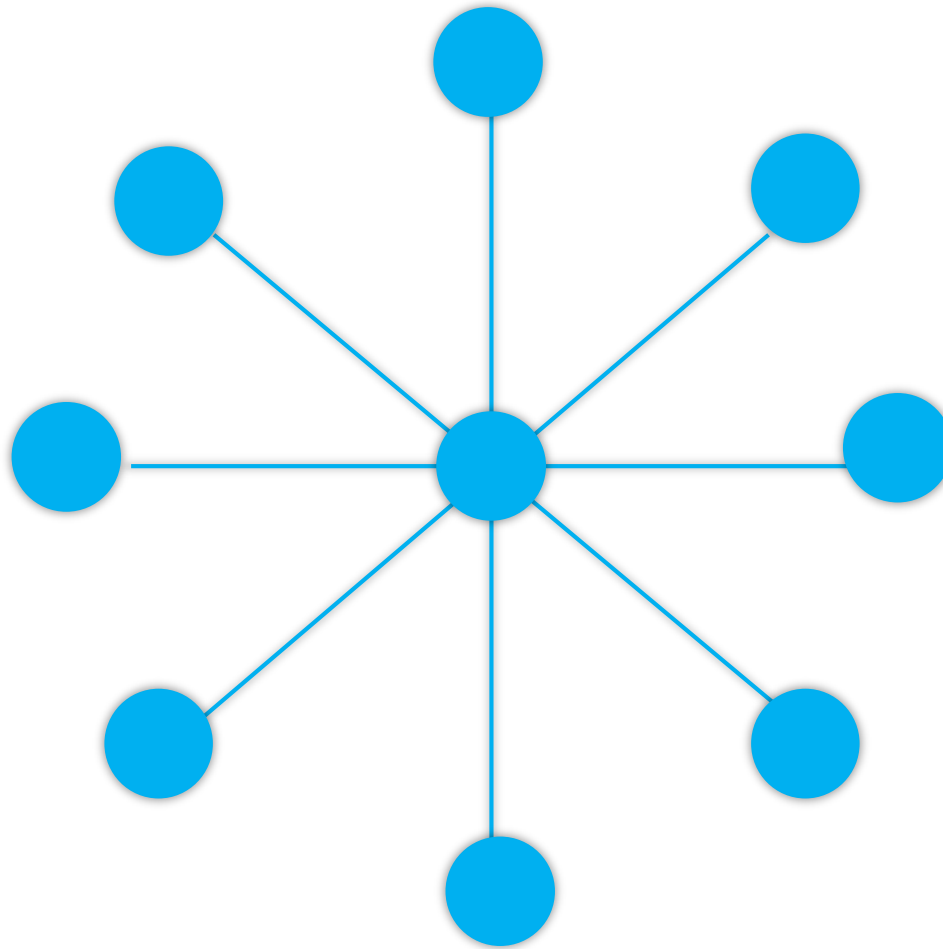
Team



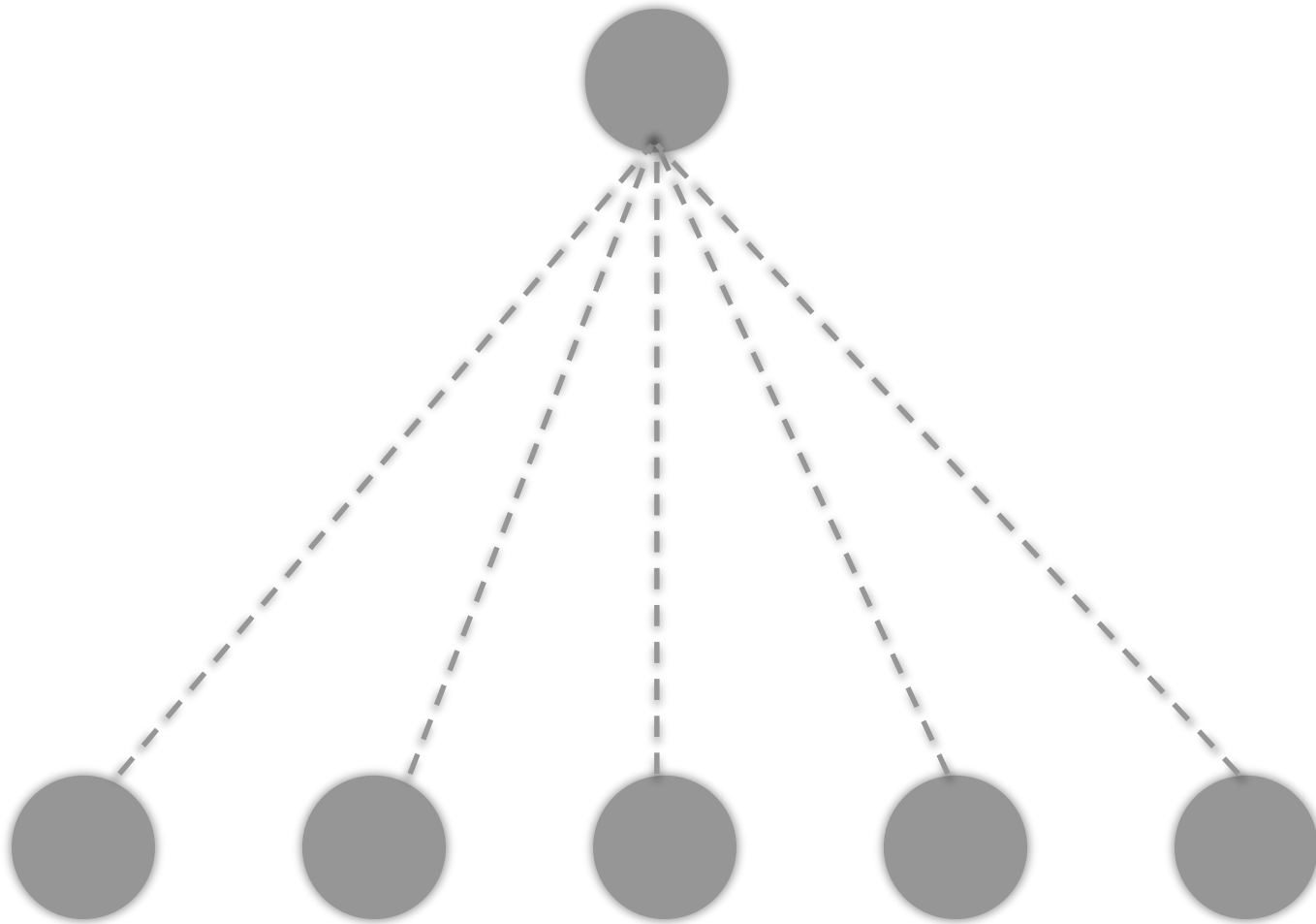
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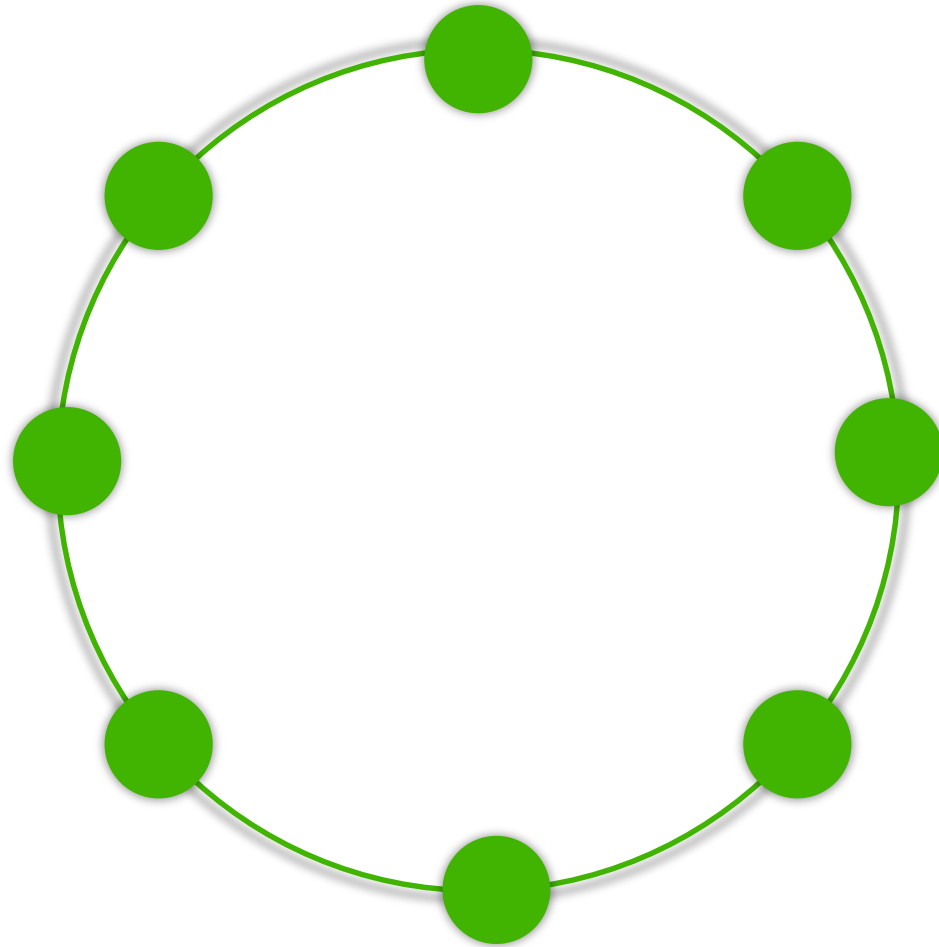
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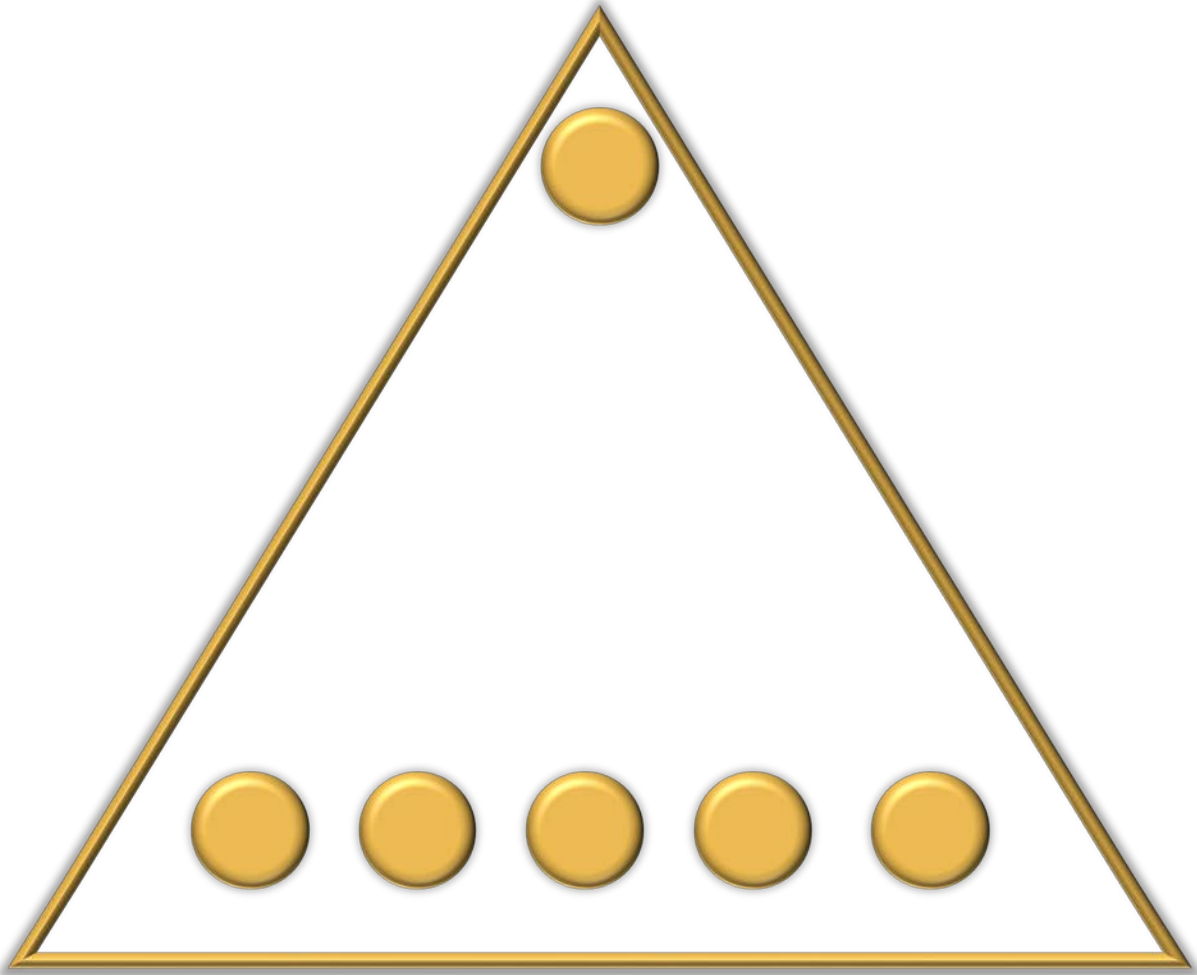
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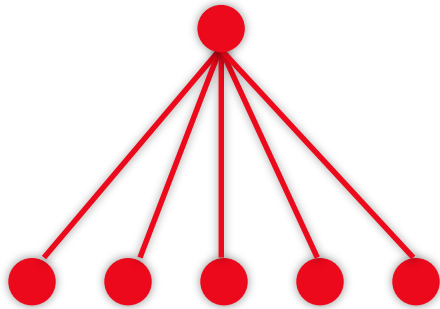
Team



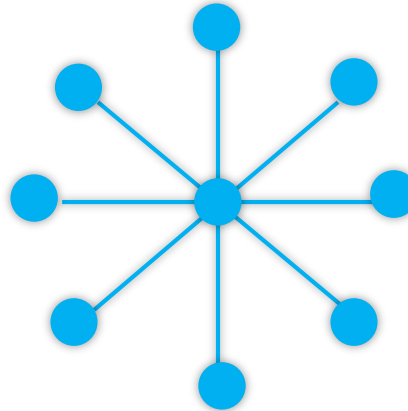
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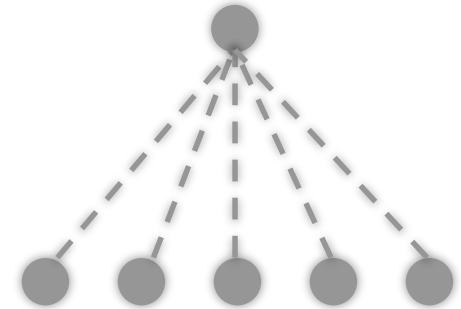
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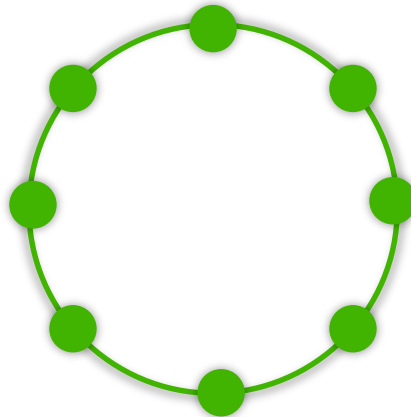
Competitive



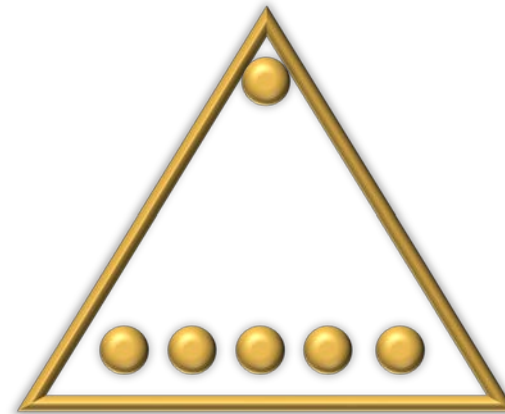
Formalistic



Circular



Team



Questions



- ▶ How tolerant am I of disagreement and conflict?
- ▶ How strongly do I value and support candor and openness?
- ▶ Do I strive for sound or acceptable decisions?
- ▶ By getting involved, do I sacrifice or diminish my responsiveness and timeliness?
- ▶ Do I value my direct reports' ideas, opinions, and feelings?

Building Effective Teams



Our role as leaders

- ▶ Recognizing individual behaviors
- ▶ Modeling teamwork behaviors
- ▶ Maintaining individual accountability
- ▶ Encouraging candor



Measuring Team Progress



- ▶ Team candor
- ▶ Meeting effectiveness
- ▶ Teamwork and relationships
- ▶ Shared goals

A Q4 Team and Teamwork Are Possible, No Matter the Behavior of Individual Members

- ▶ Common shared goals
- ▶ Candor
- ▶ Know how to use for involvement
- ▶ Feedback as a tool for improvement
- ▶ Premium on collaboration

Virtual Teams

Creating and sustaining dispersed groups

- ▶ **Creating virtual teams**
 - Ensure initial interaction
 - Consider time zones
 - Encourage ground rules
- ▶ **Sustaining virtual teams**
 - Ongoing interactions
 - Include some travel
 - Over-communicate

Where Do You Go From Here?



Recommendations and next steps

- ▶ Consider individual behaviors
- ▶ Take a baseline measurement to determine strengths and development needs
- ▶ Set group goals and guidelines
- ▶ Hold individuals accountable



Questions



Thank You!



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