Rework Your Teamwork

Techniques for Leaders and Team Members

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CAREER READINESS COMMISSION
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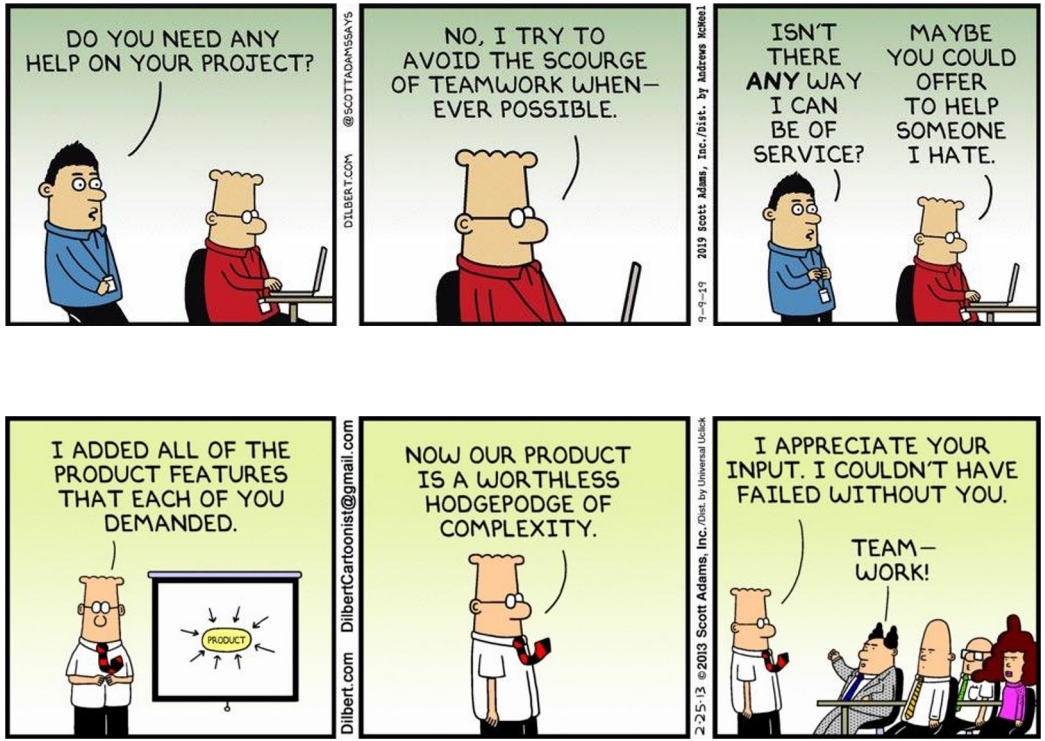
Overview

- Why work in a team?
- What makes a team?
- How do you work in a team?
- How do you keep a team growing and learning?

Think of a time you were a part of a team.
How did it go?


DO YOU NEED ANY HELP ON YOUR PROJECT?
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NO, I TRY TO AVOID THE SCOURGE OF TEAMWORK WHEN-EVER POSSIBLE.
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ISN'T THERE ANY WAY I CAN BE OF SERVICE?
MAYBE YOU COULD OFFER TO HELP SOMEONE I HATE.
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I APPRECIATE YOUR INPUT. I COULDN'T HAVE FAILED WITHOUT YOU.
TEAM-WORK!

Anthropologists and Teamwork

"We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while."

Why work in a team?

Benefits to Teamwork

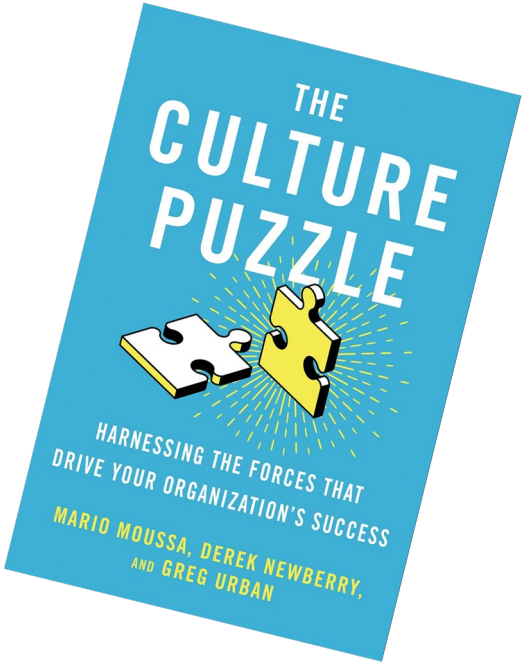
- Division of labor
- Sharing of expertise
- Diverse perspectives
- Quality control
- Sustainability
- Social connection
- Innovation
- Co-creation

Team environments

- **Work**
  - Most workplaces expect that you be able to work effectively in a team.
- **Volunteering**
  - Most volunteers collaborate with others to achieve a goal.
- **Community Building**
  - If you want to build connections, you often need to partner with others with shared interests and goals.

What makes a successful team?

- Vision
  - Shared vision or goal you are working towards
- Interest
  - Team members know their role and feel engaged
- Habit
  - Shared norms and ways of doing
- Innovation
  - Leave space for change and growth



Team Building

Getting to Know Your Team

- Personality Tests
  - DiSC, Strengths Test, Myers-Briggs, etc.
- Group Activities
  - Icebreakers, games, outings, etc.

My Professional Recommendation

Use your anthropological training. Observe, listen, and create space for people to show up to their comfort level. Food is usually a plus, but be inclusive in offerings.

Foster Psychological Safety

- Model the behavior you want
  - Ask questions when you don't know the answer
  - Give credit where it is due
- Notice patterns of participation
  - Use observation and listening to understand
  - Create more acceptable ways for people to engage, such as anonymous surveys
- Act on feedback
  - Acknowledge feedback shared and communicate how it is being applied or why it isn't
- Compassion with yourself and others
  - We're human!

HOW psychological safety RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON

COMFORT ZONE

People are open and collegial but not challenged. On teams, they fail to make major strides.

LEARNING ZONE

People collaborate and learn in the service of high performance, getting complex and innovative work done.

APATHY ZONE

People show up at work with their hearts and minds elsewhere; choosing self protection over exertion.

ANXIETY ZONE

People are reluctant to offer ideas, try new things, or ask for help, putting the work at risk.

PSYCHOLOGICAL SAFETY: LOW ↔ HIGH

PERFORMANCE STANDARDS: LOW ↔ HIGH

Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com

How do you work in a team?

- Establish norms
  - Norms are shared expectations on how you work as a team.
    Example: Communicate via email unless an emergency.
- Define roles
  - Tool: RACI
    - Responsible, Accountable, Consulted, Informed
- Plan
  - Set your expectations, identify the processes you will be using, and establish deadlines and check ins.
- Communicate
  - Have set check ins, but also have a shared channel, email thread, or tool for communicating progress.

Work together to set 2 - 3 norms you would all want to have if working on a team.

Tools for Collaboration

teamwork.

asana

Google Drive

Outlook

Project Management

Communication

zoom

monday.com

Microsoft Teams

slack

Google Meet

How do you keep a team growing and learning?

- Celebrate wins!
- Make time to reflect and recharge.
- Create shared and individual opportunities for learning.
    - Give people the chance to stretch their skills, but provide supports!
    - Offer coaching and mentoring resources.
    - Share what you are reading or watching and encourage others to do the same.
- Be open to change.

Recommended Resources

Podcasts

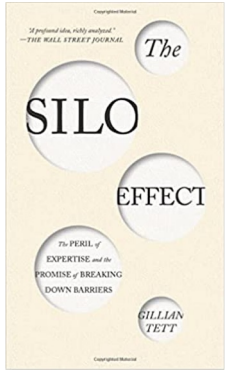
TOXIC LEADERSHIP

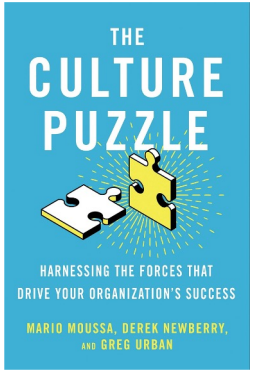
TALES OF TRANSFORMATION

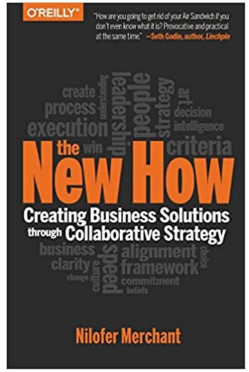
LISTEN & SUBSCRIBE

with Dr. Kevin Sansberry II

Books







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Open Discussion

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