



Getting the Functional out of Dysfunctional Teams

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Naval Oceanographic Office
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Agenda



- Agency
- Introduction
- Team Development
- Role Play Scenarios
- Take Aways



Mission Statement:



We maximize America's Sea Power by applying relevant oceanographic knowledge across the full spectrum of warfare.

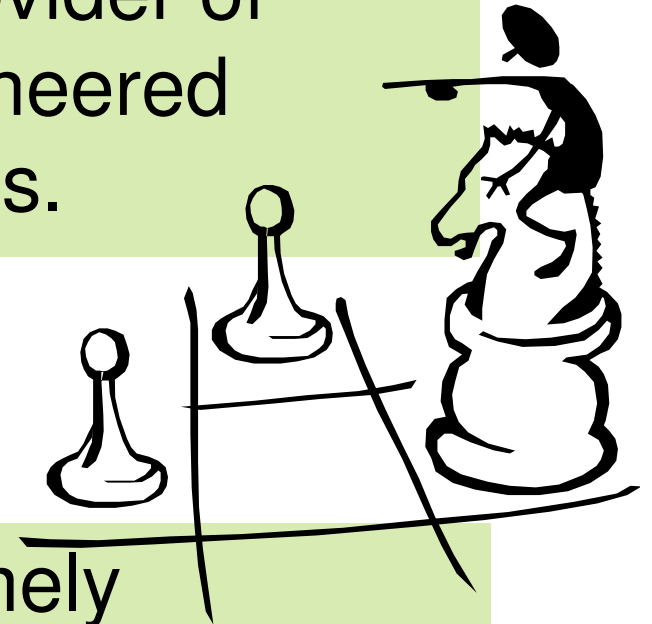




Systems Integration Division



Vision: We will be the Navy's provider of choice for relevant, quality-engineered METOC IT systems and services.



Mission: We provide relevant, timely environmental information systems and IT services to the METOC professional and warfighter.



Introduction

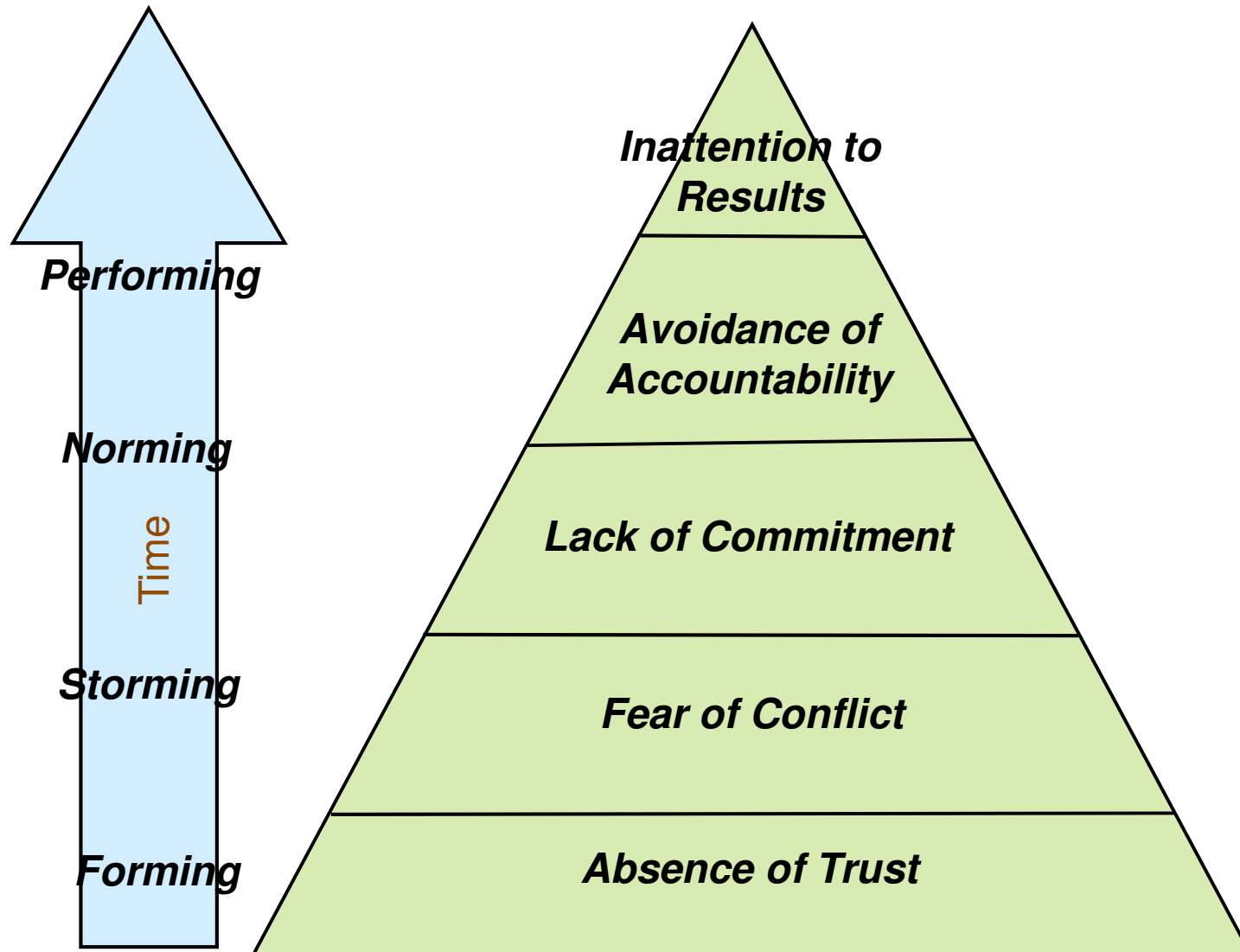


Sometimes you need specialized knowledge and skills to address the non-technical, interpersonal issues that can arise even on a “TSP Team”.



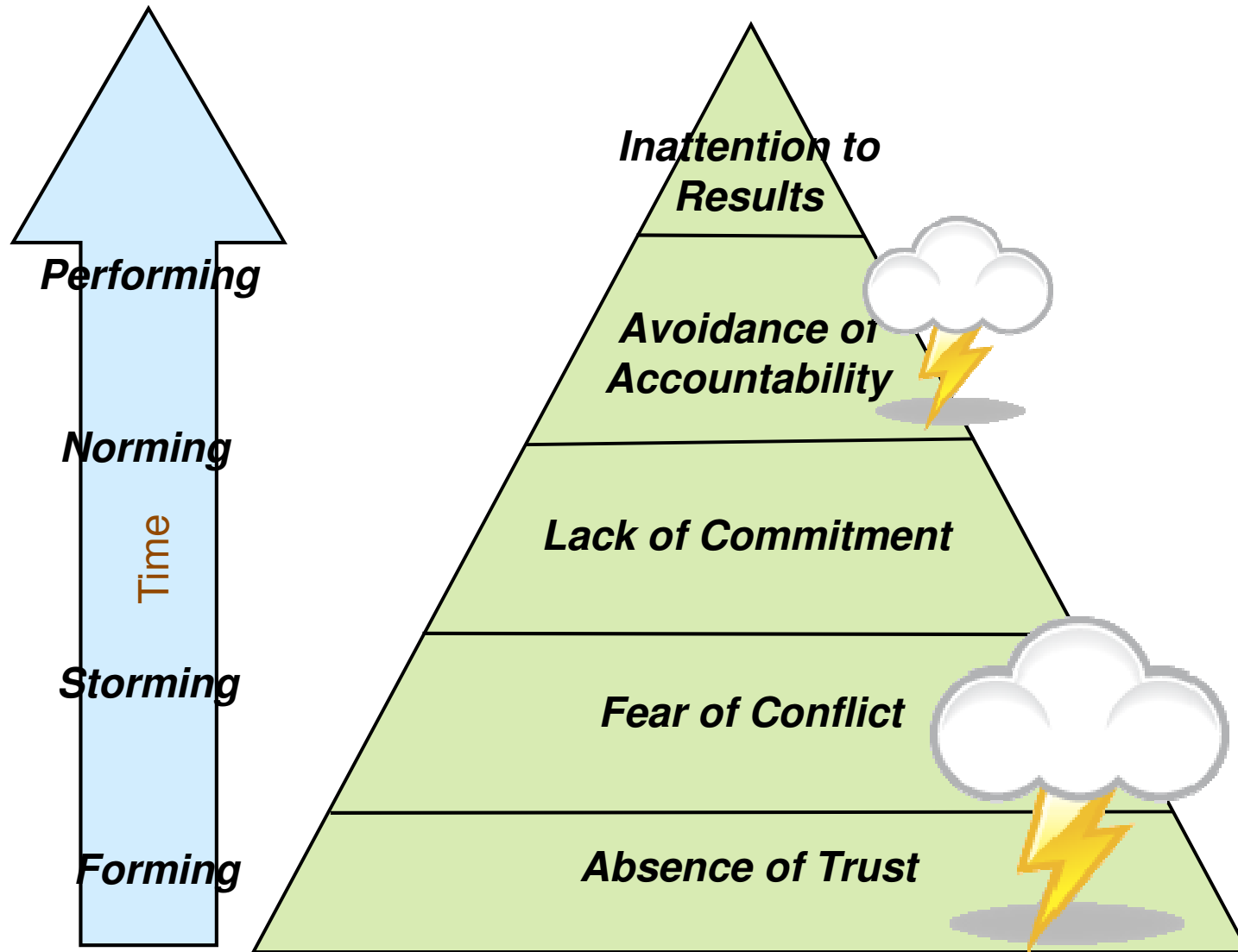


Four Stages and Five Dysfunctions





Four Stages and Five Dysfunctions





Desired Outcomes



- **Forming**
 - Goal clarity
 - Performance expectations
 - Role/responsibility clarity
 - Creation of norms
- **Storming**
 - Acceptance and practice of group norms
 - Productive confrontation
 - Acceptance of goals, roles, responsibilities
- **Norming**
 - Role/responsibility acceptance
 - Encourage of productive conflict (healthy cohesiveness)
 - Emergence of shared leadership
- **Performing**
 - A clear understanding/ acceptance of the team's reality (its challenges, its strengths/weaknesses, assumptions, etc.)
 - Appreciation and use of diversity
 - Members self-regulate
 - High level of achievement
 - Mutual accountability
- **Reforming**
 - Group revision of goals, roles and responsibilities in response to changes
 - Resembles forming and storming



Unproductive Behaviors



Behavior	Resultant Effect
Lack of participation	Not volunteering for roles Not meeting commitments with no ill effect Non-participative in launches or meetings
Negative body language	Sitting separately from the team Eye-rolling and background whispering
Bad attitudes	Not properly recording TSP data Why do we have to <u>fill in the blank?</u>
Avoiding conflict	“them” against “us” Not challenging each other
Disrespectful comments	Talking about the person Ridicule



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Stalling & Lack of Unity



Absence of Trust



- **Team members**

- hide their weaknesses and mistakes for fear that their vulnerabilities will be used against them
- do not ask for help or provide productive feedback
- do not offer help or share information to people outside their own areas of responsibility
- jump to conclusions about others' intentions and abilities without getting clarification
- are guarded and not genuine with each other
- avoid spending time together



Fear of Conflict



Good conflict among team members requires trust.

- **Avoid tackling tough issues and engaging in passionate debate due to a fear of conflict.**
- **Team members do not challenge one another's technical approach.**
- **Team members do not ask for one another's opinions.**
- **Unresolved conflict wastes a lot of time and emotional energy.**



Lack of Commitment



- There is a lack of clarity around team direction and priorities.
- The team misses opportunities because they hesitate to make decisions.
- The team is not aligned around a common goal.
- The team revisits discussions and decisions over and over again.



Avoidance of Accountability



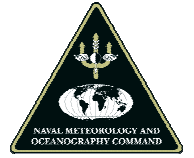
- Resentments are created among team members who are not held to the same high standard.
- Team members miss deadlines and key deliverables.
- The burden is placed on the team leader to be the disciplinarian.
- Teams do not apply peer pressure to poor performers.

Team members need to know what's expected of them and what separates mediocre from excellent performance.

We let our peers down when we hold back constructive feedback.



Inattention to Results



- The team's reputation to achieve is at stake.
- Team members can get distracted and focus on their own careers and individual agendas rather than the team objectives.
- Teams fail to improve.

Team members need to hold one another accountable for what they need to do to remain focused on collective results.



Scenario 1 - Behavior





Scenario 2 – Conflict





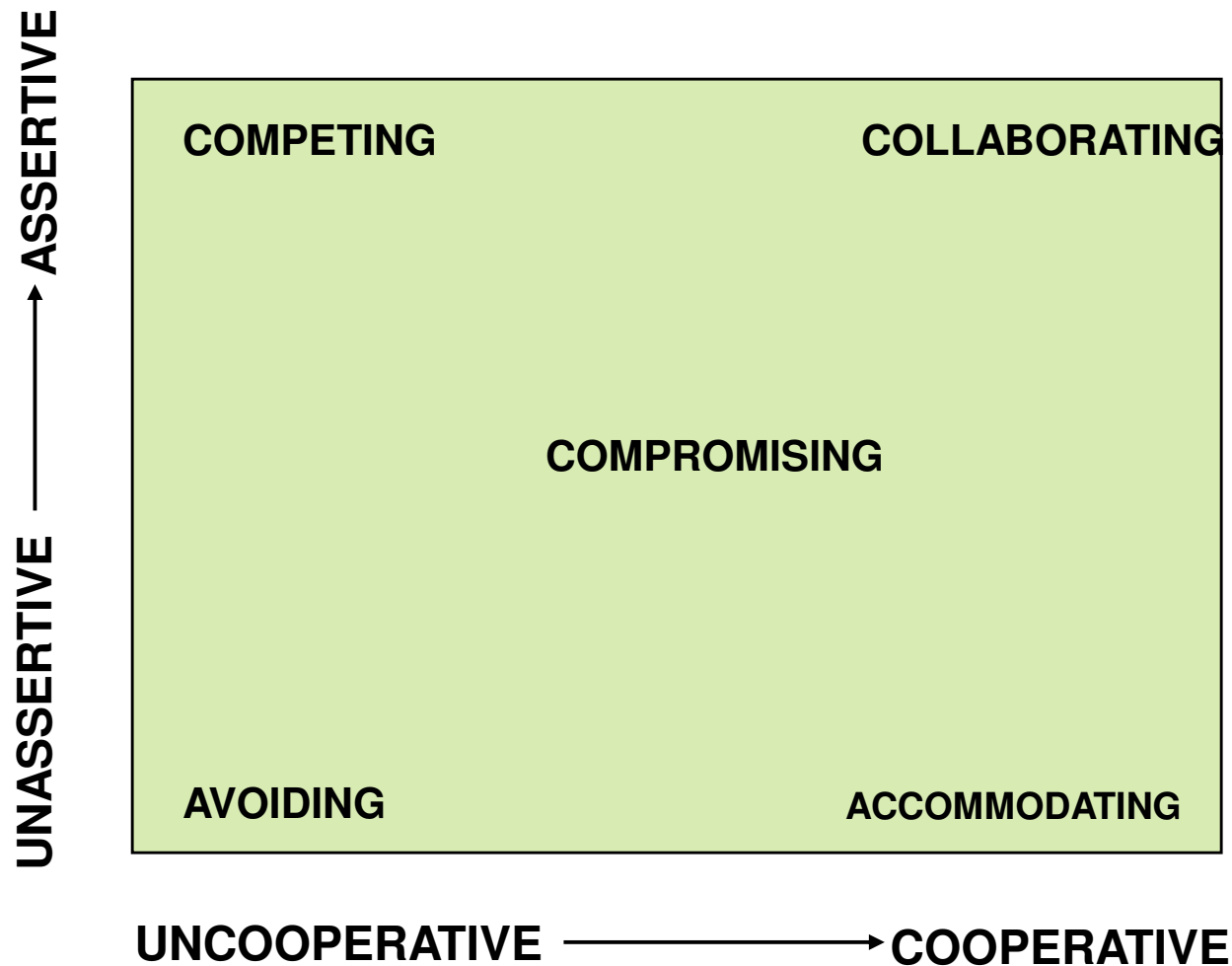
Team Building Work



- **Five Dysfunctions Team Assessment**
- **Established Group Norms**
- **Read Lencioni's book**
- **Thomas-Kilmann Conflict Mode Instrument**
- **Johari Window**
- **Personal Histories Exercise**
- **Escalating Conflict – What Not to Do**
- **Guidelines for Mutual Gains (Win/Win)**
- **Inventory of Anger Communication**
- **Team Effectiveness Questionnaire**
- **Meeting Evaluation**

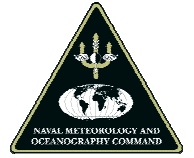


The Thomas-Kilman Conflict Modes Instrument (TKI)





Team Collaboration Guidelines

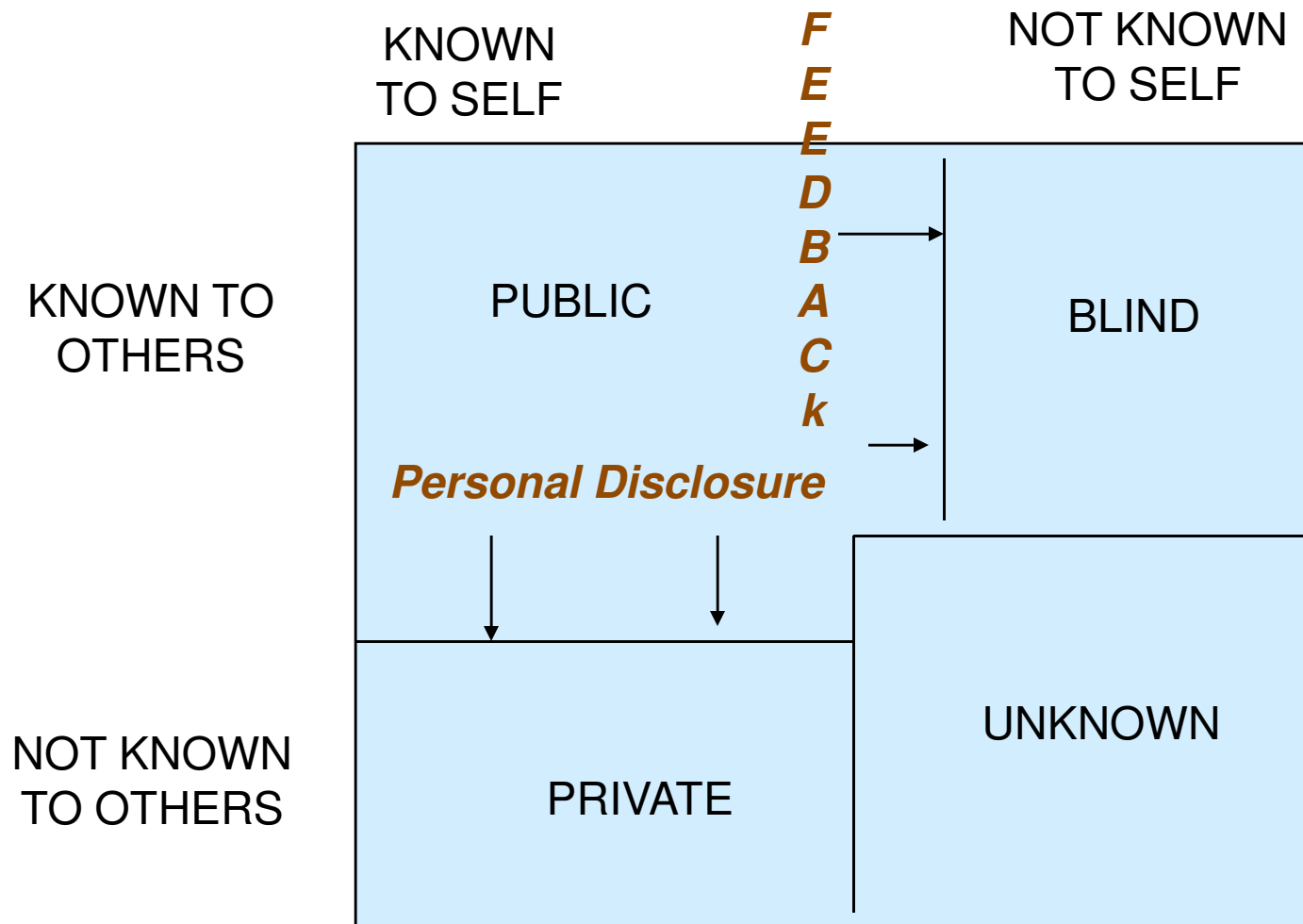


- Be clear on the goal you are working to achieve
- **ASSERT** by ...
 - declaring what you want *and why* (the rationale)
 - declaring what you want from others *and why*
 - declaring what others can expect from you (if they appear to be unsure of your motives)
- **COOPERATE** by ...
 - letting others know what you heard them say
 - encouraging others to share their rationale
 - focusing on what is best for the team
 - crediting others ideas and achievements
 - building on members' contributions

Source: PH Associates



Johari Window





What to do...



- Coach one another not to retreat from healthy debate
- Train team on how to handle conflicts constructively
 - Active listening (*this is what I heard you say*)
 - Expand public space - *trust*
 - Distinguish a person's **interests** from **positions**
- Don't let poor behavior go unaddressed
- Demonstrate the behavior you ask of others
- Challenge members and make it okay for them to do the same
- Keep feedback open, candid and directed toward attaining the goal
- Look for and respond in authentic ways
- Address things that are out of whack
 - The elephant that is in the room



What to do...



- **Talk to the team**
 - Importance of providing feedback – leader to team member, member to member, team member to leader
 - Talk to and not about each other
 - Seek valid information
 - Deal with conflict at the source
 - Manage yourself and your reactivity
 - Use language like *what I saw, what I interpreted, how I felt, and what I want ...*
 - Invite the team to discuss how to make the conflict situation better
 - If you tend to be highly assertive then work on active listening
 - If you are non-assertive then speak up and be forthcoming with your thoughts
- **Self awareness exercises around conflict and anger styles**



Planned Exercises



- **Team Priority Grid**
- **The Five Dysfunctions 1 or 2-day Workshop – Facilitator's Guide**
- **Personality Type Profiling**
- **Work with supervisors to provide clarity around performance objectives related to team work and cooperation**
- **Conflict Management Training**



Performance Measures



M/Y End	Version	Cost Error %	Schedule Error%	% Features	ST Defect Density	Cost of Quality
7/07	1.1	201	239	100	.33	23.1
1/08	1.2	14	75	91	.12	29.8
9/08	1.3	28	23	107	?	26%



References



***The Wisdom of Teams* by Katzenback and Smith**

***Good to Great* by Jim Collins**

***The Five dysfunctions of a Team* and *Facilitator's Guide* by
Patrick Lencioni**

**Inventory of Anger Communication (IAC) by Millard J.
Bienvenue, Sr.**

**Chuck Sampson of PH Associates, Meridian, MS 39393 -
*Conflict Management and Team Building Training***

**The Johari Window, a Graphic Model of Interpersonal
Awareness, J. Luft and H. Ingham, 1955**



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