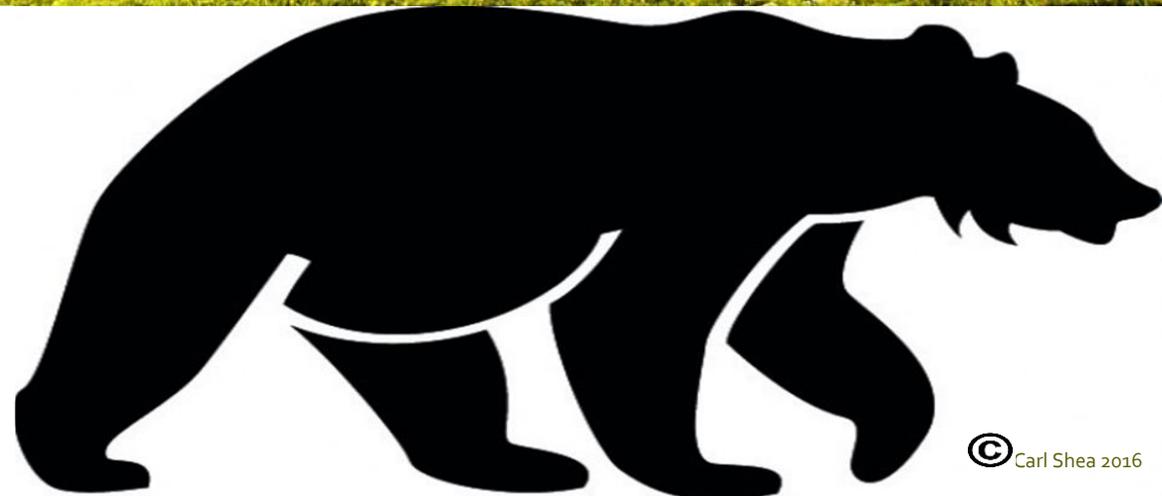




Team Cohesiveness – The Agile Bear Coaching Series

Carl “The Agile Bear” Shea

V1 04/15/2015

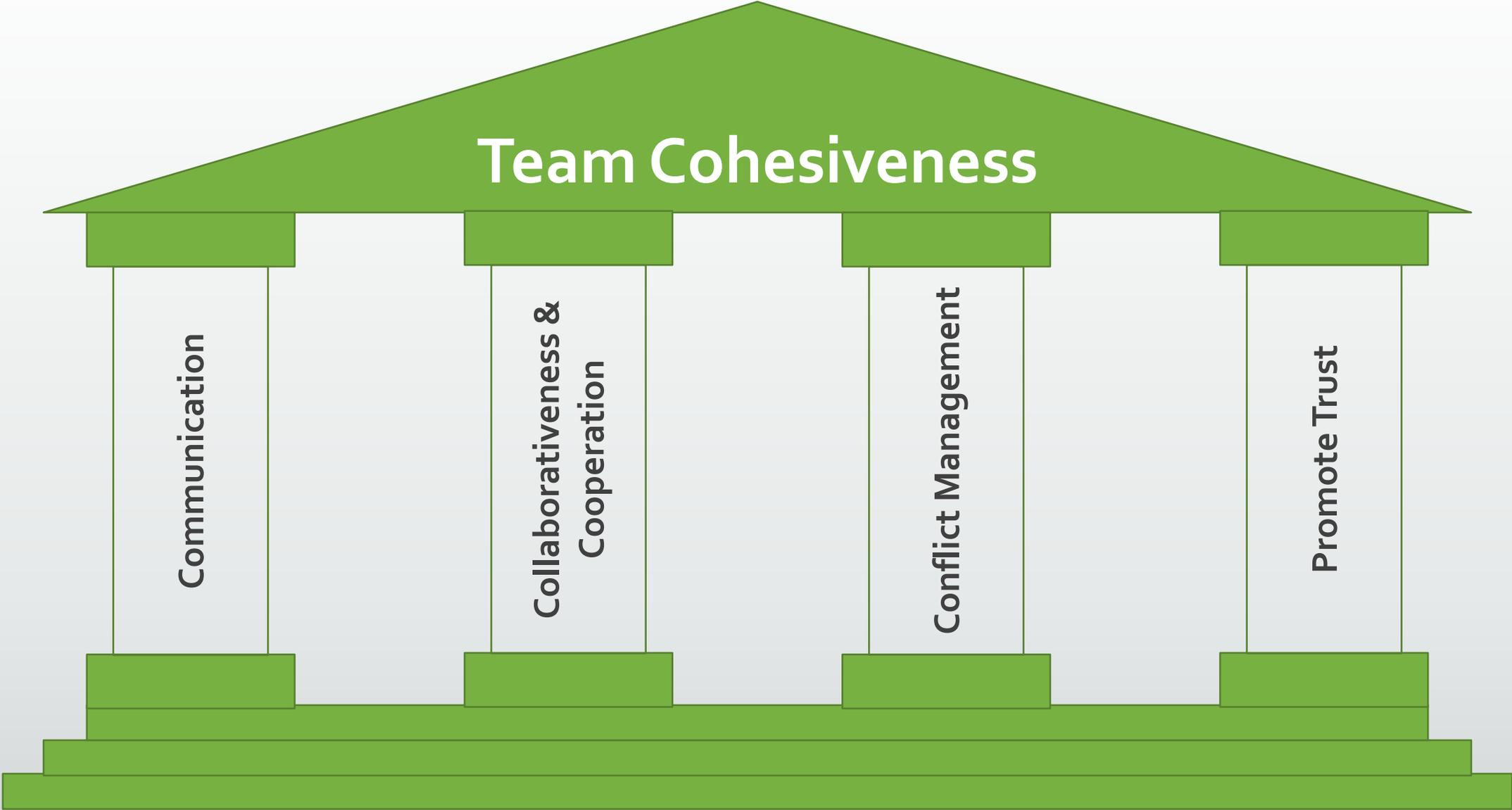


Agenda



- Why is it important
- Four Pillars of Team Cohesiveness
- Communication
- Collaborativeness & Cooperation
- Conflict Management
- Trust
- What to look for
- What to do about it
- Q&A
- Closing

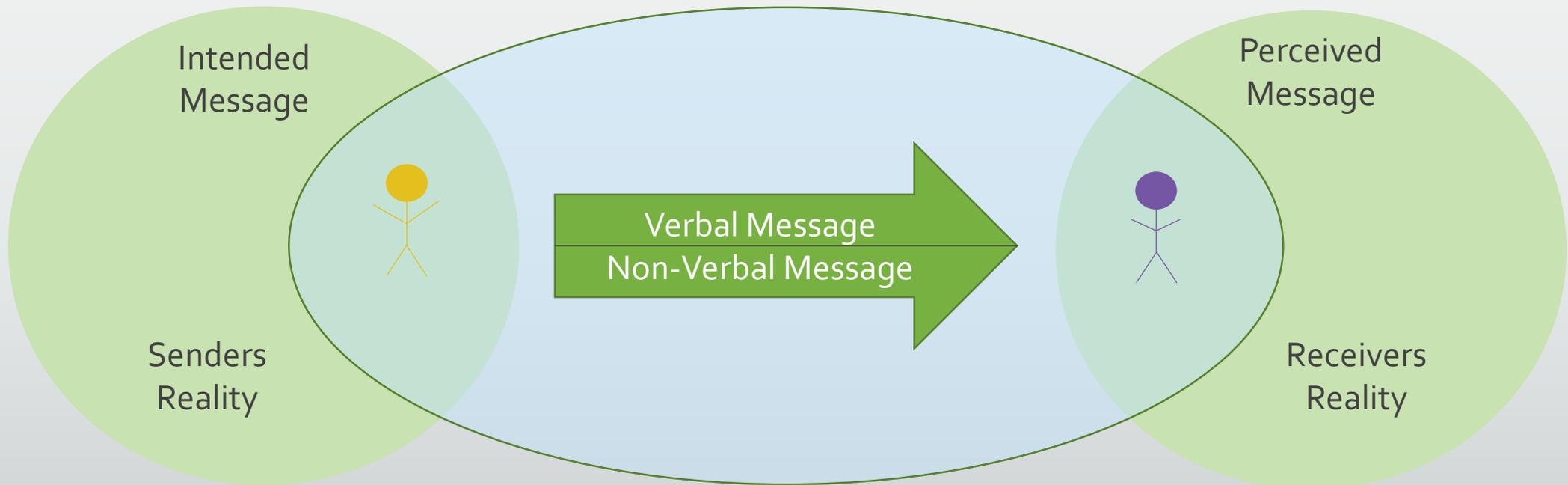
Four Pillars of Team Cohesiveness



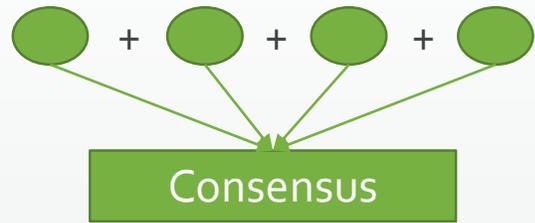
Communication

Effective communication is often a key to the cohesion and success of a team.

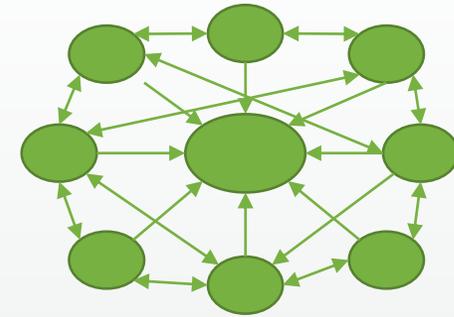
- A significant part of teamwork involves oral and written communication.
- Teams establish norms for the modes, frequency, and timing of communication between members and among the group.
- Teams use a mix of centralized and decentralized patterns of communication.
- Barriers to effective team communication include lack of shared vocabulary, poor speaking and writing skills, time constraints, and insensitivity to individual differences



Cooperativeness VS Collaborativeness



1. Mutual Respect
2. Transparency
3. Shared Goals
4. Partial interdependence
5. Network
6. One goal but multiple agendas
7. Consensus and agreement
8. No harm to the group – ever
9. Relationship matters more than outcome
10. Everyone's voice must be heard
11. Individual accountability



1. Mutual Trust
2. Vulnerability
3. Shared vision and values
4. Compass Driven
5. Completely Interdependent
6. One goal, one agenda
7. Culture is important
8. Empowered and self-managing
9. Every voice is important
10. Relationship and outcome are important
11. Group Accountability

What Does Conflict Look Like



Level 1 – Problem to Solve

- Information Sharing and Collaboration
- Language is open and fact based



Level 2 - Disagreement

- Personal Protection trumps collaboration
- Language is guarded and is open to interpretation



Level 3 - Contest

- Winning trumps resolving
- Language includes personal attacks

What Does Conflict Look Like



Level 4 – Fight or flight

- Shifts from winning to getting rid of person(s).
- Factions are solidified.
- Talk now takes on the language of “principles,” not “issues.”



Level 5 - Intractable Situation

- Personalities have become the focus
- No longer clear understanding of issue(s)
- Conflict is now unmanageable.
- Energy is centered on the elimination and/or destruction of the person(s).

Leader Conflict navigation response modes



Level 1 – Problem to Solve

- Collaboration. Seeking a win-win situation
- Consensus. Learning where every team member's head is with regard to the issue and, in time, arriving at a decision everyone can back.



Level 2 - Disagreement

- Support. Empowering the other to resolve the problem.
- Safety. Anything that restores a sense of safety, such as collaboration games or grounding in the team's shared values.

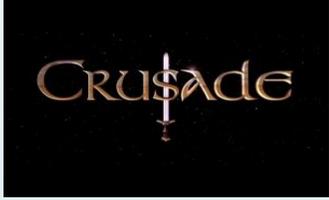
Leader Conflict navigation response modes



Level 3 - Contest

- Accommodate. Yielding to the other's view when the relationship is more important than the issue. This is a successful short-term strategy only and becomes a liability if used often of the long-term
- Negotiate. When the "thing" the conflict is about is divisible, such as the use of a shared resource, negotiation can work. Negotiation will not work when the issue revolves around peoples values, Values are not divisible, and one person giving in to another in violation of their own values feels like a sellout.
- Get factual. Gather data about the situation to establish the facts

Leader Conflict navigation response modes



Level 4 – Fight or flight

- Establish safe structures again. Use “shuttle” diplomacy, carrying thoughts from one group to the other until they are able to de-escalate and use the tools available at lower levels of conflict



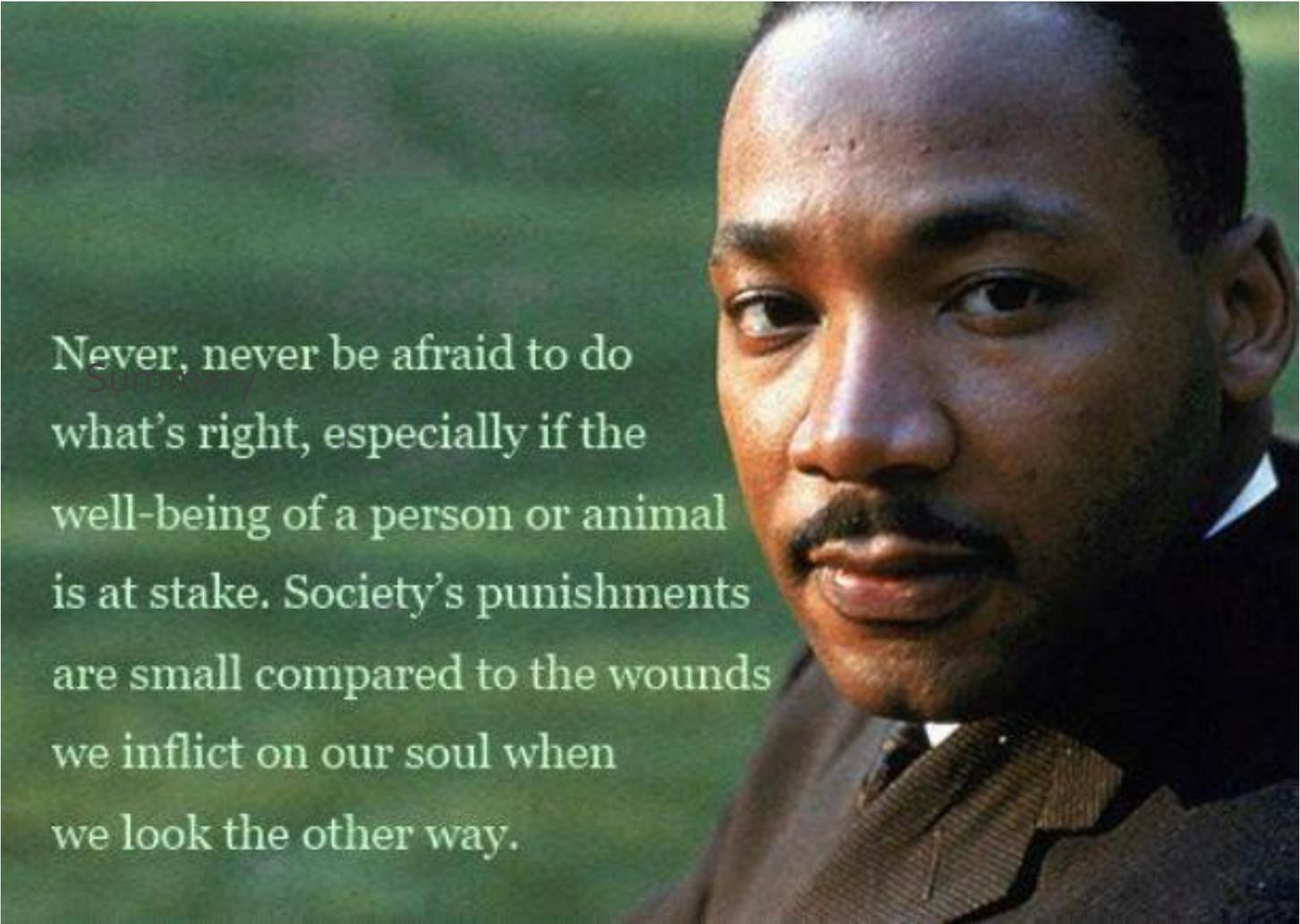
Level 5 - Intractable Situation

- Do what ever is necessary to prevent people from hurting one another.

Adapted from Speed Leas 5 levels of conflict and Lyssa Adkins Coaching Agile Teams

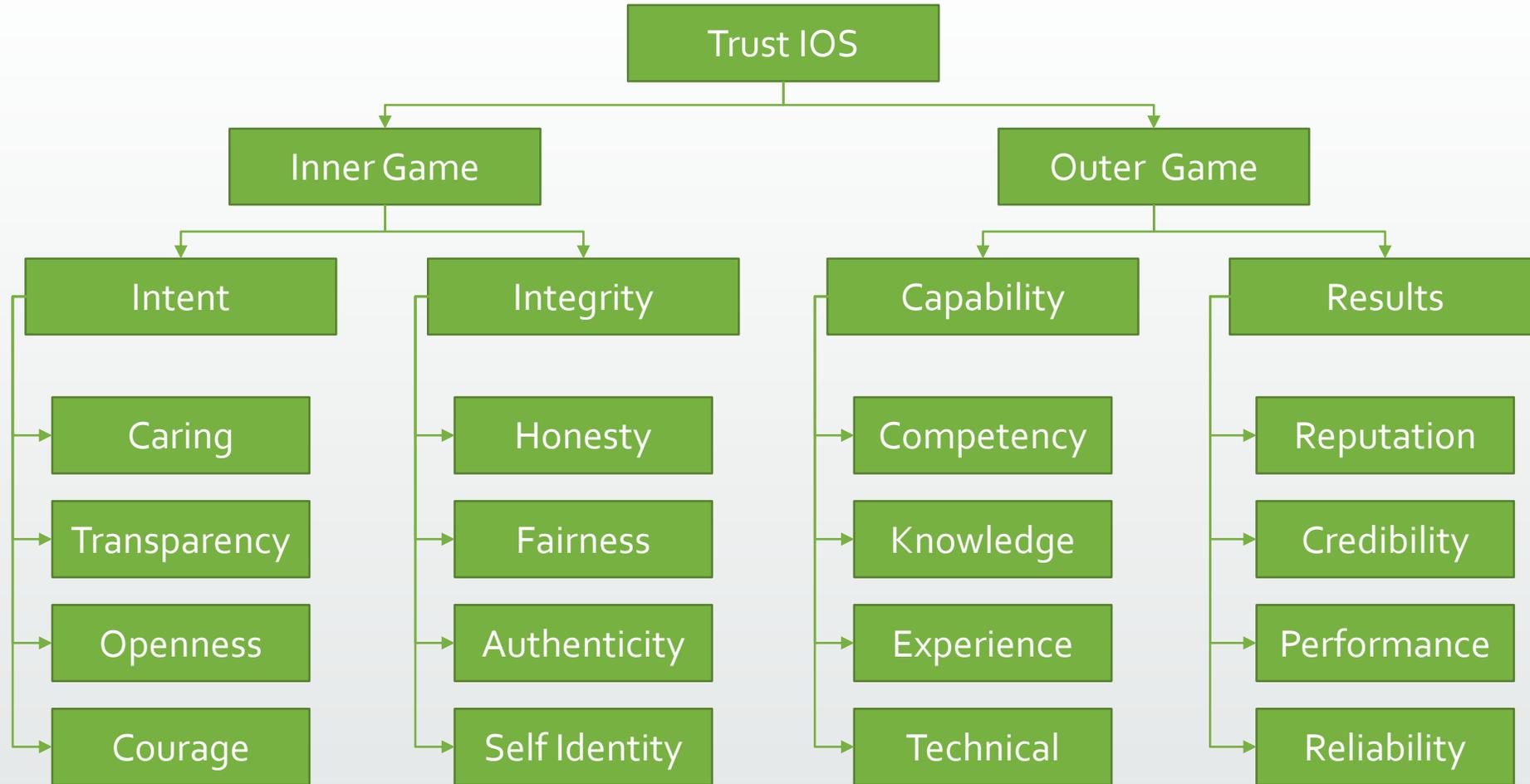
Conflict management – Last Word

- Give yourself permission!
- Create a team agreement!
- Review and update it often!

A close-up portrait of Martin Luther King Jr. looking slightly to the left. He is wearing a dark suit jacket, a white shirt, and a dark tie. The background is a soft, out-of-focus green field.

Never, never be afraid to do what's right, especially if the well-being of a person or animal is at stake. Society's punishments are small compared to the wounds we inflict on our soul when we look the other way.

Trust IOS



A team without trust isn't really a team: it's just a group of individuals, working together, often making disappointing progress.

Teams that Lack Trust

They:

- Conceal their weaknesses and mistakes
- Manage their behaviors for effect
- Hesitate to provide feedback, good or bad
- Rarely will ask for help, or offer help
- Jump to conclusions about others without attempting to clarify reality
- Fail to recognize other's skills and experience
- Often hold grudges, yet avoids conflict
- Avoids meetings and spending time together



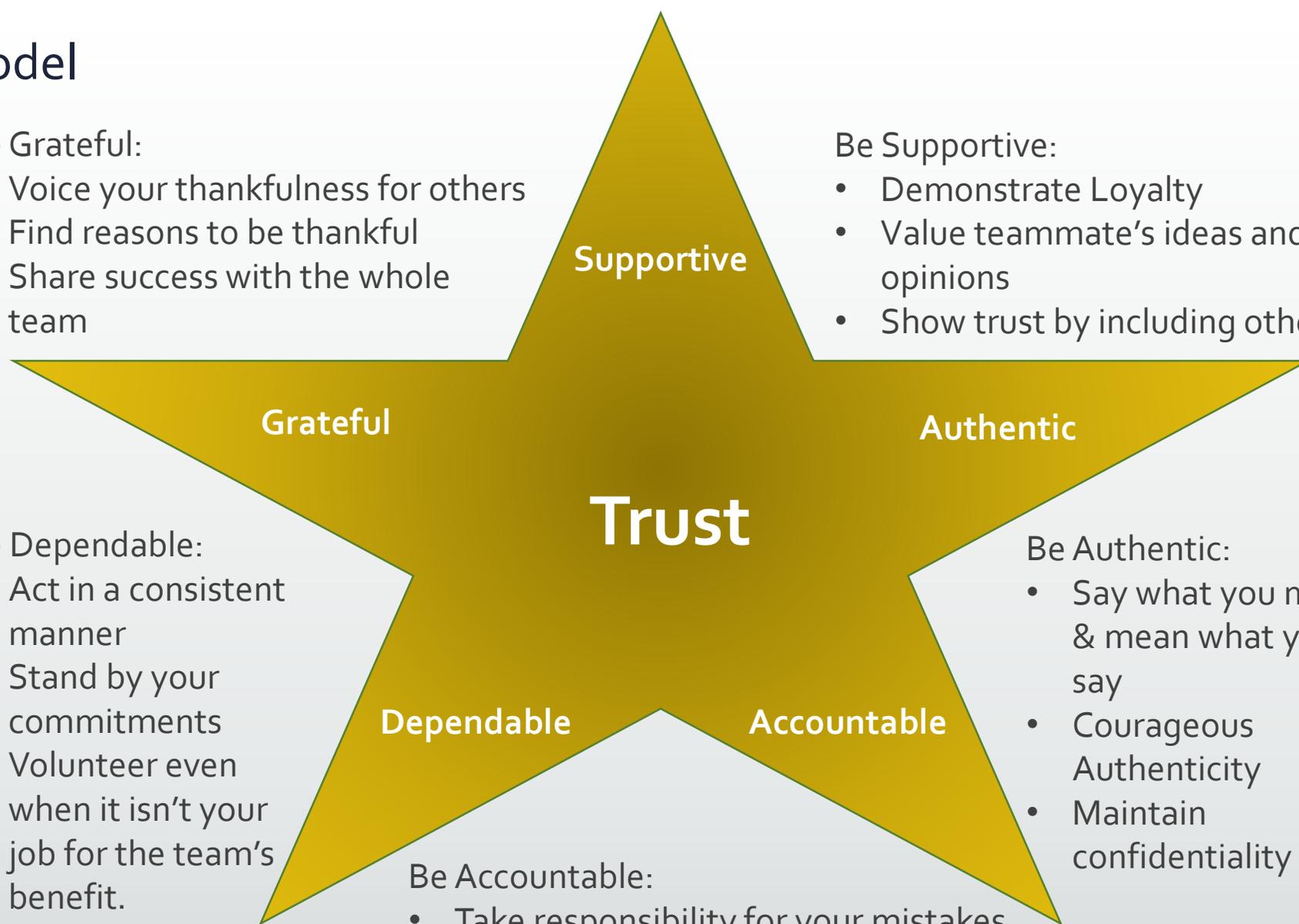
Trust Star Model

Be Grateful:

- Voice your thankfulness for others
- Find reasons to be thankful
- Share success with the whole team

Be Supportive:

- Demonstrate Loyalty
- Value teammate's ideas and opinions
- Show trust by including others



Be Dependable:

- Act in a consistent manner
- Stand by your commitments
- Volunteer even when it isn't your job for the team's benefit.

Be Authentic:

- Say what you mean, & mean what you say
- Courageous Authenticity
- Maintain confidentiality

Be Accountable:

- Take responsibility for your mistakes
- View others mistakes as a team mistake – never point blame



**FREE
BEAR
HUGS**

Emotional Intelligence and Agile
The Agile Bear Coaching Series

Author: Carl "The Agile Bear" Shea

Carl@carlshea.com

201-289-3158

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