



INF 151: People Management

Week 10: Tuesday

Today's Agenda

Announcements:

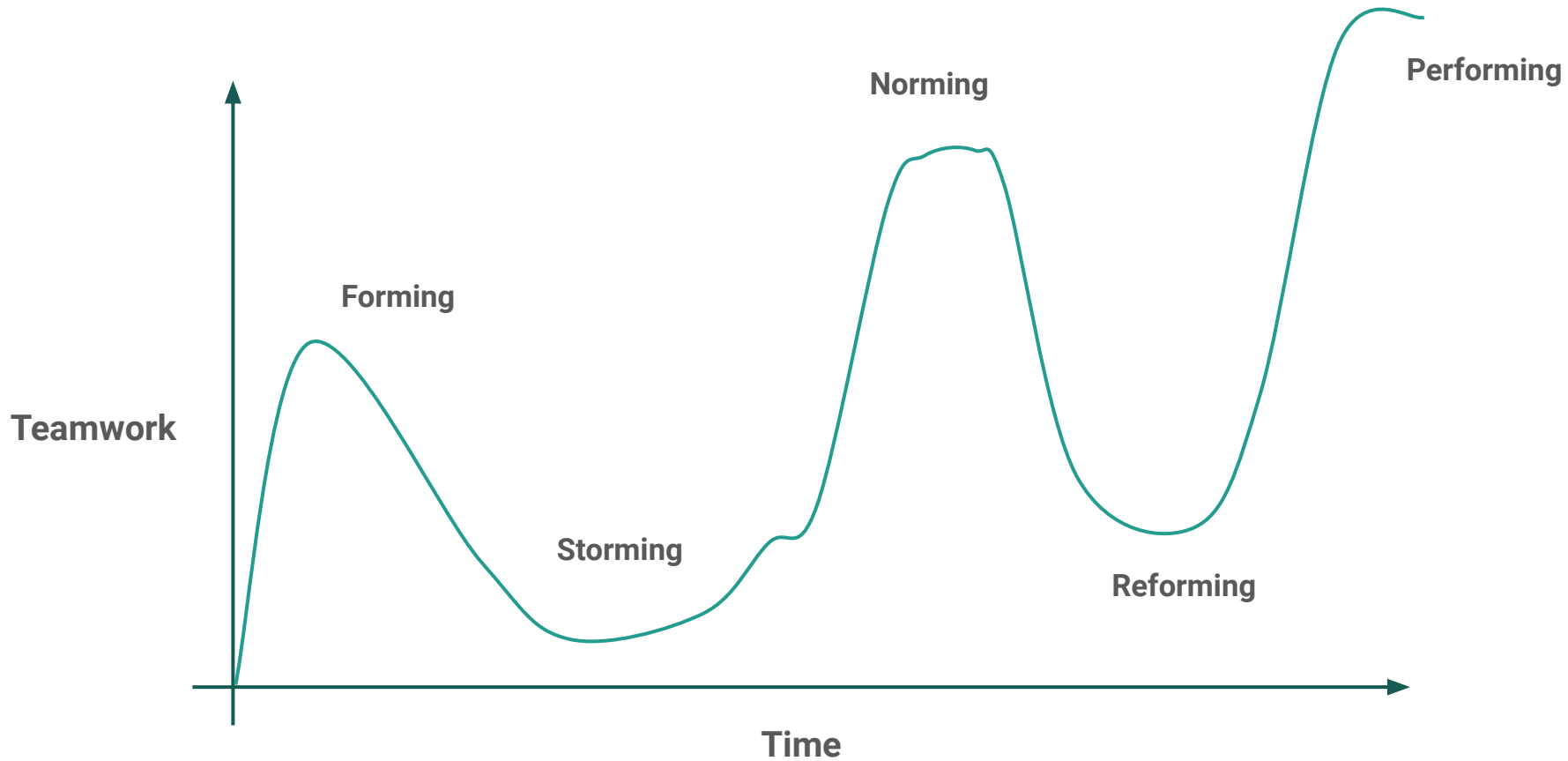
- Strike is still happening
- End of quarter plans will not change!
- Final will be made a bit easier:
 - Full sheet of paper, both sides. **MUST BE HANDWRITTEN** (turn in with exam)
 - All multiple choice (no math)
- Thursday will be final review

Today:

- People Management/Communication



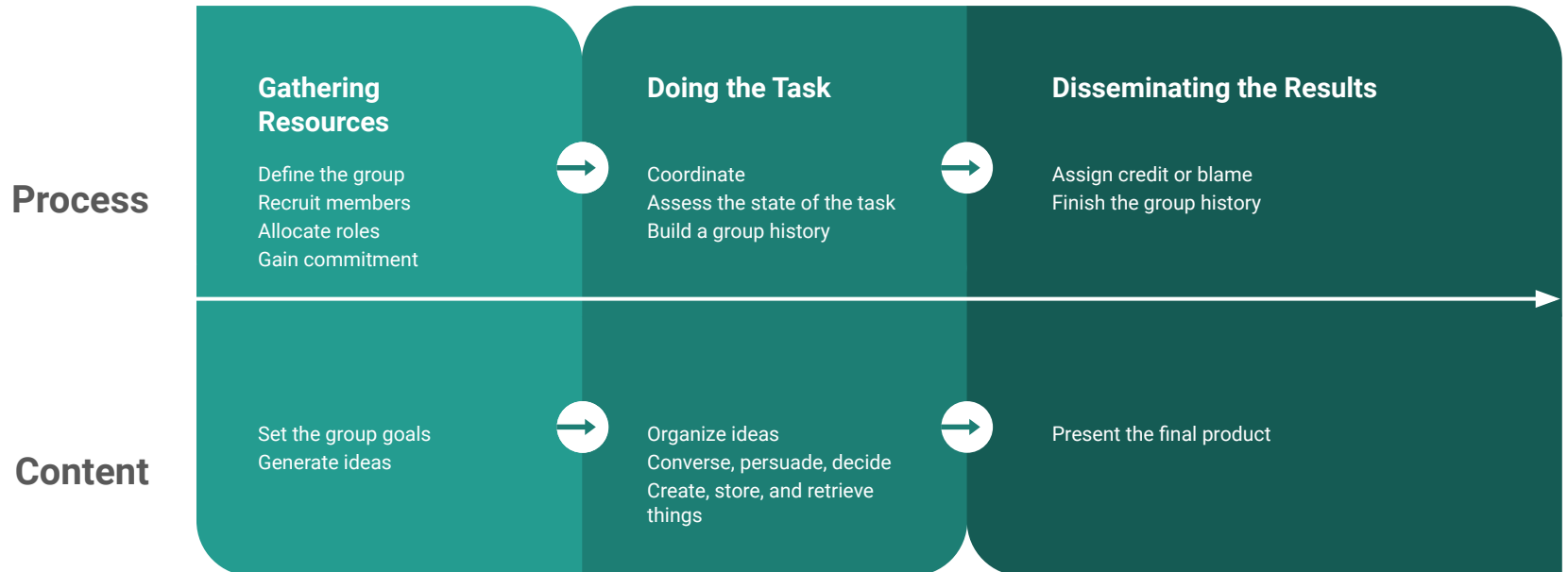
Team Communications



Key Stages of Team Development



The Group Over Time



The Group Over Time





The Group Over Time - Reflection

Forming - What are the outputs?

Pitfalls:

- Not taking time to get to know each other
- Hidden agendas
- Unvoiced personal issues and preferences
- Failure to establish ground rules and commitments
- No team-building processes
- Others?

Gathering Resources

Define the group
Recruit members
Allocate roles
Gain commitment

Set the group goals
Generate ideas



The Group Over Time - Reflection

Storming - What are the outputs?

Pitfalls:

- Avoidance due to uncomfortability with process
- Unable to cope with conflict
- Unrealistic plans that exceed resources
- Fail to gain commitment from team members to do agreed upon tasks
- Poor leadership
- No documentation
- Personal conflicts develop
- Others?

Gathering Resources

Define the group
Recruit members
Allocate roles
Gain commitment

Set the group goals
Generate ideas



The Group Over Time - Reflection

Norming - What are the outputs?

Pitfalls:

- Lack of consequences for good/poor performance by team members
- Sense of some team members feeling undervalued/underused
- No clear method on how to process incoming information and data
- Team members who act independently without consulting team
- Confusion on roles and responsibilities
- No formal process checks and feedback
- Others?

Gathering Resources

Define the group
Recruit members
Allocate roles
Gain commitment

Set the group goals
Generate ideas



The Group Over Time - Reflection

Reforming - What are the outputs?

Pitfalls:

- Resistance to change
- Poor listening
- Not allowing people to vent frustration
- Jumping to solutions without fully understanding the problem
- Too much advocacy of one position/no consideration for other views
- Inability to manage team conflict
- Impatience
- Others?

Doing the Task

Coordinate
Assess the state of the task
Build a group history

Organize ideas
Converse, persuade, decide
Create, store, and retrieve things



The Group Over Time - Reflection

Performing - What are the outputs?

Pitfalls:

- Lack of individual praise
- No team recognition or celebration
- Team learnings not well captured
- Poor time management, resulting in incomplete products
- No formal hand-off process
- Others?

Doing the Task

Coordinate
Assess the state of the task
Build a group history

Organize ideas
Converse, persuade, decide
Create, store, and retrieve things



The Group Over Time - Reflection

Adjourning - What are the outputs?

Pitfalls:

Disseminating the Results

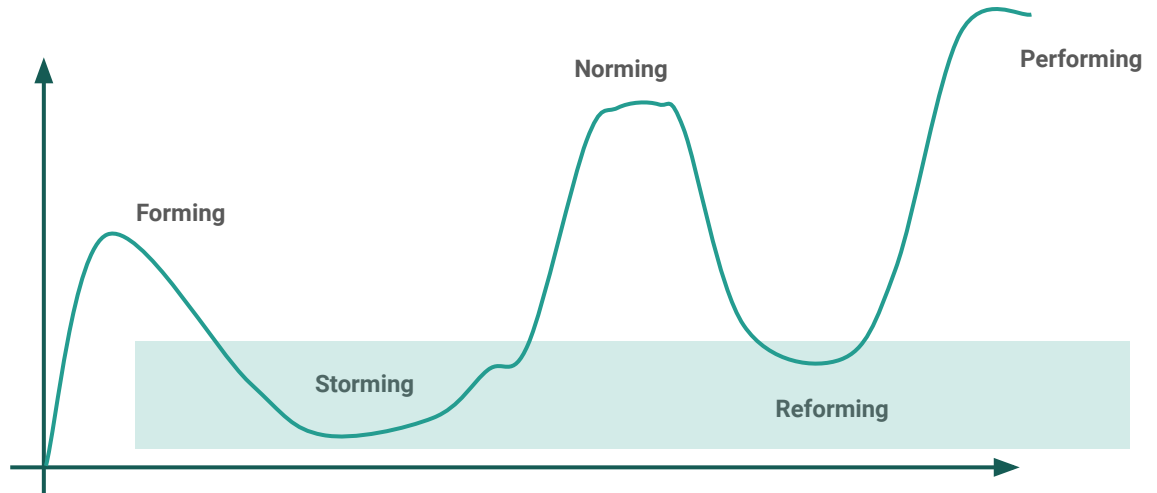
Assign credit or blame
Finish the group history

Present the final product

Storming and Reforming

These are the low points for a reason!

- Behavior management
- Dysfunction
- Communication





Storming and Reforming

Behavior Management

Wong on Managing Behaviors

- Upper-level behaviors
 - ◆ Strong team player, caring, conscientious, initiator, positive
- Lower-level behaviors
 - ◆ Non-contributor, resistant to change, unreliable, negative

NOTE: There are more...know them for the final!

Goal as project manager is to move lower level behaviors into the upper level



Storming and Reforming

Behavior Management

Wong on Managing Behaviors

What do you do when you encounter a difficult person?

- Do not join in, do not feed
- Practice positive behavior
- Address their fears
- Do not take personally, get upset
- Feel empathy for their situation
- Others?



Storming and Reforming

Behavior Management

Wong on Managing Behaviors

Strategies for handling difficult people:

Complainer? Turn complaints into a problem-solving exercise

Dominance? Redirect focus to work/content

Controllers? Foster greater team communication, assessments

Impatience? Reflect on and actively track time/strong time management practices




Storming and Reforming

Behavior Management

Wong on Managing Behaviors

Strategies for keeping people in the upper level:

- Recognition, respect, and trust
- Rotate roles and responsibilities
- Include everyone on meeting agendas
- Match tasks to skills/strengths
- Encourage involvement
- Set behavioral expectations
- Be transparent



Storming and Reforming

Dysfunction of Teams

Lencioni on The Five Dysfunctions of a Team

1. An absence of trust among team members
2. Fear of conflict
3. Lack of commitment
4. An avoidance of accountability
5. Inattention to results



Storming and Reforming

Dysfunction of Teams

Lencioni on The Five Dysfunctions of a Team

1. An absence of trust among team members
2. Fear of conflict
3. Lack of commitment
4. An avoidance of accountability
5. Inattention to results

Storming and Reforming

Dysfunction of Teams



1. Absence of trust

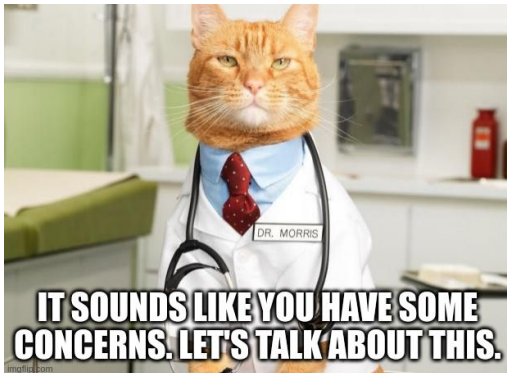
The Problem:

The confidence among team members that their peers' intentions are good...and that there is no reason to be protective or careful around the group.

- Discuss personal histories
- Team effectiveness exercise
- Personality type and behavioral preference tools
- Experiential team exercises

Storming and Reforming

Dysfunction of Teams



2. Fear of Conflict

The Problem:

Conflict is considered taboo. Even though conflict can be productive, nobody wants to hurt their teammates' feelings. Ignoring conflict can lead to boiled over emotions.

- Acknowledge conflict is productive
- Mining
- Do not let desire to protect from harm interrupt disagreements

Storming and Reforming

Dysfunction of Teams



3. Commitment

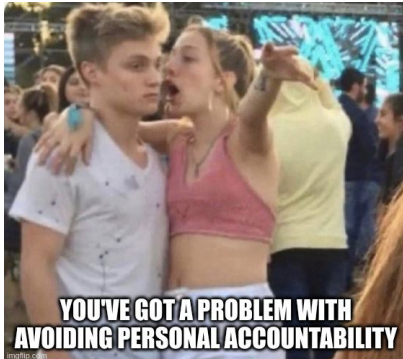
The Problem:

Not everyone will agree all the time, risking to **no** decision rather than **a** decision. Often ties into fear of conflict, not everyone willing to put ideas on the table.

- Cascading messaging. Leave meetings with clear team alignment
- Contingency plans and worst-case scenario analysis
- Clear deadlines to pressure decisions

Storming and Reforming

Dysfunction of Teams



4. Avoidance of Acc.

The Problem:

Lack of willingness by team members to call out their peers on performance or negative behaviors.

- Peer pressure
- Regular progress reviews
- Team rewards

Storming and Reforming

Dysfunction of Teams




<https://www.youtube.com/watch?v=vJG698U2Mvo>

5. Inattention to res.

The Problem:

Focusing on something other than the collective group goals.

- Recognize results are not critical or important to all teams
- Publicly declare results
- Results-based awards (something non-financial/fun)



Storming and Reforming

Communication

We will finish up here on Thursday....

Group Activity



Group Activity

In your group, discuss the key stages of team development. Review what your team went through in each phase and identify how you can improve your team process.

Quiz for Today:

Write a short paragraph that communicates at least one insight on how your team handled a challenge in one of the stages from your discussion.

Submit your insight to the Zulip Group Activity stream for today. Create a new topic using your team name as the title for your post. DUE 11/30

Individually respond with a thoughtful reflection to at least one other group post. DUE 12/02



Next Class



Thursday 12/01

Communication Management and
Final Review



Group Time