

BUILDING YOUR TEAM

Creating the “on purpose” team



CREATING A TEAM MISSION

- What is the purpose of your team?
- What task has the team been asked to complete?
- Does the team have a self-generated mission?
- Is there a political agenda for the team?
- What is the culture, you as the lead want to create?





TEAM SELECTION

Activity - From the following employee profiles, you need to pick 5 people to be on a new team together. Who would you pick and why?

A TEAM IS ONLY AS STRONG AS IT'S WEAKEST MEMBER

- Team Member Profiles

- People Pleaser- This person will be pleasant to everyone. They bring coffee, treats and goodies. They say please and thank you. They are very polite. They want to make you happy and everyone on the team happy. They will say yes to any request and they do not like conflict. They are productive but not as productive as others on the team. They are highly optimistic.
- Individual Contributor- This person is a hard worker. They are very knowledgeable and have great task oriented skills. In meetings, they roll their eyes and others. They make subtle slights during meetings. They may not participate during meetings because they are on their phone. They are the last ones to come in and the first one out. This person is very productive when they are asked to complete a task alone.
- 1001 Questions- This person has a question for EVERYTHING. They want to know the “why” before they start any task. They interact socially well with others. They have good insight and productivity once they have all of the “why’s” answered. However, it takes a great deal of your time to answer their questions.



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- Doubt and Disagree – This person disagrees with every idea (unless, they thought of it). They see the holes in the logic of any activity or work. They are pessimistic even when they know the “why,” they will still disagree. Meetings and work take longer because they notice every flaw in any plan, work package or document. They are productive at an average rate.
- 2-Hour Responder – This person is very knowledgeable. They are able to understand complex concepts and complex functions. They are very productive. However, when you interact with them they take an excessive amount of time to respond and give an over-abundance of details when they answer. If they are interrupted in the middle of a response they will start at the very beginning (not where they were interrupted). This happens both in meetings and in 1:1 interactions with you and peers.



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- Full Plate – This person has a full plate and then some. They are always willing to take on extra work and say yes before considering their existing work load. They are very productive. They get everything done. They work 65-70 hours a week. They do not take vacation. They are generally pleasant but can get short with others when multiple deadlines are happening at once.
- Cut-to-the-chase – This person wants to focus on the action of a task only. They are a doer and they have no time for questions. They are socially appropriate with others but they have little patience for sitting around and talking about ideas. They are productive during their time at work, but refuse to stay late. They do not take on additional tasks or volunteer for additional work. If directed to cover for someone on vacation, they will. Overall, if something cannot be done in the 40 hour work week, it is not getting done.





PITFALLS IN TEAM SELECTION

PITFALLS . . .

- Watch for using the “everyone-like-me fallacy” in team selection.
- Watch for “In Grouping/Out Grouping”
- Allow the team to have a “storming” phase, but don’t let them get stuck.
- Play to the team members strengths but also know how to leverage “weakness,” because weaknesses are strengths too.
- Know when a strength of a team member can become a weakness.
- Have an understanding of yourself and your team members. Be able to address the needs of the organization, your needs and the team’s needs.



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