BCNET

Shared IT Services for Higher Education & Research

Conference 2018

The Psychology of Highly Effective Teams

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- 18 Years at the IT Servicedesk @ KPU

- 2009 KPU IT client satisfaction survey
    - IT Servicedesk scores 4.6 out of 5.

- KPU IT Audit – 2013 Mark Roman and Jim Cranston
    - "IET's help desk is one of the most knowledgeable we've seen, especially their analysis of information."
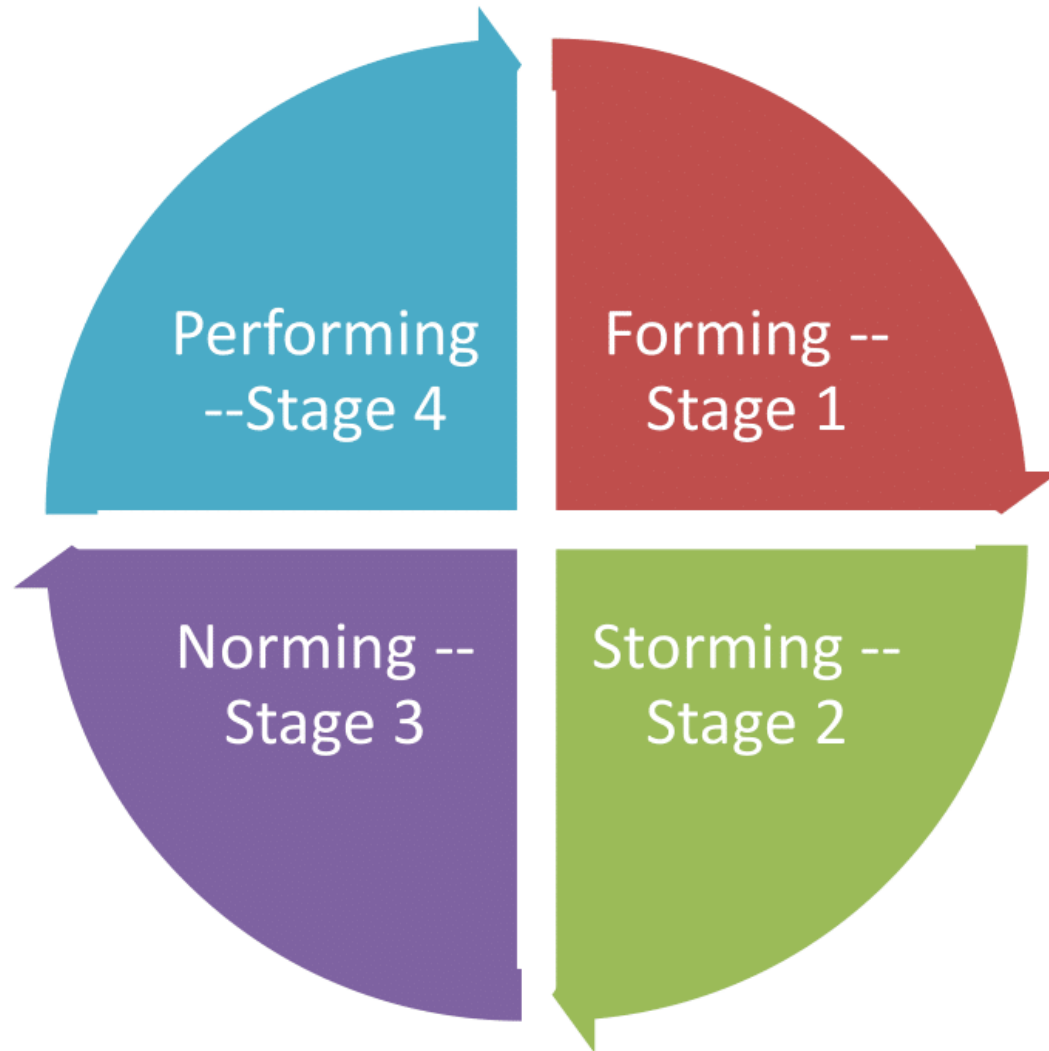
Groups

- FORMING
- STORMING
- NORMING
- PERFORMING

- ADJOURNING

BRUCE TUCKMAN - 1965

Groups vs Teams

- Group - two or more people with common interests, objectives, and continuing interaction. Work is independently achieved and measured.

- Team - a group of people with complementary skills who are committed to a common mission, performance goals, and approach for which they hold themselves mutually accountable.

It's in the Cards

- Aces are the BEST!

- Deuces are WILD!

- Eights are CRAAAAAZY!

- Fours are… meh.

Teams have cultures

- Cultures can be based on really arbitrary things
  (like playing cards)

- Cultures provide and are strengthened by team unity

- Cultures create common language and behavior schemas

- Great teams don't necessarily make great cultures, but great cultures almost certainly create great teams.

Sports Teams

- Culture comes from

    - History

    - Uniform

    - The Room

    - The Management

Uniforms?

Team Unity

- Trust

- Complementary skills

- Clear understanding of responsibilities
  - and how they depend on each other

- Dependability

- Just the right number of seats at the table

Defending that Unity

- Hiring for FIT over Expertise.

- Diane Butler – AVP Rice University

"My superpower is that I never hire the wrong person."

Trust

[Google's Project Aristotle](#)

In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea. In other words, great teams thrive on trust.
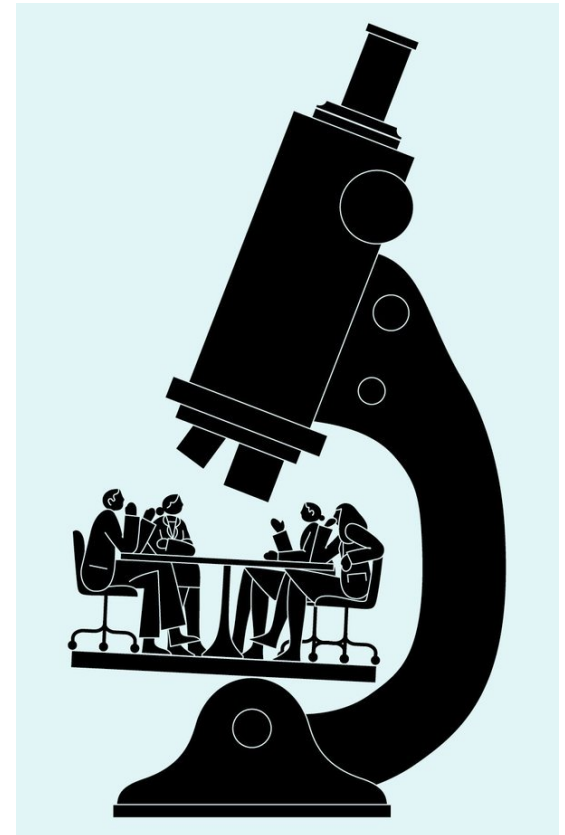
(Team) Size Matters?

Jeff Bezos Two Pizza Rule.

If a team can't be fed with two pizzas it is too big.

Smaller teams
- Reduce social loafing
- Improve brainstorming
- Reduce groupthink
- Increase group cohesion
- Simplify communication

Good Communication

- Listen to understand - not to answer.

- Find ways to have every voice heard

- Encourage discussion and explore dissent

- Every team needs a deviant, someone who says, "Why are we even doing this at all?" - J. Richard Hackman

- Good communication is connected to trust and culture.

Meaning and Impact

When team members feel that their work is meaningful they tend to be more personally satisfied with their work and their team.

When the work they do visibly impacts on their measures of success they demonstrate greater overall satisfaction with their work.

Effective Teams

- Have a strong positive culture

- Trust

- Tend to be small in size (5 to 8)

- Have good communications

- Understand how success is measured for them

- Have satisfaction through meaningfulness and impact

Questions? Comments?

Thank You!

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