

Team Work Styles

Team performance is critical to business success. To achieve high performance, it's important to understand the team's behavioral dynamics. This report is designed to provide insight into the combined behavioral dynamics and individual differences along four main areas:



Overall How team members work together. Is the team goal oriented and impatient for results? Is the team cooperative and relaxed?

Communication How team members communicate with each other to solve problems and build relationships. Are communications formal and thoughtful or informal and intense?

Taking action How work gets done in the team. Do things get done through tasks or people? Is execution about process or innovation?

Decision-making How team members work together to make decisions. Are decisions made collaboratively or independently? Are they generally safe or risky?

Team Selected for this report

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OVERALL How team members work together. Is the team goal oriented and impatient for results? Is the team cooperative and relaxed?



Thought Provoking Questions



Consider what led you to this page. Was it a new team formation, a team conflict, or building team awareness?

Think about what this team is working on and determine whether the team needs to be distributed across the styles or grouped together in a particular style?

What roles can each team member play within the team based on their work styles?



Teamwork & Employee Experience -Powered by their shared values and commitment, teams approach and overcome challenges through teamwork, cohesion, and joint participation.

Strengths: Cooperative and motivating; Relaxed generalists; Steady, dependable, and able to work consistently when dealing with repetitive work.

Cautions: May be conservative and cautious with risk ; May not respond well to pressure, taking time to adjust or adapt to change; May take time to build trust.

Tips: Support decision making and risk taking by providing assurances of security; When introducing change, provide why the change is happening and allow them extra time to adjust; When starting new projects, brainstorm and provide time to process ideas out loud.



Innovation & Agility -Driven by their vision and readiness to risk it all, teams make their mark with their entrepreneurial spirit and creative problem-solving.

Strengths: Ambitious and goal-oriented; Connect with people quickly and easily; Quickly adapt to change and thrive under pressure.

Cautions: May be impatient to move or see results; May have little concern about details; May not take the time to listen closely, focusing more on the action to take.

Tips: Provide team with opportunities to tackle challenges; Don't micromanage, give space to put a plan into action and see results; Ask specific questions about plans to confirm that details are being considered.



Results & Discipline -Driven to deliver results, teams keep an analytical eye on the path ahead and hold the ground they have gained.

Strengths: Self-starting and driven by their competitive nature.; Inquisitive, yet conscientious problem solvers.; Results and achievement oriented, while still remaining disciplined with facts and accuracy..

Cautions: May be controlling, driving hard to get things done a certain way; May pressure others to attain results, which other team members may find uncomfortable; May be authoritative with little interest for small talk, focusing instead on facts and tasks.

Tips: Provide opportunities for growth or advancement; Provide recognition for tangible results; Assign a variety of challenging projects.



Process & Precision -Engineered to maximize efficiency and consistency, teams fill the gaps, stabilize organizations, and function like a finely-tuned machine.

Strengths: Self-disciplined, precise and accurate ; Great detail-oriented listeners; Tolerant, patient, uncritical and cooperative.

Cautions: May take time to adjust to change; May be concerned with correctness and how the work reflects on them; May not openly share ideas.

Tips: Provide clear direction and expectations when delegating or assigning work; Introduce change by explaining why change is happening and allowing extra time to adjust; Allow time to brainstorm and process ideas out loud when starting new projects.

COMMUNICATION How team members communicate with each other to solve problems and build relationships. Are communications formal and thoughtful or informal and intense?



Thought Provoking Questions



Does the team need to represent the company externally?

Does everyone on the team have an equal opportunity to voice their opinions? If not, what can you do to support them?

Is this a distributed team (e.g., remote or international teams)?



Connecting Team Style -Caring for people and their feelings, the Connecting style is about putting people at the center of communications through interpersonal sensitivity and genuine relationship-building.

Strengths: Patient and thoughtful listeners; Sociable and at ease in a conversation; Cooperative, empathetic and comfortable in a team setting.

Cautions: May be hesitant to deliver hard news or decisions; May appear as too talkative; May have a hard time working in independent roles.

Tips: Provide security and assurance when they need to deliver unfavorable news; Use small talk to open the conversation and allow them time to process new information; Remind them that when communicating with Persuading and Telling styles, they may need to get to the point quicker.



Respecting Team Style -Based around pleasant yet professional interactions, the Respecting style is about having a strong point of view but still respecting and acknowledging others perspectives. People want to be heard but not at the expense of the relationship.

Strengths: Patient, deliberate and consistent; Communication is focused on work and expertise; Reserved, quiet and introspective.

Cautions: May be slow to open up with new people; May be blunt, especially when under pressure; May not openly share ideas without time to analyze first.

Tips: Provide materials for review ahead of time to improve their contribution during meetings; Stick to the facts to make your point and maintain credibility with them and skip the fluff; Coach them to be more willing to voice opinions, even if they aren't fully formed, especially when working with Persuading or Connecting team members .



Telling Team Style -Opinions will be loud and fast coming; the Telling style is about being assertive and to the point and then moving on to the next topic of interest quickly.

Strengths: Direct and to the point; Authoritative and factual in expression; Fast-paced and efficient when communicating.

Cautions: May present things in an abrasive, "take it or leave it" manner; May value own judgement over others and find it difficult to listen; May be fast-paced and jump from one topic to another.

Tips: Coach them to be conscious of tone when communicating with others; Communicate the facts, systems or strategies to help them understand the big picture; Provide structured communications, such as emails with key points bulleted or weekly check-ins on the calendar.



Persuading Team Style -Talking fast with enthusiasm and energy, the Persuading style has a socially outgoing approach that is geared towards influencing others, building networks, and gaining support.

Strengths: Articulate and enthusiastic communicators; Can quickly establish rapport; Motivational and persuasive.

Cautions: May listen just to preserve the relationship; May not take no for an answer, wanting to win you over to their view; May rush the conversation or switch topics quickly.

Tips: Let them communicate ideas in a social, collaborative setting; Lead with the headline and communicate how a task is connected to goals; Remind them to listen to other ideas and opinions.

TAKING ACTION How work gets done in the team. Do things get done through tasks or people? Is execution about process or innovation?



Thought Provoking Questions



Is the distribution of the team right for the goals we need to attain?

Does this team need to take action quickly or under pressure?

Does the team need to be more proactive (e.g. corporate strategy) or responsive (e.g. help desk)?



Implementing Team Style -Process and procedure have a place; the Implementing Action style is about being methodical, detail-oriented, and structured in the approach to getting things done.

Strengths: Diligent, methodical and deliberate; Patient, calm and steady; Collaborative, accommodating and supportive.

Cautions: May be slow to take action without complete information or a well defined process; May be cautious and conservative, wanting to protect themselves against risk; May be worrisome at times and need a sense of security and clarity before taking action.

Tips: Provide clearly defined processes or help them create a plan of action; Limit involvement in projects that lack structure or guidance; Coach to consider the risk of potentially taking the wrong action and build a mitigation plan.



Commanding Team Style -There is a right way to do things; the Commanding Action style is about having strong opinions about how work should get done and making sure it is carried out in a specific way.

Strengths: Decisive and proactive when knowledgeable on decision; Driven to get things done accurately and on time; Adapts to change when it has proven results.

Cautions: May be assertive and independent, primarily concerned with doing things in their own way; May be intense, driving, and impatient, overpowering those with Coordinating and Implementing Styles; May need clarity and be concerned with rules and accuracy.

Tips: Provide team with a clear definition of their responsibilities and authority; Encourage independent work streams or come up with a plan of action as a team, making sure everyone is heard; Help them decipher between urgent and non-urgent action items.



Innovating Team Style -Challenging the status quo, the Innovating style is about being fast-paced and willing to take charge and try things in new and unique ways

Strengths: Take initiative and thrive under pressure; Adapt easily and can be flexible in their approach; Enjoy risk and uncertainty.

Cautions: May value their own, individual judgement more than others; May be more concerned with achieving goals than in the details; May not be concerned with following rules or processes.

Tips: Limit guardrails to let them excel on fast-moving projects; Provide opportunities delegate the process and details to other team members (Commanding or Implementing) when possible.; Be clear about when rules need to be followed and build in mechanisms to ensure follow through.



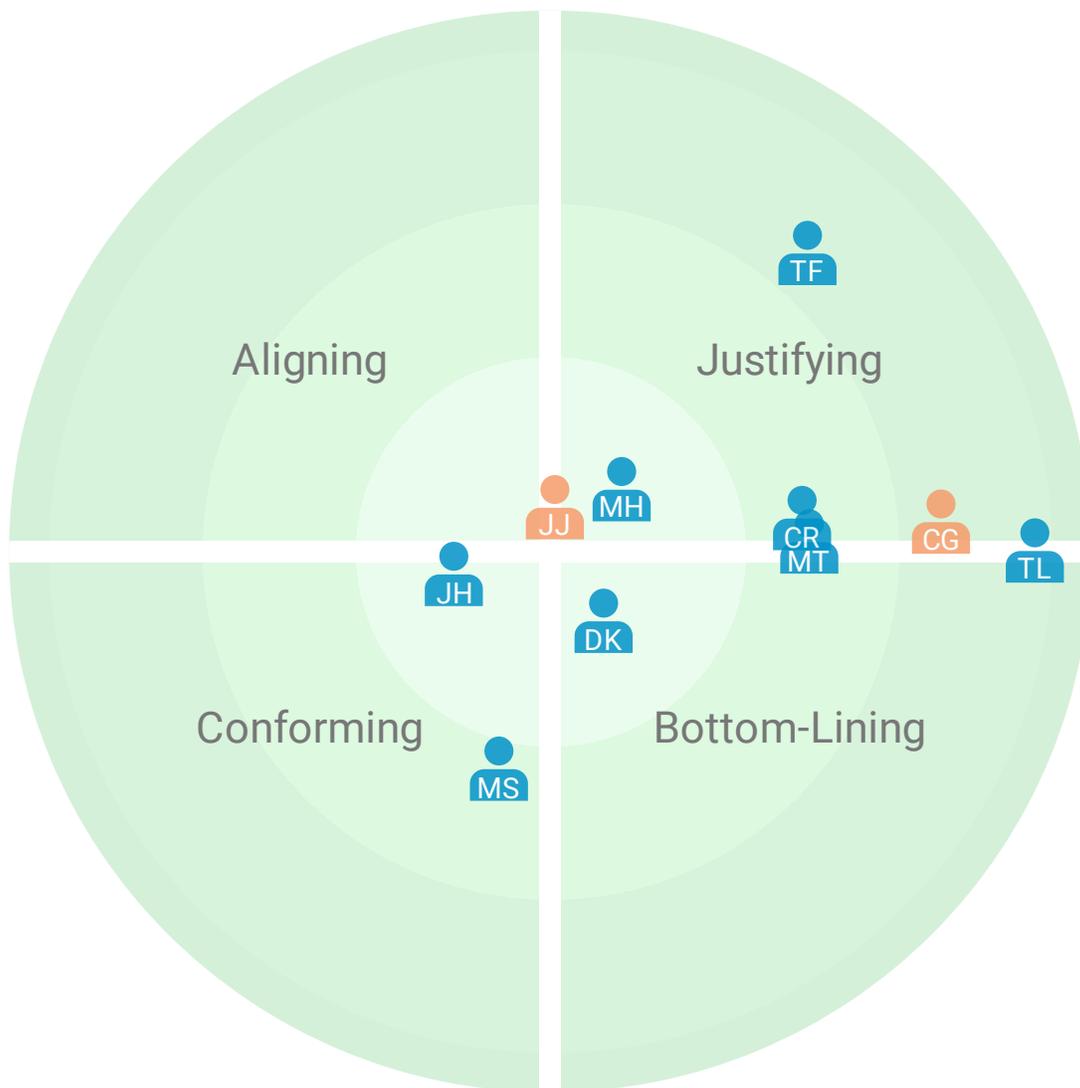
Co-ordinating Team Style -Things get done when everyone is onboard; the Coordinating style is about using informal relationships and genuine care to bring people together and get them aligned toward action.

Strengths: Easy-going and calm; Steady, dependable, and tolerant; Collaborative, agreeable, and cooperative.

Cautions: May respond tentatively to pressure; May not hit deadlines, but will see work to completion; May take time to adjust to change.

Tips: Assemble stakeholders and determine next steps to help team take action; Assign a project manager (with an Implementing or Commanding style) to track decisions and deliverables and make sure details aren't missed; Limit the amount of competition between members on the team to reduce discomfort.

DECISION-MAKING How team members work together to make decisions. Are decisions made collaboratively or independently? Are they generally safe or risky?



Thought Provoking Questions



Does the team need to make decisions proactively (e.g., decision to achieve a desired future outcome) or reactively (e.g., given the situation we're in, what is the best next step)?

How important is it to make decisions without having all of the details?

How often does the team need to make decisions jointly, without direction from a supervisor (ex. two police officers deciding on a joint action when responding to a call)?



Aligning Team Style -Let's talk it through and consider the options; the Aligning style is about purposeful collaboration where opinions and alignment are sought in order to make a decision that all can get behind.

Strengths: Cooperative, helpful and accommodating of decisions; Eager to converse to help exchange information and come to a decision; Willing to share private information for the benefit of the group's decision.

Cautions: May be uncomfortable making decisions without discussing it with everyone and reaching consensus; May be concerned about criticism; likely to blame (or credit) the group rather than the individual; May need encouragement and reassurance when making decisions.

Tips: Help them identify the stakeholders with whom they need to speak, and advise how to move forward if consensus can't be reached; Partner with Justifying and Bottom-lining styles when decisions are needed; Give them reassurance and security when having to make a risky decision that the wrong decision won't reflect poorly on them.



Justifying Team Style -Everyone has an opinion and there is no shame in sharing it; the Justifying style is an approach where people confidently and vocally challenge the status quo and each other to arrive at the best decision.

Strengths: Tolerant of uncertainty, comfortable with risk and conflict; Show empathy when making decisions and recognize how a decision will impact each other and others outside the team; Can make decisions without hesitating, even when they have incomplete information.

Cautions: May need to understand how their decision will impact the big picture; May make their own decisions without consulting others. This can result in misalignment, and team members might get defensive if others question their decisions after-the-fact; May lack a filter and share whatever is on their mind before a decision is made.

Tips: Improve engagement by discussing ideas and making it a competition or voting on presented ideas; Build in mechanisms to evaluate and course correct the risks they take when making decisions; If your team is dominated by Justifying team members, consider how to give voice to non-Justifying team members, particularly those that are Aligning or Conforming.



Bottom-Lining Team Style -After a lot of thought, there is one way to do things, the Bottom-Lining style approach is about independently evaluating options and making clear decisions without the need to follow previously defined structure or rules.

Strengths: Able to consider unexpected and creative alternatives and weigh their outcomes when making decisions; Autonomous problem solvers who are comfortable taking risks; Analytical, technical orientation.

Cautions: May decide and announce their decisions, rather than seeking input from others; May politely listen to other ideas, but will likely make decisions based on their own priorities; May dominate the conversation or move forward without consideration of others.

Tips: Provide direction on whom they should collaborate with before making decisions; Build in mechanisms to evaluate and course correct the risks they take when making decisions; If your team is dominated by Bottom-Lining team members, consider how to give voice to non-Justifying team members, particularly those that are Aligning or Conforming.



Conforming Team Style -The best way is the correct one; the Conforming Style is one where people independently make decisions and do so with a focus on the rules and processes that have already been established.

Strengths: Analytical and able to consider abstract ideas in their decision-making; Reflective and deliberate; Will think things through before reaching a decision.

Cautions: May be sensitive to criticism; May need certainty, rules and structure; May make decisions cautiously.

Tips: Provide systems and processes that will help frame decisions to ease the decision-making process; Give them time to reflect on their own and analyze all the option before a decision is required; Allow them to prepare and contribute during group decisions by providing information ahead of time for review.