



## Teamwork: Lost at Sea

*Leveraging Personality Type to Thrive on Teams*

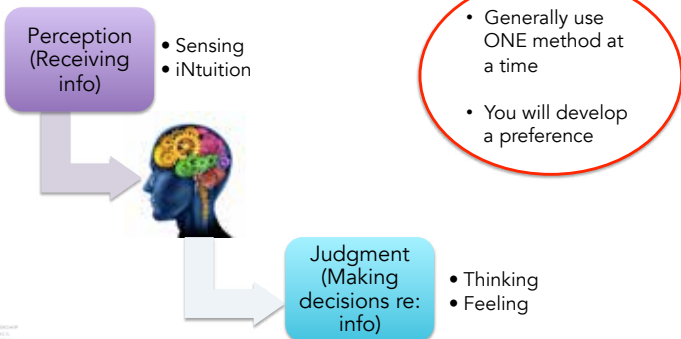
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## MBTI Refresher



## Receiving & Using Information



## Focusing Energy

<b>E/I</b>	
<b>Extravert</b> Focus on the outer world of things, people, and events	<b>Introvert</b> Focus on the inner world of thoughts, feelings, and reflections



## Focusing Energy: Collaboration

### Extraverts - remember to

- Pause. Make room for introverts to participate
- Don't judge introverts as shy, or as less effective leaders
- Signal in advance what you want to discuss (email, agenda, etc.)
- Structure meetings so everyone participates – each person says one pro and one con

### Introverts – remember to:

- Structure meetings to allow for full discussion; prepare yourself in advance to contribute
- Don't judge extraverts as domineering
- Help extraverts know when you need more space/time to contribute your best ideas
- Appreciate extraverts' ability to create energy for a team



## Receiving Information

### S/N

#### Sensing

Prefer to take in info via the five senses – sight, sound, feel, smell, and taste

#### iNtuition

Focus on meaning, associations, and relationships; add to real/concrete info



## Receiving Information: Collaboration

### Sensing – remember to:

- Accept that Ns need high-level framework – set context first.
- Help Ns see that sometimes the devil is in the details by showing big picture implications
- Don't judge Ns as impractical or unobservant
- When giving feedback, share overall implications to help Ns accept the need to change

### iNtuition - remember to

- Be specific when giving assignments and describing context
- Acknowledge the importance of detail/facts
- Don't judge S colleagues as slow or mundane when you have rapid big picture insights
- When giving feedback, use specific details, constructive advice, and praise



## Making Decisions

### T/F

#### Thinking

Make decisions based on – and have trust for – impersonal, objective, logic methods

#### Feeling

Make decisions using person-centered, value-based process



## Focusing Energy: Collaboration

### Thinking – remember to

- Engage in personal and social conversations with Fs; this builds trust
- Avoid being dismissive of concern about how a decision will “make people feel”
- Pay attention to interpersonal dynamics, or find people to help advise you on them
- Leverage F skills and enthusiasm to build team morale

### Feeling – remember to:

- Accept that there are trade-offs between “fair” and “right” approaches
- Appeal to T’s logical approach to encourage behaviors to work more effectively with people
- Be less defensive about feedback from Ts – it’s not personal, it’s business
- Don’t overdo team bonding around personal issues



## Engaging with the External World

J/P

### Judging

Prefer external world to be organized/orderly; see decisions that need to be made

### Perceiving

Seek to experience the world, not organize it; see options that need to be explored



## External World: Collaboration

### Judging – remember to

- Realize that P’s ability to adapt to change is a benefit when teams are under pressure
- Suspend judgment about how Ps work – judge based on results, not how you perceive their process or stress level
- Be flexible when under pressure; listen to alternative approaches Ps may offer


### Perceiving – remember to:

- Accept the J internal need for order/closure. Meet them halfway: communicate re: deadlines, use checklists, create/send agendas
- Show up and deliver on time - or let people know you can’t
- Develop a process to narrow options – you can’t keep them all open



## Individual Rankings: 10 min.


- Rank 15 items
  - According to importance to your survival
- Do NOT collaborate or share your rankings
- Record in Step 1 (lefthand) column



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## Team Survival: 20 minutes

- As a team, **choose a name.**
- Rank 15 items according to importance to your survival
- Do NOT go back and change your individual rankings
- Record in Step 2 column



### Expert's Ranking – US Coast Guard

Coast Guard Ranking	Item	Coast Guard Rationale
1	Shaving Mirror	Of all the items, the mirror is absolutely critical. It is the most powerful tool you have for communicating your presence. In sunlight, a simple mirror can generate five to seven million candlepower of light. The reflected sunbeam can even be seen beyond the horizon.
2	A 10 liter can of oil/ gasoline mixture	The second most critical item for signaling. The mixture will float on water and can be ignited using the matches.
3	A 25 liter container of water	Vital to restore fluids lost through perspiration. 25 liters will supply water rations for your group for several days.
4	A case of army rations	This is your basic food intake
5	20 square feet of Opaque plastic sheeting	Can be used to collect rain water and shelter from the wind and waves.



### Expert's Ranking – US Coast Guard

Coast Guard Ranking	Item	Coast Guard Rationale
6	2 boxes of chocolate bars	Your reserve food supply
7	An ocean fishing kit with pole.	Ranked lower than the chocolate as there is no guarantee you will catch any fish. The pole might be used as a tent pole.
8	15ft nylon rope	Could be used to lash people or equipment together to prevent being washed overboard. There are a variety of other uses, but none high on the list for survival.
9	A floating seat cushion	Useful as a life preserver if someone fell overboard.
10	A can of shark repellent	To repel sharks, of course!



## Expert's Ranking – US Coast Guard

Coast Guard Ranking	Item	Coast Guard Rationale
11	One bottle of 160% proof rum	Contains 80% alcohol, which means it can be used as an antiseptic for any injuries, otherwise of little value. Very dangerous if drunk, as it would cause the body to dehydrate, the opposite of what you need to survive.
12	A small transistor radio	You would be out of range of any radio station.
13	Maps of the Atlantic Ocean	Worthless without navigation equipment.
14	A quantity of mosquito netting	There are NO mosquitoes in the middle of the Atlantic Ocean and the netting is useless for anything else.
15	A sextant	Useless without the relevant tables and a chronometer.




## Tally Your Scores

### Lost at Sea Ranking Chart

Items	Step 1	Step 2	Step 3	Step 4	Step 5
	Your individual ranking	Your team ranking	Coast Guard ranking	Difference between Step 1 & 3	Difference between Step 2 & 3
A sextant					
A shaving mirror					
A quantity of mosquito netting					
A 25 liter container of water					



Sharkbait Ooh Ha Ha	Sharkbait (front)	Unsinkable	Survivorz	Shackleton's Survivors
66	40	44	78	78
Sharknado	Sharkbait (mid-left)	Indifference	Legally Afloat	Team Cruise/ Crews
50	62	56	72	??
SS Dudley	Crash Bandicoot	Sharkbait (far right)	#bestvacationever	Survivors (mid-rear)
58	46	48	48	70
Wilson!!	Team Survivor	Yachty		Naked and Afraid
48	62	68	52	44
MMHK	Rubber	Real		



## Tally Your Scores

00 - 25	<b>Excellent.</b>	You demonstrated great survival skills. Rescued!
26 - 32	<b>Good.</b>	Above average results. Good survival skills. Rescued!
33 - 45	<b>Average.</b>	Seasick, hungry and tired. Rescued!
46 - 55	<b>Fair.</b>	Dehydrated and barely alive. It was tough, but rescued!
56 - 70	<b>Poor.</b>	Rescued, but only just in time!
71 +	<b>Very poor</b>	Oh dear, your empty raft is washed up on a beach, weeks after the search was called off.



## Team Decision-Making

- How did your team agree on its rankings?
- Typical team decision-making “traps”:
  - forgetting to define the problem, goals, and alternatives
  - “activity” trap
  - “advocacy” trap
  - failure to leverage team expertise
  - failure to challenge assumptions (and each other)



## Team Debrief

- What worked well on your team?
- Who got listened to? Why?
  - Who didn't? Why?
- Was there a group leader? If so, how did s/he emerge?
- How did your group resolve conflict?
- What could you have done differently to help your group?



## In Practice: Considering Alternatives

- Use alternatives to the advocacy approach
  - Each team member list one advantage and one disadvantage of a particular approach (brainstorming without judgment!)
  - Rate adverse consequences

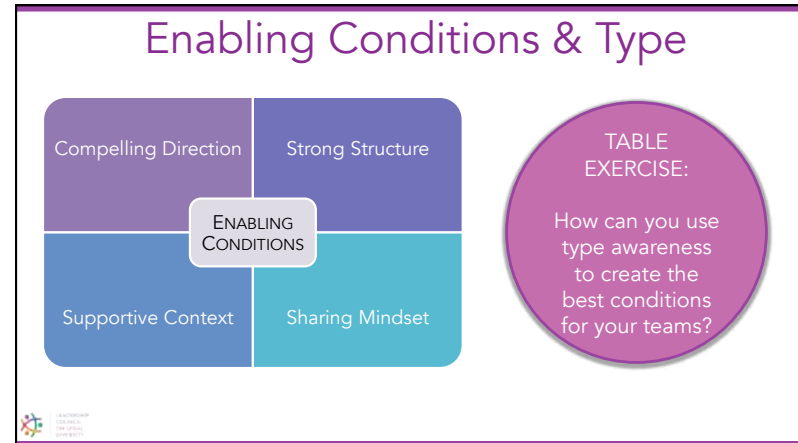
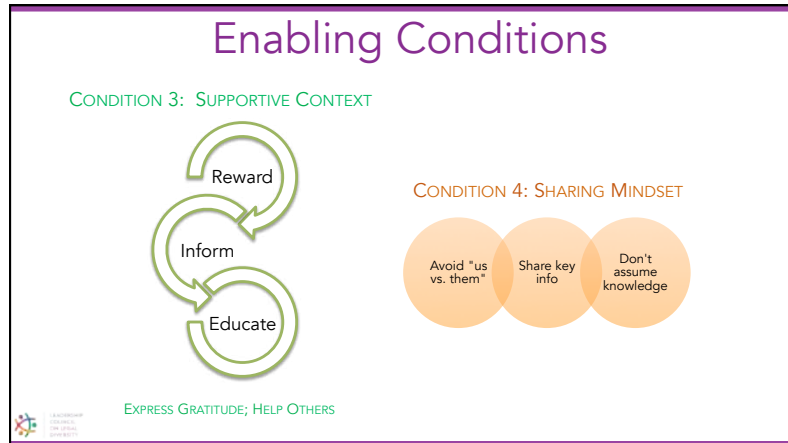
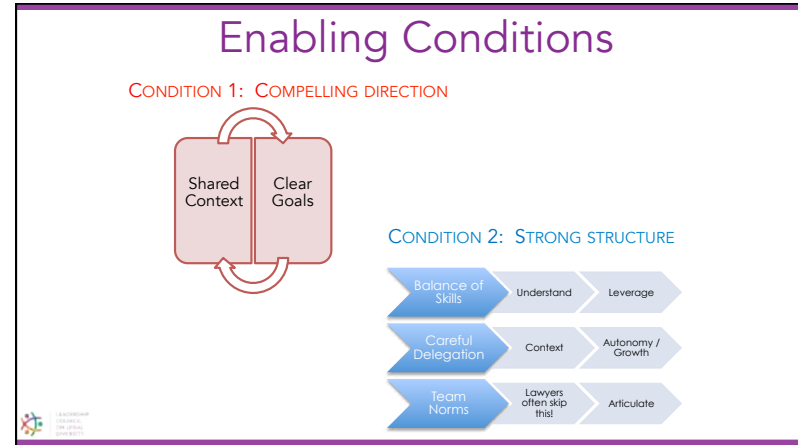
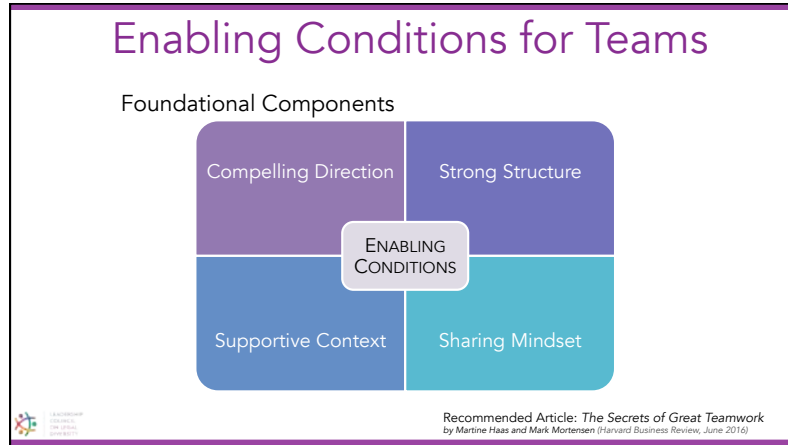


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## In Practice: Implementing the Strategy

- Once strategy is decided, prioritize!
- Consider sorting items into three general categories:
  - Important
  - Somewhat important
  - Not important





## Value of Team Launches

- Getting the right mix of members on the team is only half the battle – you need to use them effectively.
- Effective team launches can improve team performance by up to 30%

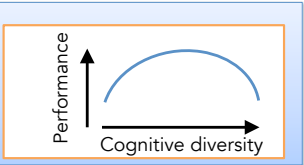
Recommended Reading: Collaborative Intelligence - Using Teams to Solve Hard Problems, by J. Richard Hackman

## Ideas for Effective Team Launches

- ❑ **Compelling Direction:**
  - ❑ Project Context: past, present and future client relationship
  - ❑ Clear goals
- ❑ **Strong Structure:**
  - ❑ Understand ,leverage, and balance skills – who can contribute what?
  - ❑ Effective and clear delegation
  - ❑ Team norms and best practices from Day 1
- ❑ **Supportive Context:**
  - ❑ baseline attitude of gratitude and help
- ❑ **Sharing Mindset:**
  - ❑ Communication plans, structures, and team habits
  - ❑ Sharing info as default behavior; don't assume knowledge

## Collective Intelligence

**Composition 1**  
Harnessing the power of different perspectives



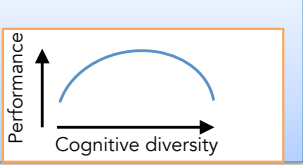
Recommended Reading:  
*Collective Intelligence and Group Performance*  
Anita Williams Woolley, Ishani Aggarwal, and Thomas W. Malone  
(Psychological Science, 2015)

**Composition 2**  
Harnessing the power of ...?

Research finding:  
The more \_\_\_ on the team, the higher the performance.

## Collective Intelligence

**Composition 1**  
Harnessing the power of different perspectives



Recommended Reading:  
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(Psychological Science, 2015)

**Composition 2**  
Harnessing the power of gender

Why?

Research finding:  
The more **women** on the team, the higher the performance.



## Collective Intelligence

**Composition 1**  
Harnessing the power of different perspectives

Performance ↑  
Cognitive diversity →

**Composition 2**  
Harnessing the power of social perception

Research finding:  
The more **team members** excel at **social perception** on the team, the higher the performance.

## Collective Intelligence: Summary

"Collective Intelligence" = the unique intelligence of a particular team

## Two Orientations to Teamwork

	"Proving"	"Learning"
Object of game:	To win	To find best solution
My point of view	Right	Valid and incomplete
Basic plan of action	Argue to convince	Inquire and listen to learn
View of others	Competitors	Collaborators
Dealing with gaps	Hide them	Reveal and discuss them
Response to disagreement	Ignore, suppress	Seek, explore

## Effective Communication in Meetings

Remember TypeCoach discussion – everyone's brain doesn't work exactly like yours!

Agenda ahead of time (I, J)

Don't talk over others (E)

Everyone weighs in (I, P)

Value the social glue (F)

Set context (N)

Include relevant detail (S)

### Requirements for Effective Meetings

<p><b>Determine purpose and set clear objectives.</b></p> <p>Is a meeting even necessary?</p> <p>Who really needs to be in the meeting (based on objectives)?</p> <p>Meet when you need interaction, brainstorming, problem-solving.</p>	<p><b>Create and distribute agenda in advance.</b></p> <p>Indicate pre-work or areas of expected contribution.</p> <p>Allow sufficient time for review of take-aways and next steps.</p> <p>Assign times to each agenda item.</p>	<p><b>Use meeting rules to stay on track.</b></p> <p>Table issues if they are outside stated purpose.</p> <p>Survey everyone to get full input (incl. introverts).</p> <p>Start and end on time.</p> <p>Assign clear action steps to specific people.</p>	<p><b>Assign someone to take and distribute notes.</b></p> <p>Summarize key points, next steps, responsibilities, and time frames.</p> <p>Object is NOT to transcribe the meeting.</p> <p>Circulate meeting notes should be promptly (within a day or two).</p>
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Recommended Reading: *Guide to Making Every Meeting Matter*, Harvard Business Review, 2016.