Overemphasizing Productivity or Relationships

- Groups either focus on production or relationships

- Ignoring one over the other leads to decreased productivity

- Both productivity and relationships are essential to highly effective teams

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Overemphasizing Productivity or Relationships

- 2 Key Questions

  – What keeps this group from being as effective as it needs to be?

  – What changes do we need to make in order to be more effective?

Less Effective Groups

- Less effective teams struggle with indecision
  - Constructive conflict is important
  - Must feel safe to voice opinions
  - Create safety for different opinions
  - Encourage participation by asking others to speak up
  - Stimulate discussion:
    - Assigning a Devil's Advocate or Idea Generator

Difficult Decisions Deferred To The Leader

- Group struggles that rely on the leader
  - Leader should encourage the group to continue with the issue
  - Focus the group on moving forward instead of their differences
  - Focus on reviewing the goal or points of agreement

Difficult Decisions Deferred To The Leader

- Group struggles that rely on the leader
    - Are all group members participating?
    - Are there any group members dominating?
    - Assign the task of agreeing or disagreeing with a certain position

No Follow Through On Decisions

- A group makes decisions that are then forgotten or ignored.
    - Leave meetings unsure about what decisions were made and who is responsible
    - Assign a team member the role of Note Keeper
        - They record all decisions made during the meeting
        - Who is responsible for what and when

Unequal Group Participation

- Same group members dominate the discussion

  - Others rarely voice their opinions and when they do, they are ignored

  - Assign dominating team members the roles of listener, helper or clarifier

  - Assign more passive team members the roles of devil's advocate, idea generator or mediator.

  - Ask team members to write down their idea for a particular problem then present their idea to the team.

Things To Do

- Spend some time talking about your group dynamics

- Ask yourselves four questions:

  - What would this team be like if everything went as we wanted it to?

- Where do we stand on each item on a scale of 1 to 5?
- Why do we rate the items the way that we do?
- What are the team's priorities for improvement?

Amen