

# Dysfunctional Team Patterns

We asked for workers. We got people instead.

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# Agenda

- Create common definitions
- Create common frame
- Explore Useful Models for working with teams
- Wrap-up





# What do we mean?

- Pick a partner and answer these questions:
  - “What does dysfunctional mean?”
  - “What do we mean when we say ‘team’”?



# Dysfunctional?

- Dysfunction arises when efforts to make the agent work harder cause him to shift effort from one dimension of his job to another in a way that produces a less-productive effort mix and reduces value to the customer. - Robert Austin
- You're not doing what I want. Esther Derby #DecoderRing





# Team?

- Interdependent
- Cross functional
- Self Organizing



# Activity

- Group into teams
- Product Owners meet with me
- Complete your team project



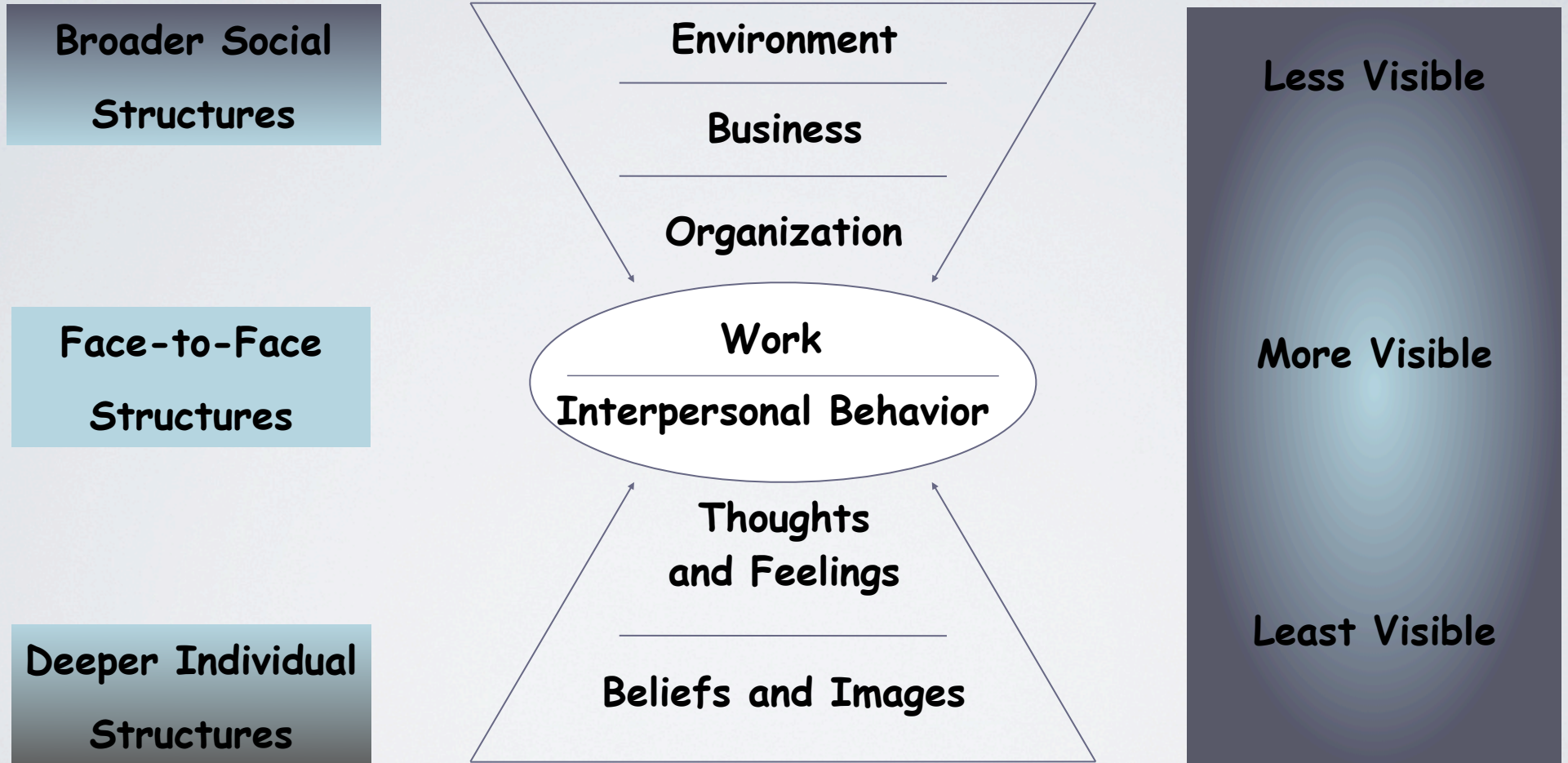


# Reflection

- On post-its:
  - What did you do that helped your team move forward?
  - What did you notice your teammates do that moved your team forward?
  - What did you try to do that for some reason didn't happen?
  - What did you notice your teammates try to do that for some reason didn't happen?



# Structure & Personality



©Ober, Yanowitz, Kantor





# Understanding Models

... we know that experience, in the absence of theory, teaches nothing. - W. E. Deming

Essentially, all models are wrong, but some are useful - George E. P. Box



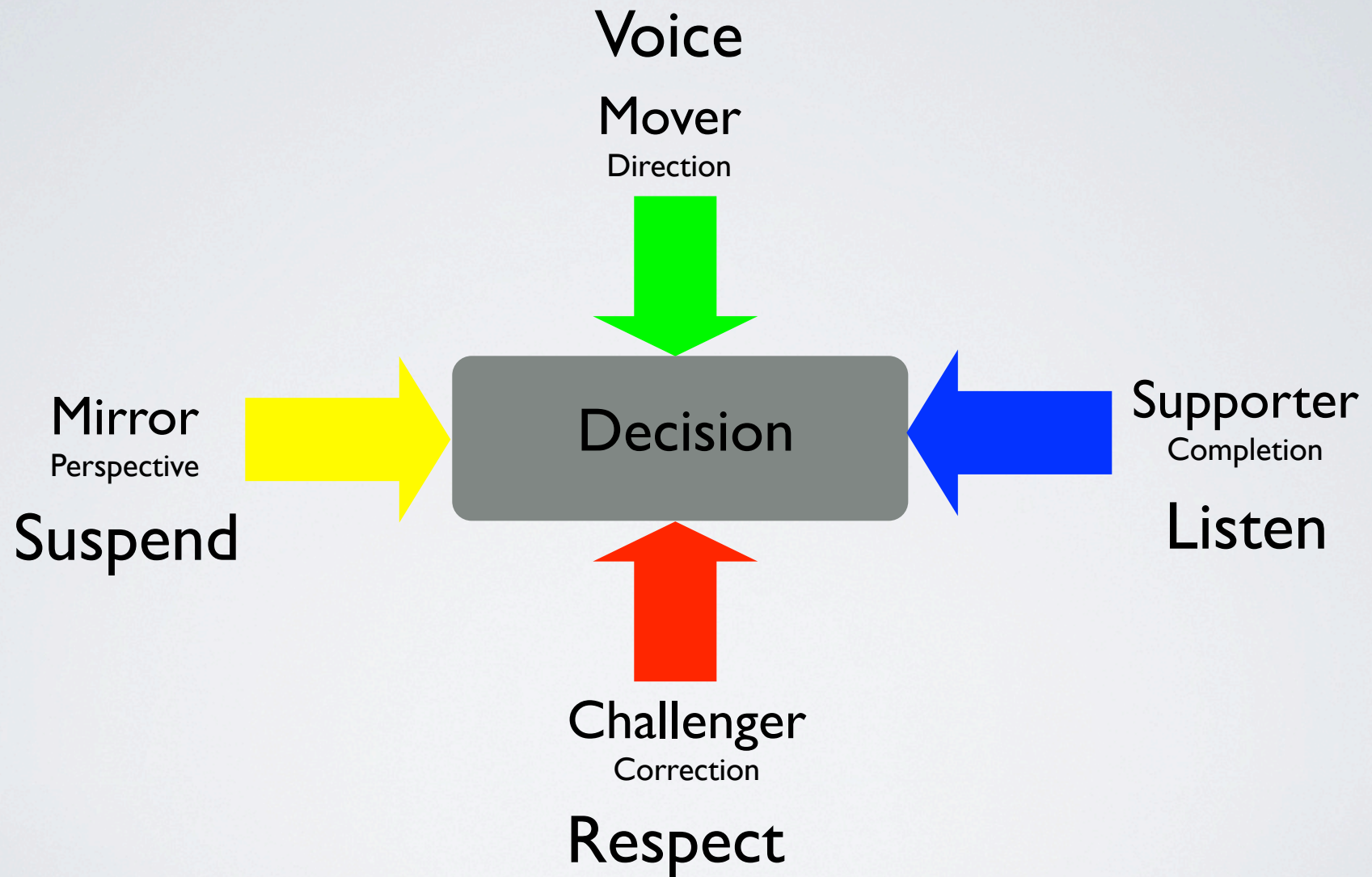
# Some Useful Models

- Kantor 4-Player model (dialog based decision making)
- Temperaments (personality types)
- Power Distance Index (power distribution)
- Drexler-Sibbet (team development)





# Kantor Four Player Model



# Kantor Discussion Questions

- In teams, group your post-its on the flip chart papers
- What happens when:
  - Team members get stuck in predictable roles? (especially movers/opposers)
  - One role is missing?





# TEMPERAMENTS

Names	Type	Lifelong Question	Lifelong Quest	Achilles Heel	Language Actions
Organizer <sup>1</sup> Guardian <sup>2</sup>	SJ	What?	Belonging <sup>1</sup>	Disarray <sup>1</sup> Disorganization <sup>1</sup>	Says what is Does what's right
Troubleshooter <sup>1</sup> Artisan <sup>2</sup>	SP	When?	Action <sup>1</sup>	Routine <sup>1</sup>	Says what is Does what works
Catalyst <sup>1</sup> Idealists <sup>2</sup>	NF	Who?	Identity <sup>1</sup>	Guilt <sup>1</sup>	Says what's possible Does what's right
Visionary <sup>1</sup> Rationals <sup>2</sup>	NT	Why?	Competence <sup>1</sup>	Incompetence <sup>1</sup>	Says what is possible Does what works

<sup>1</sup> Quality Software Management Vol 3: Congruent Action, © 1994 Gerald M. Weinberg. ISBN 0-932633-28-5

<sup>2</sup> Please Understand Me II, David Keirse, © 1998 Prometheus Nemesis Book Company. ISBN 1-885705-02-6  
(The 16 Sixteen Personality Types also use these descriptions for the temperaments.)



# Temperament Discussion Questions

- How was Temperament reflected in completing your project?
- Did Temperament difference (or lack thereof) help or hinder your project?
- How does Temperament interact with the Kantor model?





# Power Distance Index

Hofstede's Power distance Index measures the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders.



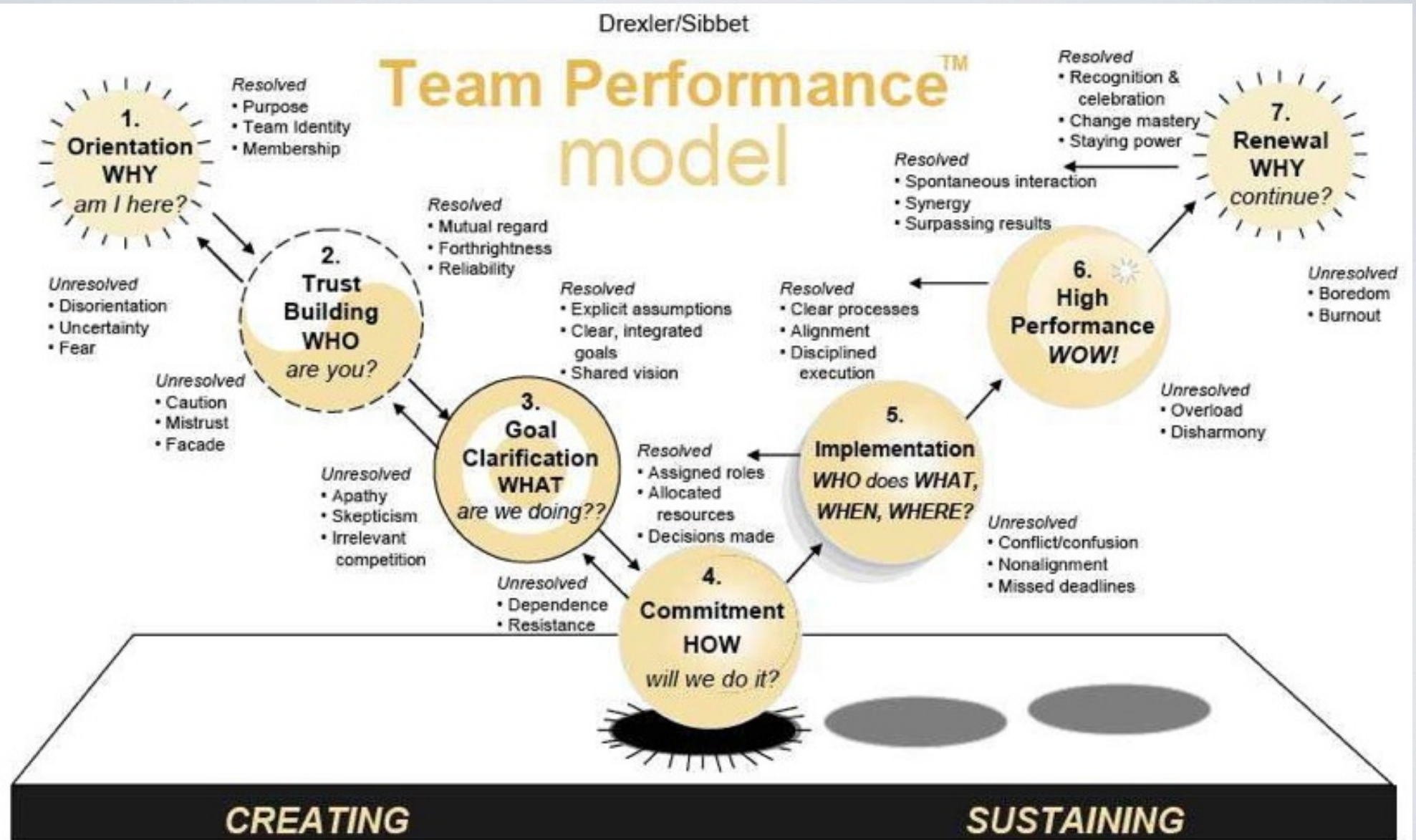
# PDI Discussion Questions

- How was power distributed in your team?
- How does this show up in the Kantor 4 Player Model?
- What happens when:
  - Power is not equally (relatively evenly) distributed?
  - Teams implement the first idea suggested?





# Drexler-Sibbet



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# Team Formation Discussion Questions

- How might the effects of Kantor, PDI and Temperament keep a team from reaching “high performance”?
- What happens when a team doesn’t reach “high performance”?





# Debrief

- What did you notice during our discussion on teams?
- What surprised you?
- How have you noticed this at work?
- What will you do differently when you get back to the office?



# Team Traps

- False Consensus
- Inability to Reach Closure
- Rigid Hierarchy
- Weak Leadership
- Uneven Participation
- Calcified Interactions
- Lack of Mutual Accountability
- Unrealistic Expectations
- Forgotten Customer
- Left-out Stakeholders
- Unresolved Overt Conflict
- Undiscussed Covert Conflict

from "Taking the Teeth Out of Team Traps", Alan Slobonik and Kristina Wile, Systems Thinker Vol 10, Number 9, Nov 1999





# For More Information

- Type Talk at Work (Revised): How the 16 Personality Types Determine Your Success on the Job  
© 2002 Otto Kroeger and Janet Thuesen ISBN-13: 978-0440509288
- Power Distance Index/Cultural Dimensions - <http://www.geerthofstede.nl/>
- Systems thinking, teams, communication, and models:
  - Articles: <http://www.donaldegray.com/category/article/>
  - Blog posts: <http://www.donaldegray.com/category/blog/>

