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What Makes a Team?

A Work Group becomes a Team when...

- Common purpose & performance goals
- Complementary skills for interdependent work
- Shared approach to work
- Joint accountability
- Small number of people
- Mutual History

Characteristics of *Agile* Teams

- Motivated by Values
- Collaborative Synergy
- Self-Organizing
- Customer-focus
- Flexible
- Reflective
- Adaptive

Name

Gifts to Offer	Challenges
Personal Objectives	"Later"

Personal Motto or Life Lesson

"...[R]eal teams do not emerge unless the individuals on them take risks involving conflict, **trust**, interdependence, and hard work. Of the risks required, the most formidable involve **building the trust** and interdependence necessary to move from individual accountability to mutual accountability."

"**Trust** must be earned and demonstrated repeatedly if it is to change behavior."

(Katzenback and Smith, *The Wisdom of Teams*)

The Five Persistent Feelings of Superior Work Teams

- Inclusion
- Commitment
- Loyalty
- Pride
- **Trust**

(Kinlaw, *Developing Superior Work Teams*)

Trust is a significant factor in project success. Trust in leaders and other team members relates to higher organizational performance.

The level of trust positively correlates to:

- job performance,
- organizational citizenship behavior,
- turnover intentions,
- job satisfaction,
- organizational commitment, and
- commitment to decisions.

(summarized from
Dirks & Ferrin, 2002)

“The key, we believe, is trust. When members of a group trust one another’s motives, their competence, and their concern for the task, the work of any becomes the work of all. Group dynamicists know that. It’s one reason they try to build interpersonal trust from the very start.”

(Lipman-Blumen and Leavitt.
Hot Groups.)

Professional Trust

- 1) Trust is the confident expectations of team members (and leaders) about each other’s behavior and intentions.
- 2) Trust is a quality that team members extend to others who offer them basic support and value their ways of contributing to the team’s effectiveness.
- 3) Trust is comfort with being as open to one another about failures, weaknesses and fears as about competencies, strengths and achievements.

Telling Your Stories

Teamwork requires trust among team members—trust that members can depend on one another, that all members will contribute their share of the work, that the team will fairly distribute resources, and that the team will include and inform everyone through open, honest communication. High performing teams consciously establish and maintain an environment of trust. Trust becomes a felt presence, an accepted norm, and a foundation for all that the team does.

Think about all the teams you have been on. Tell me about one that you would say is (or was) characterized by an environment of trust.

A. Describe the team and what it does/did. How was the environment of trust established? How did you know an environment of trust was present? What did you see, hear and experience?

B. What were the benefits of the environment of trust
...to team members?
...to the work they did?
...to their organization?

C. What can we learn from this team that might help our current teams build a stronger environment of trust?

(adapted from Whitney et al,
Appreciative Team Building.)

high performance



Three Aspects of Professional Trust

1. Credibility – competence, believability, integrity
To build credibility:
 - Share information openly and broadly
 - Stay accessible and visible to each other
 - Engage hard questions and answer them where possible
 - Offer objective, candid insights about the organization or team
2. Support – respect, civility, interest, self-disclosure
To show support:
 - Recognize and appreciate each other
 - Exhibit sincere personal concern for each other's well-being
 - Maintain civil discourse and courteous interactions
3. Consistency – reliability, dependability, accountability
To demonstrate consistency:
 - Follow through on promises and commitments
 - Preserve working agreements
 - Seek and offer feedback

Suspect Distrust When You See or Hear These Symptoms:

- Rule-bound and rigid
- Bullying
- Insensitivity to the impact of behavior on others
- Focus on self-interest
- Apathy and low energy
- Ignoring feelings of self and others
- Resentments
- Payback or retaliation
- Venting frustration on people
- Misunderstandings construed as betrayals
- Over-personalized criticism
- Hiding mistakes or weak performance
- Wordy, defensive communication

When You Notice The Two Kinds of Trust on Teams, Trust is Growing

Trusting – Team members assume each other's competence, commitment, and positive intentions

Trustworthiness – Team members' actions are consistent, reliable, supportive, known, competent, and credible

Twenty-One Tips for Growing Trust within a Team

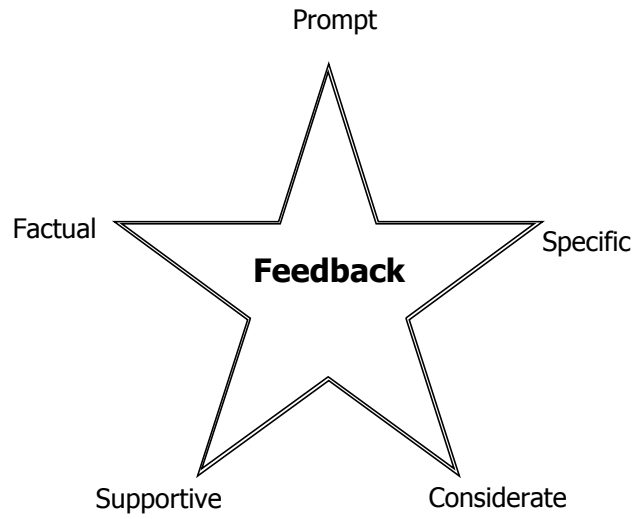
1. Trust first—To get trust, give trust and act trustworthy
2. Set a tone for interaction and collaboration from the beginning
3. Identify clear, consistent purpose and performance goals
4. Communicate openly, freely, and honestly
5. Listen carefully and seek fairness
6. Develop comfort with discussing mistakes, concerns, and limitations
7. Respect each other's opinions
8. Learn about each other's perspectives
9. Establish strong business ethics
10. Visibly do what you say you'll do

11. Interact with the team consistently and predictably
12. Decide how the team will decide
13. Take responsibility for team action
14. Give credit to team members
15. Empower team members to take risks and act
16. Make yourself available, accessible, and responsive
17. Show awareness, sensitivity, and support for the needs of other team members
18. Maintain confidences
19. Watch your language
20. Create social time for the team
21. Expect and allow emotional release, find a safe space to vent

(adapted from K. and M. Fisher, *The Distance Manager*
and Robbins and Finley, *The New Why Teams Don't Work*)

Eight Skills to Build for Growing Trust

- Let others behind your “mask”
- Empathize
- Interpret generously
- Share information
- Ask for help
- Admit mistakes
- Accept responsibility
- **Give and seek feedback**



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17

To encourage or discourage behavior,
use this framework to offer feedback
with caring and respect:

1. Create an opening
2. Describe the behavior
3. State the impact
4. Make a request

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18

Seven activities to foster trust:

- Sponsor a Project Jump Start
- Make and Discuss Personal Shields/Posters
- Develop Working Agreements
- Hold Frequent Retrospectives
- Plan Team Social Events
- Explore Cultures and/or Individual Styles
- Celebrate Small Successes

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Biography

Diana Larsen consults with leaders and teams on the human and organizational side of software development projects. Her clients value her collaboration in building their capability to interact, self-organize and shape an environment for productive teams. She helps leaders and teams improve performance, support innovation, and establish satisfying, results-oriented workplaces. A former board member of the Agile Alliance, Diana co-founded the Agile Open Northwest Conference and the international Retrospective Facilitators Gathering. Diana co-authored the Amazon.com top ten book, *Agile Retrospectives: Making Good Teams Great!*

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