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Discussing our TeamDynamics

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Amazone Exec Team

Facilitation Guide | Feb 9, 2024

README: Instructions for using this Facilitation Guide

Congratulations on receiving your TeamDynamics!
This Facilitation Guide is a template to help you discuss your results as a team. Here are some suggestions:

Preparation:

- Encourage everyone on the team to read and reflect on their individualized TeamDynamics report ahead of time.
- If you'll be leading your team's discussion, review this presentation – especially the discussion questions.
- Decide whether you'll discuss individual CoDynamics as a group.

Useful tips and tools:

- Encourage everyone to participate in the discussion by going slowly through the results, giving time to think about discussion questions before responding, and posing questions to the more reserved team members.
- Make the "Plan for action" section interactive with sticky notes and a whiteboard (or virtual tools like FigJam or Miro).
- Summarize takeaways and action items and share them out afterward, ideally in a persistent place (like a team wiki).
- Create a calendar invite for your whole team to revisit action items and refresh their TeamDynamics in 90 days.

If you run out of time:

- Don't worry about it! A longer conversation is often a sign of a successful conversation.
- Make note of where the conversation paused and schedule a follow-up team meeting to pick up where you left off.
- High performing teams revisit their team norms and expectations regularly, so hopefully this won't be the last time you discuss your TeamDynamics as a group anyway.

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Agenda

01

Get oriented.

Introduce TeamDynamics and how we can use them as a team

02

Discuss our TeamDynamics.

Review and reflect on our results as a team (optional: and as individuals)

03

Plan for action.

Brainstorm how we can work more effectively together and with other teams

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Let’s set some ground rules

Goals

- Develop a shared understanding of our TeamDynamics, what they mean, and how we can use them
- Discuss how our individual CoDynamics interact with our TeamDynamics (if we feel comfortable doing so!)
- Create a tangible set of actions to improve our team norms and behaviors based on our TeamDynamics

Non-goals

- Critique our (or any other) TeamDynamics — there are no “better” or “worse” types
- Attempt to change our TeamDynamics — your team’s behaviors and preferences are what they are. The key is to understand and work with them, rather than try to change them!

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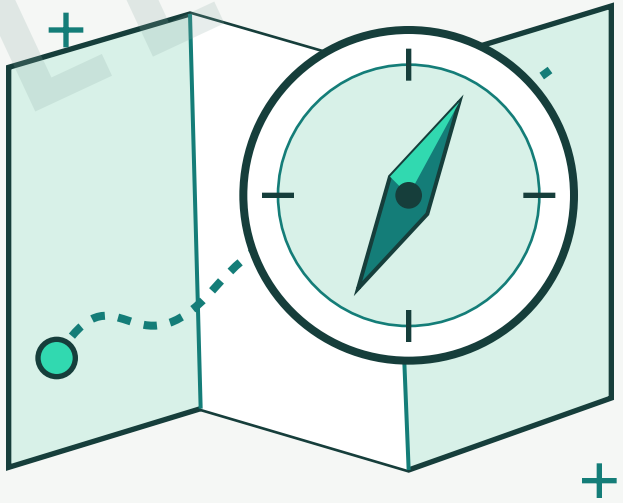
01

Get oriented.

Building a common knowledge base.



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Teams are different

A team's type, as described by its TeamDynamics, serves as a framework for understanding, and better working with, these differences. For example...

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How do we arrive at decisions?

The team prefers clear direction from leadership.

OR

The team prefers to discuss and debate until it reaches consensus.

How do we deliver projects?

The team develops detailed plans first, and then follows them closely.

OR

The team moves quickly to action, and adjusts course as it goes.

Team type has four dimensions

Communicating	How the team shares information	O Ordered I Informal	Generating insights
Processing	How the team interprets shared information	R Relational L Logical	
Deciding	How the team arrives at a course of action	C Concordant A Authoritative	Translating insights into action
Executing	How the team works towards its objectives	D Deliberate S Spontaneous	

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There are 16 possible TeamDynamics

For example, ILAS teams are ...

I	**Informal Communicators**	Information is surfaced and shared organically
L	**Logical Processors**	Information is evaluated on its own merits without regard to source
A	**Authoritative Deciders**	Decision is driven by direction from team leadership
S	**Spontaneous Executors**	Lightweight plans favor agility and adaptability

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Mature teams know how to work with their TeamDynamics

Know thyself: Everybody on the team knows their TeamDynamics — and are aware of which team behaviors are more or less natural for them as an individual.

Flex when needed: The team recognizes when it makes sense to deviate from their natural preferences — and makes expectations clear when they do

Make it explicit: The team communicates their TeamDynamics to new teammates and external collaborators, so everyone knows how best to work with them

Evolve over time: The team revisits its TeamDynamics on a regular cadence as things change, like the team structure or the broader company context

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02

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Discuss our TeamDynamics.

Digging into our results.

Overview: Our TeamDynamics

OLAS

The Fast Movers

Strongly Ordered

Very strongly Logical

Strongly Authoritative

Moderately Spontaneous

Characteristics of OLAS Teams

- OLAS teams use a structured information-sharing approach to clarify roles and streamline decision-making.
- Their decision-making is top-down, allowing leaders to swiftly direct and respond to changes.
- Despite their structured methods, OLAS teams maintain flexibility, readily adjusting plans as new information emerges.

Where OLAS Teams Excel

- OLAS teams communicate clearly and efficiently, minimizing misunderstandings.
- They rapidly process and respond to new information, excelling in high-stress or fast-changing situations.
- By bypassing consensus-building, OLAS teams quickly implement new strategies.

Potential Blind Spots

- OLAS teams' fast pace may lead to short-term solutions that cause future issues, sometimes sacrificing creativity for speed.
- Their frequent and spontaneous plan adjustments can disrupt consistency and cause burnout in projects needing stability.
- The top-down decision-making style of OLAS teams can alienate members who feel their opinions are overlooked.

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Digging in: 3 topics to discuss as we review each Dynamic

How do these Dynamics resonate with us?

- What are examples of us exhibiting this Dynamic?
- Has this Dynamic been consistent over time? If not, when did we exhibit the opposite Dynamic?

How do these Dynamics affect the way we work?

- How does this Dynamic manifest in our team norms and expectations?
- How does this Dynamic impact the way we collaborate and coordinate with other teams?

When are these Dynamics more or less effective?

- In which situations does this Dynamic allow us to excel and thrive as a team?
- What are the scenarios where this Dynamic leads to challenges or stress?

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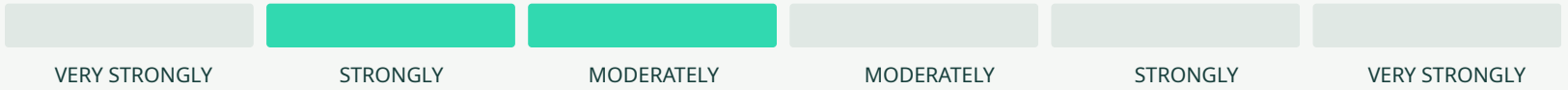
Communicating: How our team shares information



Ordered

Information is surfaced and shared through defined processes and forums

Ordered teams are likely to...

- Maintain organized, accessible documentation on team priorities and projects
- Leverage reusable templates when sharing information and data
- Create and follow prescribed agendas for recurring and important team meetings

Informal

Information is surfaced and shared organically

Informal teams are likely to...

- Gather and share information on priorities through meetings and ad hoc conversations with relevant experts
- Have a variety of methods for sharing updates and data, based on both the information at hand and who is sharing it
- Hold free-flowing discussions that adhere loosely, if at all, to agendas

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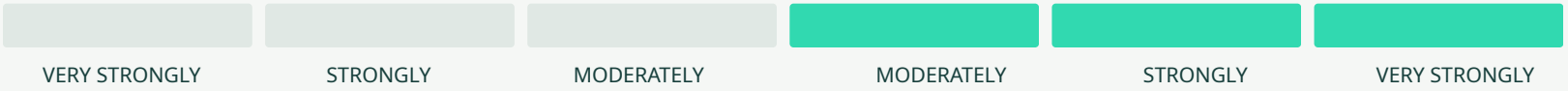
Processing: How our team interprets shared information



Relational

The source of the information matters when it is being evaluated

Relational teams are likely to...

- Wait for input from specific individuals prior to bringing information to the team or leadership
- Emphasize the people who were consulted when making recommendations
- Invest in developing relationships with others, both within and beyond the team, to enhance their ability to get things done

Logical

Information is evaluated on its own merits without regard to source

Logical teams are likely to...

- Apply consistent, broadly-understood principles and analytical frameworks when interpreting information
- Highlight the underlying analysis and supporting rationale when providing input
- Prioritize the ability to consistently arrive at the correct conclusions when assigning responsibilities

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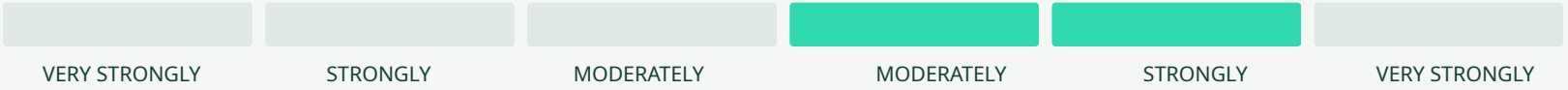
Deciding: How our team arrives at a course of action



Concordant

Decision is driven by consensus among team members

Concordant teams are likely to...

- Invest time incorporating feedback from others on the team when creating a document or presentation
- Require that leaders of project teams are collaborative and inclusive
- Have all-team communications that revolve around group debates about the correct course of action

Authoritative

Decision is driven by direction from team leadership

Authoritative teams are likely to...

- Prioritize refining an argument and its supporting analysis when creating a document or presentation
- Look to leaders of project teams to be decisive and fast-moving
- Focus their group communications on sharing decisions that have been made by leadership

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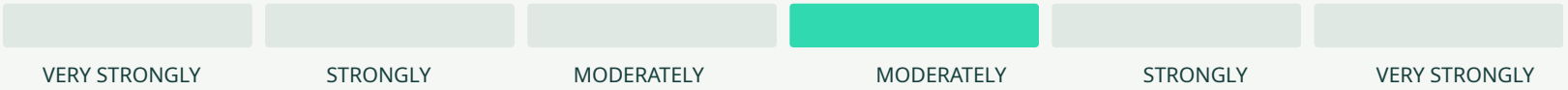
Executing: How our team works towards its objectives



Deliberate

Plans are thorough, closely followed, and regularly updated

Deliberate teams are likely to...

- Wait to begin a project until plans have been developed, reviewed, and approved
- Spend significant portions of progress updates evaluating progress relative to original plans
- Judge the most successful projects to be those that resulted in timelines and outcomes in line with original plans

Spontaneous

Lightweight plans favor agility and adaptability

Spontaneous teams are likely to...

- Begin projects without a formalized review or approval of plans
- Rarely reference, or update, plans once a project has begun
- Celebrate projects that were reactive and flexible to changing information and circumstances

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03

Plan for action.

Turning insights into impact.

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Three step approach for action planning

10+ min.

Generate ideas

Everyone write down their thoughts and ideas (on sticky notes or a virtual whiteboard like FigJam or Miro) for actions we can take as a team.
Use the prompts on the next slides to spur ideas!

10+ min.

Identify and prioritize themes

Share out ideas, group them into themes, and prioritize (e.g., by voting).

10+ min.

Discuss and codify actions

Develop an action plan and commit to next steps.

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3+
min.

Generate ideas: 1 of 3

Everyone write down their thoughts and ideas (on sticky notes or a virtual whiteboard like FigJam or Miro) for actions we can take as a team.
Use the prompts on the right to spur ideas!

Reflecting on our TeamDynamics

- What types of projects or scenarios might be more or less challenging for our team, given our TeamDynamics?
- In the past, are there scenarios where our team has deviated from our TeamDynamics?
- What were those types of scenarios?
- And how did we perform as a team?

SAMPLE

3+
min.

Generate ideas: 2 of 3

Everyone write down their thoughts and ideas (on sticky notes or a virtual whiteboard like FigJam or Miro) for actions we can take as a team.
Use the prompts on the right to spur ideas!

Working with other teams

- Are there other teams we tend to work more or less comfortably with? Which team behaviors and preferences are driving those differences?
- How can we make our team's behaviors and preferences more clearly defined for other teams?
- Are there behaviors we should intentionally adjust when interfacing with other teams?

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3+
min.

Generate ideas: 3 of 3

Everyone write down their thoughts and ideas (on sticky notes or a virtual whiteboard like FigJam or Miro) for actions we can take as a team.
Use the prompts on the right to spur ideas!

Setting team norms

- What team behaviors and preferences should we codify more explicitly into norms?
- Are there existing team rhythms (e.g., retros, 1-1s, feedback processes) where it might be helpful to revisit our team behaviors and norms?
- Where and how should we communicate those norms (e.g., documents, user guides, kickoffs, onboarding)?

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10+
min.

Identify and prioritize themes

Share out ideas, group them into themes, and prioritize (e.g., by voting).

Step 1: Share your top ideas
Each team member shares their top 2 ideas from:
- Reflecting on our teamDynamics
- Working with other teams
- Setting team norms

Step 2: Group ideas into themes
Organize ideas into common themes. Try to have at least 5!

Step 3: Prioritize themes
Each team member votes for their top 2 themes, according to the themes' impact on:
- Team performance
- Team satisfaction

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10+
min.

Discuss and codify actions

Develop an action plan and commit to next steps.

Discuss and refine the top themes

- Does the team agree that working on this theme would be impactful?
- Are there any initial ideas for addressing this theme that jump out as actionable?
- Are there priority ideas that we should commit to?

Nominate an owner for prioritized actions

- Identify an owner to translate this theme into action
- Ask the owner to define the action plan, including:
- What are the first 3 steps for translating this theme into action?
- How will we measure our progress?
- How will we hold ourselves accountable for taking action based on our TeamDynamics?
- Set a deadline for the owner to present that plan

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Thank you!

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teamdynamics.io
hello@teamdynamics.io