

Team Productivity

Leveraging Differences

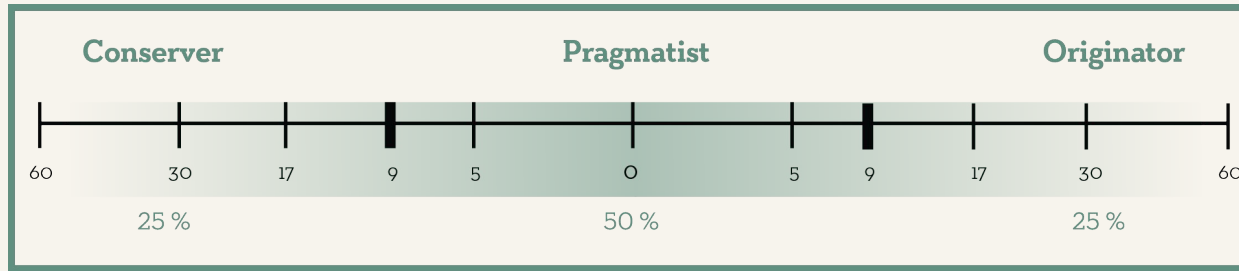


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- Allows for increased effectiveness in one's response to change
- Assist you to understand your response to new situations and changes in existing situations
- Enhances understanding of the reactions of others to change
- Provides insights for leveraging differences to solve complex problems



Conservers

- May appear disciplined, precise, methodical, cautious
- Solve problems while maintaining the integrity of the current paradigm
- Prefer solutions that are tested and proven
- Accept conventional assumptions
- Enjoy predictability
- Prefer group problem-solving and decision-making
- Improve efficiency while maximizing continuity and stability
- May confuse means with the end

Originators

- May appear undisciplined, unorganized, abstract spontaneous
- Solve problems in ways that challenge current paradigms
- Prefer quick and expansive change
- Challenge accepted assumptions
- Enjoy risk
- Serve as a catalyst to established groups
- Focus on individual contributions
- May appear visionary and systemic in their thinking
- May treat accepted policies/procedures with little regard

Pragmatists

- May appear practical, agreeable, flexible
- Solve problems in ways that emphasize workable solutions
- Are more focused on results than structure/organization
- Serve as mediators and bridgers
- See both sides of an argument
- Explore accepted assumptions when appropriate
- May take a middle of the road approach

- What's my CSI profile?
- How do I compare to others in my organization?
- Does this help me understand reactions/responses of people I work with or who work for me?
- How does it help me become more effective in leading change?

- Understand your response to change and its consequences, both as a leader and a team member.
- Illustrate the sources of conflict associated with change.
- Recognize and value the contributions that each change style offers to both teams and organizations.
- Increase productivity through awareness and effective response to these change style differences.
- Respond to the needs of others in ways that enhance collaboration and builds team/organizational synergy.
- Assess the environmental factors surrounding change before selecting the most appropriate change response.

Building a High Performance Team

Element		Tactic
1	Trust one another	Admit weaknesses and mistakes. Ask for help. Take risks in providing feedback.
2	Engage in unfiltered conflict around ideas	Extract and exploit ideas of all team members. Freely share thoughts. Put critical topics on the table for discussion.
3	Commit to decisions and plans of action	Create clarity around direction and priorities. Learn from the past. Move ideas forward without hesitation.
4	Hold one another accountable for results	Ensure poor performers feel pressure to improve. Overcome discomfort of calling out peers on hurtful performance or behaviors.
5	Focus on the achievement of collective results	Put performance of team ahead of personal goals. Avoid distractions.
Obstacle		Tactic
1	Avoiding accountability	Set high standards. Have systems to monitor deliverables.
2	Lack of commitment	Clear up ambiguity. Avoid need for consensus and complete certainty.
3	Absence of trust	Be willing to be vulnerable. Assume team members' intentions are good.

1. Think win-win – work together to benefit both you and the team
2. Complement each other – seek out ways others on the team with complementary gifts and work together
3. Take yourself out of the picture – propose ideas that promote and involve people other than yourself
4. Compliment each other – recognize people for their ideas and contributions

