

Using Team DynamicsSM for a Team Dialogue

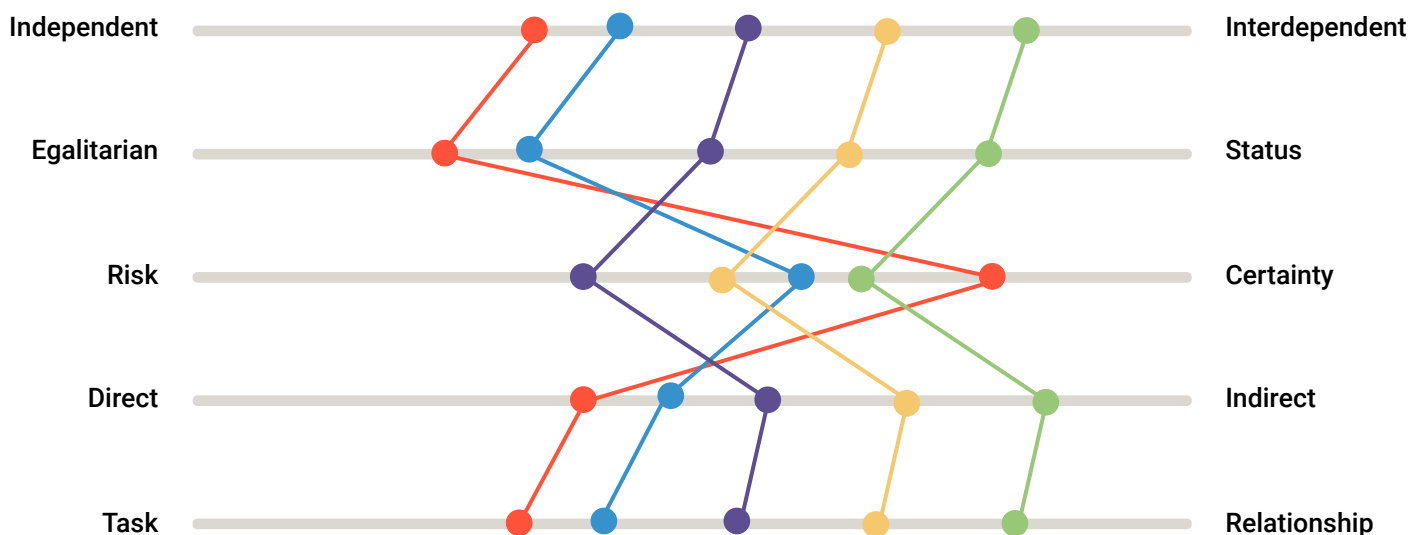


Team Dynamics makes having a meaningful dialogue with your team even easier than ever. This guide will walk you through the process of leveraging team dynamics. You can hold an entire team dialogue in as little as 30-60 minutes, or break it up into shorter conversations over a longer period of time. After you set up your team, have all members review the results before meeting in order to have the most impactful conversation.

Getting Started

Culture influences how we work, communicate, and build relationships among the team. This GlobeSmart Profile team activity can help promote a more inclusive and collaborative team culture. Repeat as needed or when a new member joins the team. Visit the [Help Center](#) for more support.

<p>1</p> <p>Invite your team to take the Profile survey</p>	<p>2</p> <p>Create a team</p>	<p>3</p> <p>Review your team's Profile</p>	<p>4</p> <p>Facilitate the activity</p>
<p>Let your team know that you'll be using the GlobeSmart Profile for a team activity. Follow-up as needed and block 15 minutes on their calendars to complete the survey.</p>	<p>On the dashboard, go to My GlobeSmart Profile > Teams > Create New Team. Give your team a name, write a message, and include the email addresses of the team members. Click Create Team.</p>	<p>Review your team's Profile and consider using the discussion questions and icebreakers provided below.</p>	<p>Present your team's Profile, whether printed out or shared on a screen and start the discussion.</p>



Easing into the Conversation (Optional)

Working across cultures and style differences can seem overwhelming at first. However, it's a muscle that we can train and use when needed. For many teams, starting the conversation with a light icebreaker activity can help to unlock curiosity and insights. If your team has been together for a long time, or already has very strong relationships, you may want to skip this activity.

Choose one of these icebreakers to discuss with your team:

Icebreaker 1

What do you think influences your work style? Share any cultural influences that the team may not already know about. Is there more you would like to share with the team about your culture, roots, traditions, background, or influences?

- My spouse is from Peru. My mother is from Iran.
- I know American Sign Language. I speak Portuguese.
- I've lived abroad in Germany for five years.
- I've spent most of my childhood summers visiting my grandparents in Japan.

Sample answers

Icebreaker 2

Think of the three closest friends or peers who influence you. Take a few minutes to write down their names, where they're from, and what about them influences you. Do you notice any similarities or differences among these three people in comparison to your Profile? Go around and share about one of them with the team. What about this person influences your work style? What have you learned from them?

My friend Arabella is first to come to mind. Her family immigrated to the US from Bosnia after the breakup of Yugoslavia when she was just a toddler. They had nothing but she was resilient. She graduated with honors and worked hard to reach success. She taught me to keep trying, and that sometimes, taking risks can lead to great rewards. Being friends with her influences the risk-taking factor in my work style. I often think of her when I implement a new idea. You never know what you can accomplish unless you try.

Sample answers

Icebreaker 3

Reflect on the past. What was a challenging situation you faced that you now understand was caused by a work style difference? With what you know about your Profile today, what would you have done differently?

My manager proposed a cross-functional project to me where I had to work with a business associate from another team. At the start of meetings, he would ask me about my family before diving into the project. Initially, I felt uncomfortable. It was unusual to be asked about my family at the workplace and I wasn't sure how to respond. After learning about my GlobeSmart Profile, I discovered this was a difference in work style, specifically that I am task-oriented while he's relationship-oriented. After knowing this, I adapted my communication style by also asking him about his family and pets before resuming our project tasks. He had the biggest smile on his face. I could see that it meant a lot to him as he was actively engaged. One small change in my communication style tremendously improved our business relationship and as a result, we communicated better, had a deeper trust in one another, and successfully completed the project.

Sample answers

Initial Reactions

GlobeSmart Profiles are generated based on an individual’s responses to the GlobeSmart Profile Survey. It is a **statistically valid and reliable instrument**, but the results can still be surprising to some individuals. Spending a little time upfront to discuss reactions to the results, without going into too much detail, can help you to gauge how receptive team members may be to the conversation ahead



As a team, review the overall Profile chart.

1. How do you feel about your own Profile results? Any surprises?
2. How do you feel about our team’s Profile results? Any surprises?

Discussing Our Dynamics

There are many factors that impact team performance, but two critical pieces include size and the range of styles on the team. Size may impact the relative weight of each individual’s Profile on the team’s operations, while range of styles may impact how easy or difficult it is to reach alignment

Your team size

On teams of your size, each person’s style can have a big impact on **the way the team works**. Start thinking about how each person’s style shows up on your team and the relative influence it has.

Your team style

Your styles tend to be fairly different on most dimensions. Your team likely has a lot of diverse perspectives, which can make it challenging to align on how the team should operate. Implement practices that allow individuals with all styles to contribute, and try to leverage the differences you have as an asset.

As a team, discuss the relative impact that team size plays in how you collaborate.

1. How is your own style reflected in how the team works? Are there ways that your style is not reflected in how the team works?
2. Review your team average on the Profile chart. Does the team average Profile feel accurate to how the team operates? If not, are there certain styles that are influencing the team more than others?

As a team, discuss the relative impact that style plays in how you collaborate.

1. Are there specific processes or tasks where it is OK if team members take different approaches from one another? Are there specific situations where team members must align on one single approach?
2. What can you do to look at things from a different point of view, and incorporate all perspectives in your work?

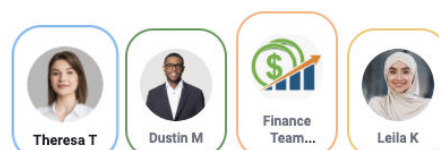
Exploring the Dimensions in Detail

As we explore our team's Profile in more detail, it can be helpful to spend some time looking more deeply into the way each dimension impacts our collaboration. The Team Insights by Dimension section explores three different aspects of each dimension:

- **Primary Styles:** A large cluster of individuals that outweighs representation in other areas.
- **Outliers:** An individual who has a dramatically different Profile from everyone else.
- **Missing Perspectives:** Areas of a dimension where the team does not have any placement.

Independent - Interdependent

This dimension explores how individuals derive their identity.



Independent individuals tend to focus on what they can decide and achieve individually.

Interdependent individuals tend to focus on their connection to and role within the group.

Primary Style

Your team leans toward the interdependent side of this dimension. Team members may prefer to work as a group and only make decisions on their own when necessary.

Outliers

Your team does not have any significant outliers, however, differences are still likely to exist on your team. Try inviting curiosity by discussing the following question as a team: "Do you prefer to have your successes recognized privately or in a group setting?"

Missing Perspectives

Your team may be missing the strongly independent perspective of this dimension. At times it may therefore be important to encourage team members to take individual action, even if consensus has not yet been reached.

Start by explaining the three categories we'll be exploring, as well as their importance. From here, you can move into discussing the individual dimensions one-by-one, or by assigning smaller groups one specific dimension to discuss.

For each dimension, discuss the following:

1. How does our primary style impact expectations and operations within our team?
2. If we have any outliers, what is a way we can leverage that person or ensure their voice is being heard? If you have any negative perceptions of this style, how can you challenge your own thinking to see its benefits?
3. If we have any missing perspectives, what kinds of opportunities do we have to challenge our practices and assumptions?

Strategies for Team Alignment

High-performing teams know when to leverage their differences as an asset, but they also know when to come together and create shared practices in their daily collaboration. Strategies for Team Alignment present ideas for alignment in key business activities, based on your team's primary style and range of styles.

To start, identify with the team which area they feel the team could most benefit from creating alignment on - Building Trust, Managing Meetings, Making Decisions, or Giving Feedback and Resolving Conflict. Determine how many topics you will focus on depending upon how much time you have left together.

Building Trust	Whether in-person or virtually, running and participating in meetings is a key activity of almost every team. While the things that happen during the team meeting are very important, it's just as important to have shared practices around how best to prepare for and follow up from meetings.
Managing Meetings	<p>Based on your team's Profile, consider adopting the following agreements:</p> <ul style="list-style-type: none"> • Our team will seek contributions from all team members during meetings. Meetings should be held with a regular cadence to help foster team connection, even if there are no explicit agenda items to cover. Having a predictable schedule, with predictable structures for participation, such as a "round robin" approach, allows everyone to have an opportunity to share their ideas, concerns, or questions. • Our team will have formal meetings, with the most senior member(s) setting the agenda and leading the discussion. While the most senior members will lead the meeting, it is still important to make expectations for preparation and participation clear in advance of the meeting. In this kind of meeting, one-way communication is more common and it is important to follow-up with others in more private, one-on-one settings afterwards to help confirm understanding, clarify questions, and hear any potential concerns. • Our team will balance meeting structure with flexibility to address new issues. Presenters should clearly define necessary pre- and post-work for meetings to allow for maximum contribution during the meeting. When a group brainstorm is needed, this should be explicitly defined in the agenda, giving participants time to prepare in advance. Building buffer time into agendas can help to allow for minor changes or extended conversations if needed. • Our team will provide multiple opportunities for participation in meetings. This includes participation through means like audio, chat, or polling questions. To get the most explicit responses, it can be helpful to avoid yes/no questions and instead utilize open-ended questions (who, what, where, when, why, or how). • Our team will balance informal connection and formal work collaboration in meetings. Allow meetings to start off with a small amount of informal conversation to ease into the meeting and allow for ongoing relationship development. Then move into the pre-set agenda. If possible, host important or kick-off meetings in person to foster a sense of connection, and then follow-up with virtual meetings on a more regular basis.
Making Decisions	
Giving Feedback and Resolving Conflict	

For each topic that you explore, discuss the following:

1. Which 2-3 of the working agreements suggested to us would have the most impact on our daily collaboration?
2. Are there any changes we need to make to the working agreements to make sure we are taking into account any outliers or missing perspectives on our team?
3. How will we keep these agreements visible, and ensure we put them into practice?

Additional Resources

The Aperian platform contains a number of resources that can help your team to explore these topics further – either individually or together as a team. These may make for useful pre-work or post-work.

- [Help Center](#)
- [Understanding the GlobeSmart Dimensions learning module](#)
- [GlobeSmart Dimensions and Inclusive Actions learning module](#)
- [Transforming Team Performance with the GlobeSmart Profile resource page](#)