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Team Development

# Client Services Team Development

Session 3  
Team Development  
9/26/22

# Check in

How are you doing on a 1-10, with 10 being high?

# Session 3

Session 1: Let's get started: Building familiarity and trust within the team to optimize collaboration

Session 2: Who are we? Building clarity around team mission and direction, shared values, and operating norms

**Session 3: How can we work together most effectively?  
Building collaboration skills to give and get information and support (inside and outside the team)**

Session 4: How can we resolve conflicts? Building clear communication and resolving conflicts (inside and outside of the team)

Session 5: Where do we go from here? Building an action plan to ensure commitment to high quality standards and results

# Today's Agenda



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## About Today

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Session overview and welcome—check in—what has change or is changing?

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Updates—we have tabled values for next Oct 11 session

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Adizes: how do we get to PRIME and stay there?

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DISC Recap-the two profiles – tips for optimizing the interface

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Improving collaboration possibilities within the teams, and across the teams

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Types of Conflict and how to build healthy conflict

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Action plan for success (this team and in-between to share)

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# Zen Counting

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# Update and Progress

- Updates: Values next time (Oct 11)
- Any progress or setbacks?

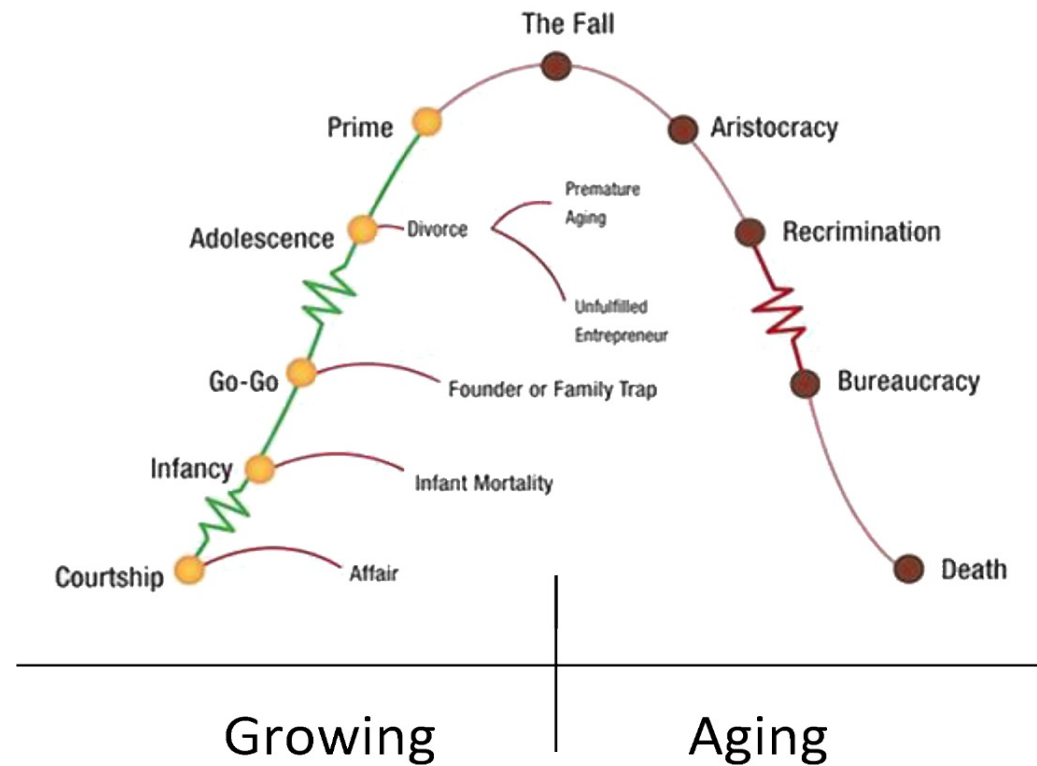


# Adizes Corporate Lifecycle Group Assessment Results



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Growing Versus Aging

# Adizes Corporate Lifecycles



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Stage	Description
Courtship	Initial development or creation of the organization
Infancy	Start of active trading
Go-Go	Energetic growth and sometimes chaos
Adolescence	Still developing but more established and defined
<b>Prime</b>	<b>Organization at its fittest, healthiest and most competitive</b>
The Fall	Still effective and profitable, but beginning to lose leading edge
Aristocracy	Strong by virtue of market presence but slow and unexciting, losing market share
Recreation	Doubts, problems, threats and internal issues overshadow the original purpose
Bureaucracy	Inward-focused administration, cumbersome, many operating and marketing challenges
Death	Closure, sell-off, bankruptcy



# Conditions for getting to PRIME



1. Organization at its fittest, healthiest and most competitive
2. A “safe” emotional environment enables open data flow and communication
  - Active listening
  - No attacks
  - Respect for alternative ideas
  - Toleration of healthy conflict
  - Better ideas thrive
  - People practice cleaning up their messes with Fierce Conversation (TBD)
3. Team has a shared vision and agreed upon values all are accountable to maintain
4. Team focuses on delivering results instead of inner issues and success grows

# *A tale of two mindsets:* How Growth Mindsets Enable Prime



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Fixed



Growth



# What Mindsets Do

## Goals



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### Fixed Mindset

Looking Smart is Most  
Important

*“The main thing I want at work  
is to look good to others.”*

### Growth Mindset

Learning is Most Important

*“It’s much more important for  
me to learn things than to be  
right.”*

# What Mindsets Do



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## Beliefs about Effort

### Fixed Mindset

Effort is negative

*“To tell the truth, when I work hard at on projects, it makes me feel like I’m not very smart.”*

### Growth Mindset

Effort is positive

*“The harder I work at something, the better I’ll be at it.”*

# What Mindsets Do



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## Strategies After Failure

### Fixed Mindset

Helpless

*"I will spend less time on this project from now on."*

*"I will try not to get involved in this ever again."*

*"I will stay safe and stay quiet"*

### Growth Mindset

Resilient

*"I would work harder on this from now on."*

*"I would spend more time preparing and applying what I have learned from failures."*

# Which do you use when under pressure?



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Fixed



Growth





# Cosmic Question

- What is your personal opportunity to make a difference for this team and the client services group as a whole?





DISC PROFESSIONAL  
STYLE PROFILE



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# Quick DISC Recap





# Let's Look at the P&K Team Report



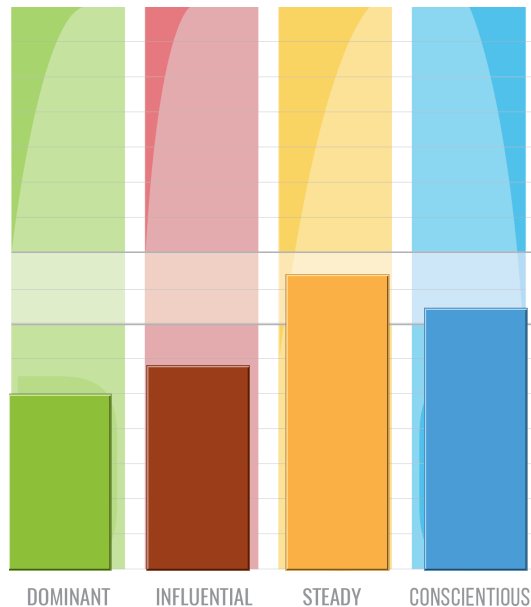
Team Profile Report  
Disc Professional Style

# Your Team's Primary and Secondary Styles Graph I-D-S-C



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STYLE	PRIMARY	SECONDARY	TOTAL
D	4 / 67%	2 / 33%	6
I	6 / 86%	1 / 14%	7
S	6 / 60%	4 / 40%	10
C	4 / 40%	6 / 60%	10
Total count primaries + secondary styles			33

Let's look closer at the  
two teams



# Two Groups: Two Profiles



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## Strategists

Brodock, Jennifer	Conscientious / Steady	Precise
Bryce, Sarah	Conscientious / Steady	Precise
Danek, Nicole	Steady / Conscientious	Precise
Kafaro, Cindy	Steady	Moderate
Kroll, Sydney	Steady / Influential	Negotiator
Kroll, Ryan	Influential	Encouraging
Kwiatkowski, Paula	Steady	Moderate
Lange, Samantha	Conscientious	Logical
Martinez, Juan	Dominant / Conscientious	Inventive
Nothhelfer, Lauren	Conscientious / Steady	Precise
Schraidt, Mark	Steady	Moderate
Shah, Tejashree	Steady / Conscientious	Precise

D	I	S	C
1	1	8	7

## Advisors

Brown, George	Influential	Balanced
Grady, Jennifer	Influential / Dominant	Transformational
Kroll, Katie	Influential / Dominant	Transformational
Kroll, Tyler	Dominant / Conscientious	Inventive
Popper, Richard	Influential / Conscientious	Expert
Schraidt, Mary	Dominant	Builder
Wilke, Kristine	Dominant / Conscientious	Inventive
Wojnicz, Patti	Influential / Steady	Advising

D	I	S	C
5	5	1	3

# Strengths



## Strategists

### **Steady:**

Collaborative, detail seeking, team player, humble  
Stable and calm  
Likes traditional methods  
Avoids risks  
Puts other's needs first  
Does not escalate conflict  
Careful and detailed

### **Conscientious:**

Self-disciplined, cautious, analytical, careful  
Maintains high standards on quality and accuracy  
Does things the "Right Way"

**Pace: SLOW AND STEADY**

## Advisors

### **Dominant**

High self-confidence, courageous  
Result-oriented  
Likes direct answers, opportunities for individual accomplishments  
Delivers on time  
Is not afraid of change

### **Influential**

People-oriented, expressive, and optimistic  
Endorses equality and supports inclusion  
Is sensitive to other's needs  
Ensures the smoothing-over of conflicts  
Values group or team projects and activities

**Pace: Fast and Loose**

# Challenges



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## Strategists

### **Steady:**

- Too much time is spent in preparing
- Risk-averse and too safe
- Quiet and unwilling to offer thoughts
- Easily intimidated (gives up control)
- Sulks and can be passive aggressive

### **Conscientious:**

- Too careful and cautious
- Sets internal standards and judges others by them without telling them
- Assumes they are right
- Gets stuck in myopic thinking
- Will not bring ideas to the table if environment is dominated by extroverts and can be passive-aggressive

## Advisors

### **Dominant**

- Has anointed self King or Queen without asking others
- Makes “good enough” their mantra
- Discounts introverts and quiet people
- Moves too quickly and loses others
- Act first-think second
- Makes changes for the sake of changes

### **Influential**

- Overly-dependent on others' opinions to determine self-worth
- Leverages artificial harmony as the way to do business instead of promoting healthy conflict
- Focuses on equality and fairness instead of the healthy competition that can produce breakthrough ideas and practices

# Improving Collaboration within the Teams



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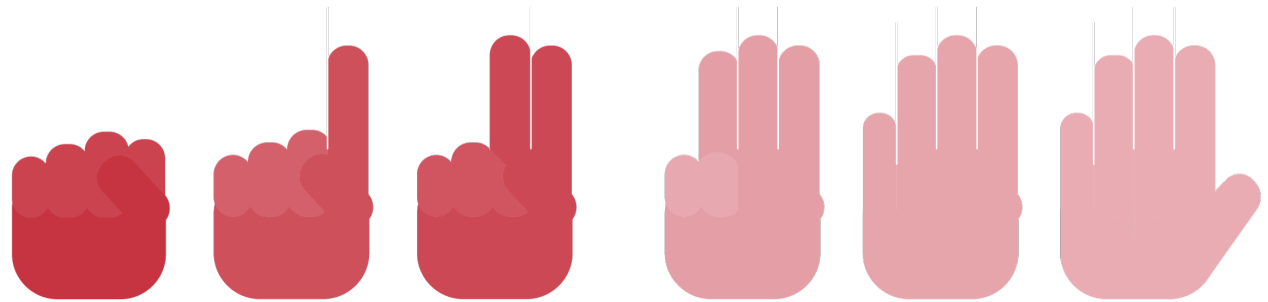
## Strategists

- Speak up-no one can hear you thinking!
- Encourage thinking and healthy conflict and debate
- Check for alignment and agreement using fist to five
- Hasten your pace and provide expected timelines for action items

## Advisors

- Slow your pace
- Listen actively-don't prepare your speech while others are talking. Listen.
- Encourage thinking and healthy conflict and debate before decisions are made
- Check for alignment and agreement using fist to five

# Use Fist to Five!



## Lack of Consensus

No way!  
I'll block this.

I see MAJOR  
issues we  
need to  
resolve.

I see MINOR  
issues we  
need to  
resolve now.

## Consensus

I see MINOR  
issues we can  
resolve later.

I am fine with  
this as it is.

I love this!  
I will  
champion it!



# Improving Collaboration Within the Team



**What are your thoughts?**

- What do we need to be more collaborative internally?

# Improving Collaboration Across the Teams



**What are your thoughts?**

- What do we need to be more collaborative across the teams?

# Focus on Constructive Conflict



# DISC Style's Reaction to Conflict

DiSC Profile Responds to Conflict (Fight or Flight)	
<b>“D”- Demands</b> <ul style="list-style-type: none"> <li>Overly Assertive</li> <li>Autocratic – Unbending</li> <li>Overly-Controlling</li> <li>Strong-Willed</li> <li>Attempts to impose thoughts and feelings on others</li> </ul>	<b>“i”- Attacks</b> <ul style="list-style-type: none"> <li>Explosive</li> <li>Emotionally attacks others and their ideas</li> <li>Uses condemnations and put downs to discredit others</li> <li>Tells people how he/she “feels” about things</li> </ul>
<b>D &amp; i - Tends to Vent (Fight)</b>	
<b>S &amp; C - Tends to Suppress (Flight)</b>	
<b>“C”- Avoids</b> <ul style="list-style-type: none"> <li>Less Assertive</li> <li>Keeps thoughts to self</li> <li>More controlled</li> <li>Withdraws from people and/or undesirable situations,</li> <li>Plans next move</li> </ul>	<b>“S”- Complies</b> <ul style="list-style-type: none"> <li>Gives in to keep peace and reduce conflict</li> <li>Appears to agree with others,</li> <li>Tolerates things even though he/she may disagree</li> <li>Desires to save the relationship even if it hurts them the most</li> </ul>

# Support each DISC Style Through Conflict



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D: Push back on bluntness and bluster

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I: Work through and surface conflict instead of soothing

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S: Support assertiveness and taking a stand

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C: Stay involved instead of withdrawing

# What the %^\$# is a Fierce Conversation?



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## Hold a Fierce Conversation

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1. *Ask the individual to meet - name the problem.*
2. *At the meeting, thank them for coming. Name the problem again.*
3. *Select a specific example of the problem.*
5. *Clarify why this is a problem.*
6. *Identify your contribution to the problem.*
7. *Say that you want to resolve this issue.*
8. *Invite your partner to respond. Be quiet.*
9. *Brainstorm options for the best way forward. Create steps.*
10. *Agree to work together to initiate the next steps and thank the individual.*

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Source: Scott, Susan. *Fierce Conversations*.



n

# Action Planning





# Five Bold Steps

- Within this team
- Across the groups



# Next Steps

Present your action plan for optimizing  
collaboration between teams at the  
October 11 session