

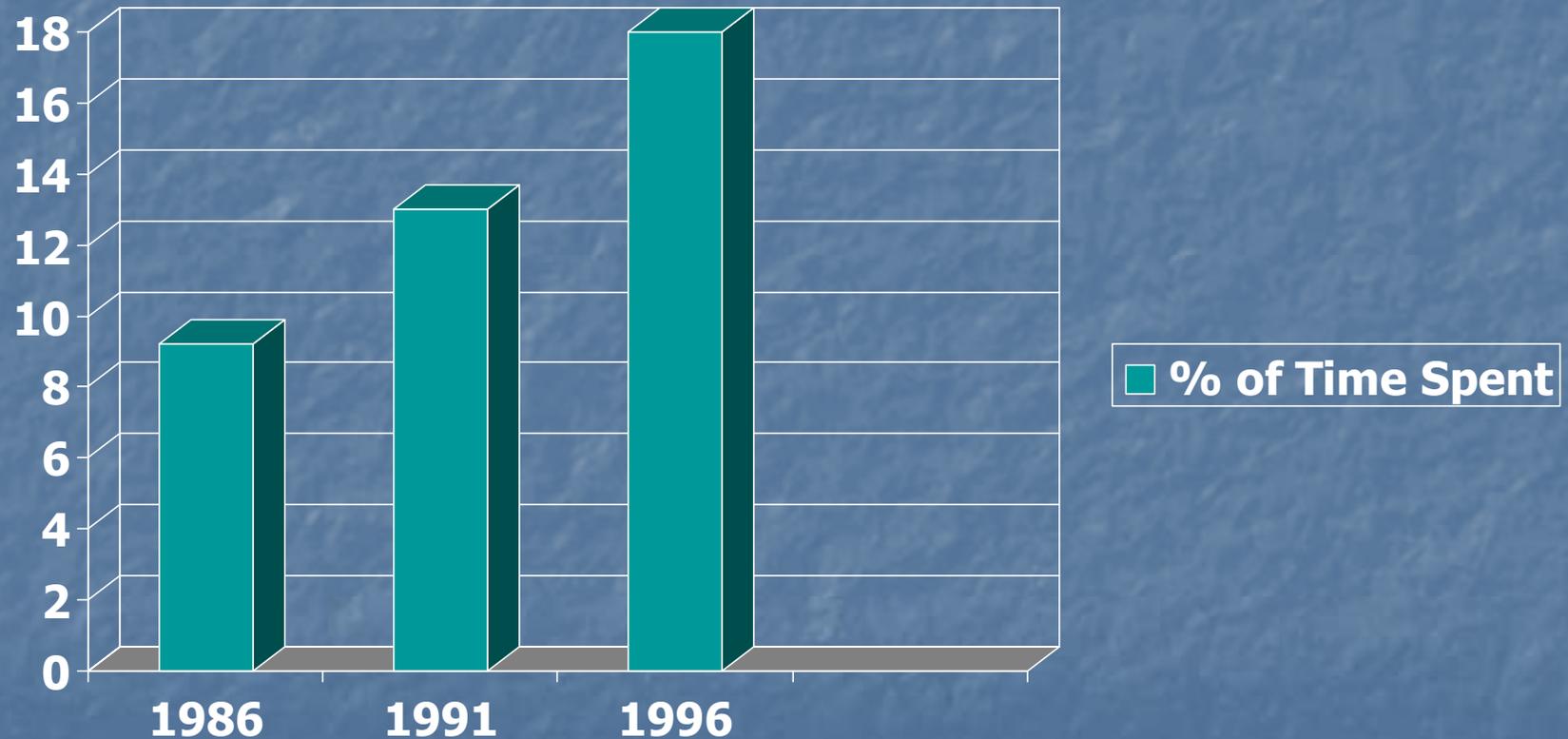
Chapter 2: Team Relationships

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“A team is more than a collection of well-intentioned individuals. At its core, it is an intricate network of relationships between two or more people working toward a common goal (LaFasto and Larson, p. 34).”



Management Time Spent Resolving Conflicts



Good vs Bad Relationships

LaFasto & Larson's Findings

Constructive for both people	Destructive to one or both people
Productive	Threatening/defensive behaviors blocking productivity
Characterized by mutual understanding	Characterized by misunderstanding/abiguity
Self-corrective	No discussion, follow-through, nor concrete changes

Research Questions:

1. What behaviors are most important in a team relationship?
2. What is the greatest challenge in a team relationship?
3. How do you increase the odds of building and sustaining a collaborative team relationship?

1. Important Behaviors

- Openness
 - Willingness to communicate
 - Communication frequency
 - Ability to raise an issue
- Supportiveness
 - Acceptance of other people
 - Confirmation of the worth and value of others
 - Showing affection toward others

2. Greatest Challenges

1. Dealing with contention
 - Pitfalls inherent in openness
 - Pitfalls inherent in supportiveness
2. Positively receiving feedback
 - Having the courage to give feedback
 - Avoiding defensiveness in receiving feedback
3. Intervening/Managing conflict before the team is affected
 - Masking feelings in public
 - Finding a "sympathetic ear"
 - Taking sides

3. Building and Sustaining a Collaborative Team Relationship

1. Constructive conversations (respect, trust, safety)
2. Productive conversations leading to changes in behavior (hit the “bull’s-eye”)
3. Understanding and appreciation of the other’s perspective (empathy/decentering)
4. Commitment to making improvements (follow-through and monitoring)

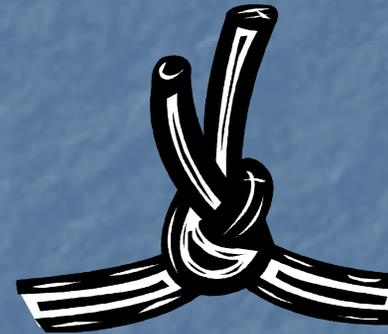
The **Connect** Model: Objectives

1. To recognize relationships as a paired experience between two people
2. To use the four requirements for building relationships as a proactive map



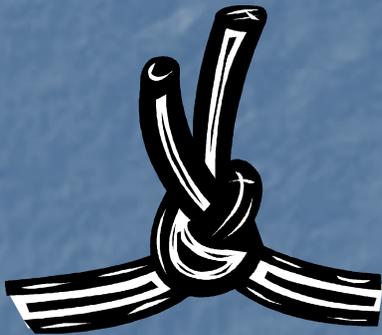
The **Connect** Model: Reviewing the Four Requirements for Building Relationships

1. Constructive conversations
2. Productive conversations
3. Understanding and appreciating the other's perspective
4. Commitment to improvement

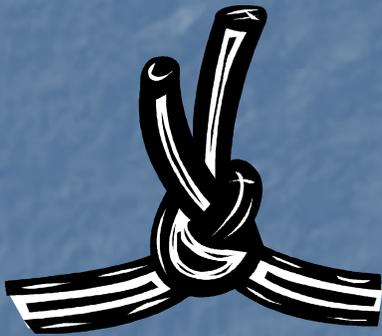


The **Connect** Model: Step 1

- Commit to the relationship
 - Why this is worth doing
 - That you are willing to work at it



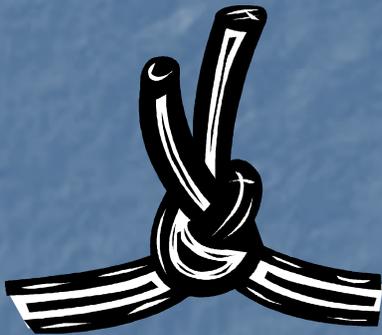
The **Connect** Model: Step 2



- Optimize safety
 - You won't make him/her feel defensive
 - You will try to understand his/her point of view

The **Connect** Model: Step 3

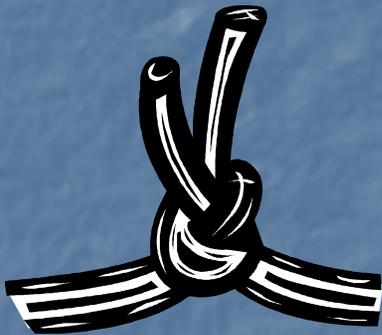
- Narrow to one issue
 - Identify one issue
 - Be non-threatening



The **Connect** Model: Step 4

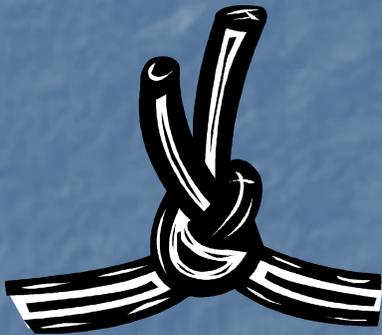
- Neutralize defensiveness

- Think about what you do that causes defensiveness in the other
- Ask the person to let you know what not to do



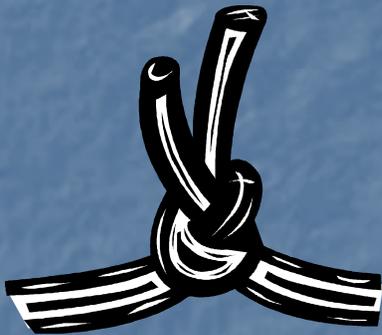
The **Connect** Model: Step 5

- **E**xplain and echo
 - Tell what you observe
 - Tell how it makes you feel
 - Explain the long-term consequences



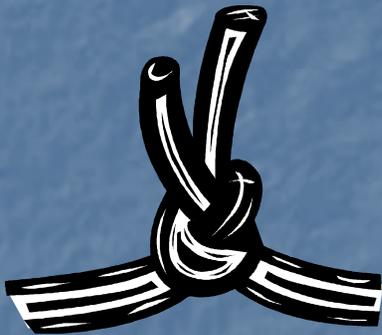
The **Connect** Model: Step 6

- **C**hange one behavior each
 - For the best interest of the relationship
 - For the best interest of the team
 - For the best interest of the company



The Connect Model: Step 7

- Track it!
 - Pick a time to check back in
 - Follow through



The **Connect** Model: Benefits

1. It is based on the benefits of preparation.
 - Rational
 - Concrete
2. It takes team relationships out of the shadows.
3. It is a process, not just a skill.
 - Responsibility
 - Accountability

Test Yourself

1. C _____
2. O _____
3. N _____
4. N _____
5. E _____
6. C _____
7. T _____

Chapter 2: Team Relationships

The End