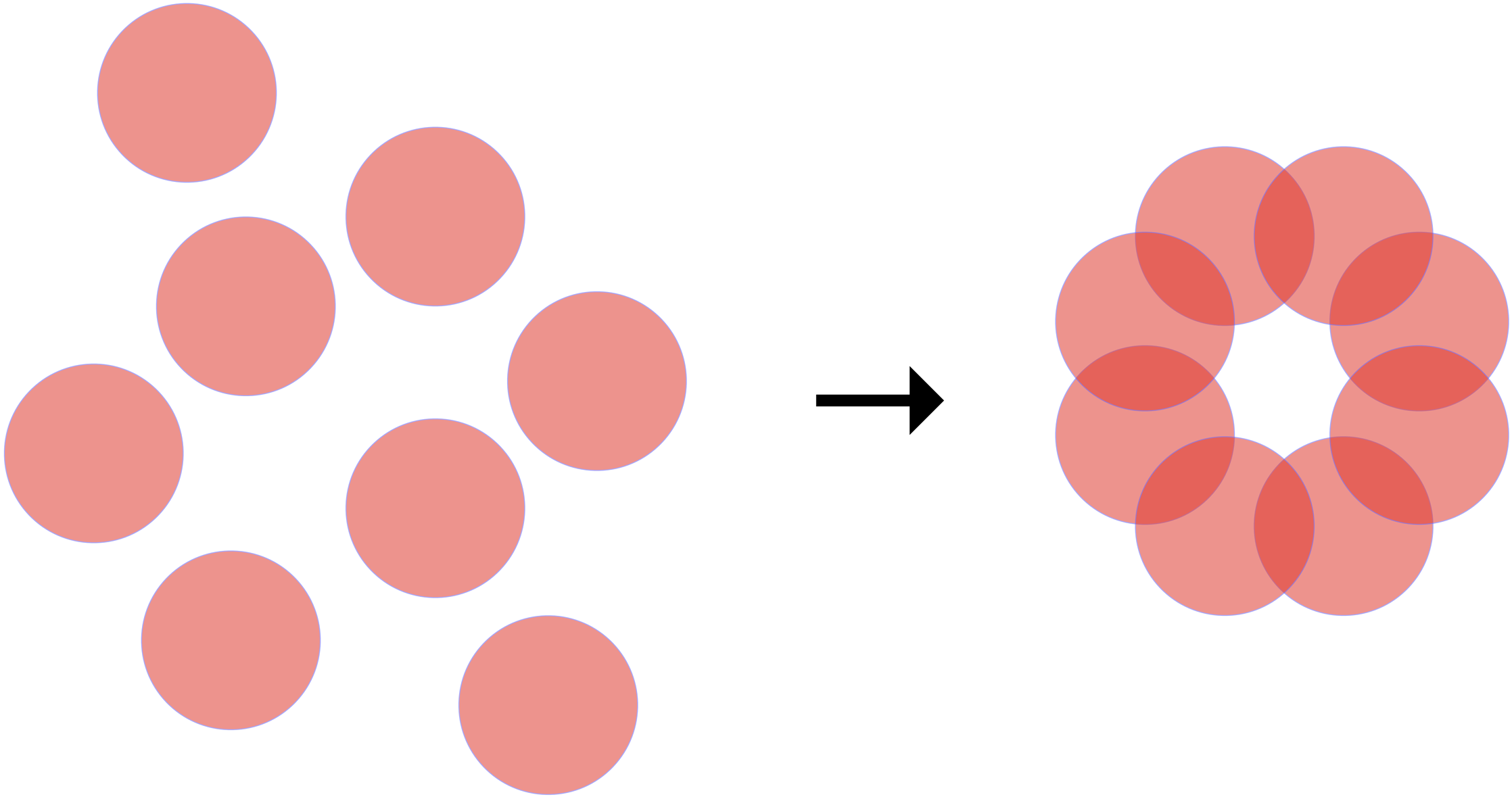
Navigating Team Friction

WHEREWITHALL

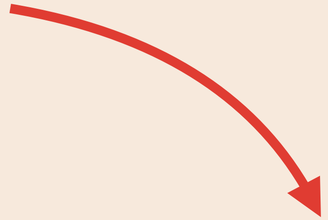
Lara Hogan @lara_hogan

#WOCinTech Chat

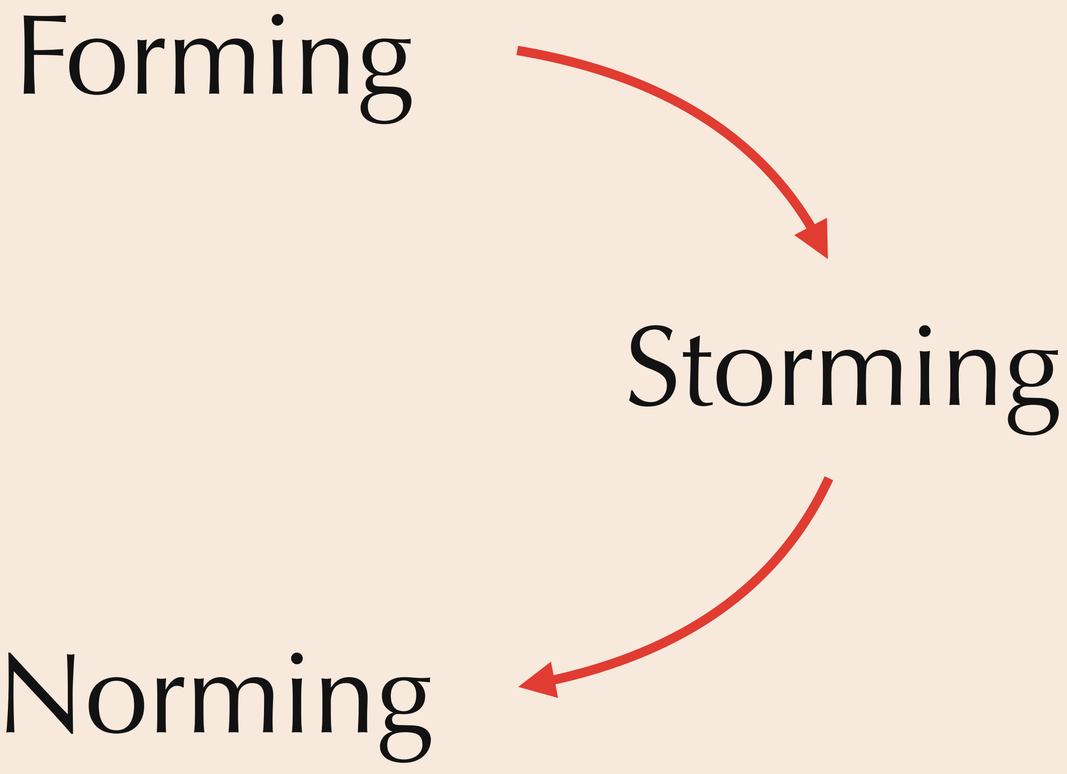


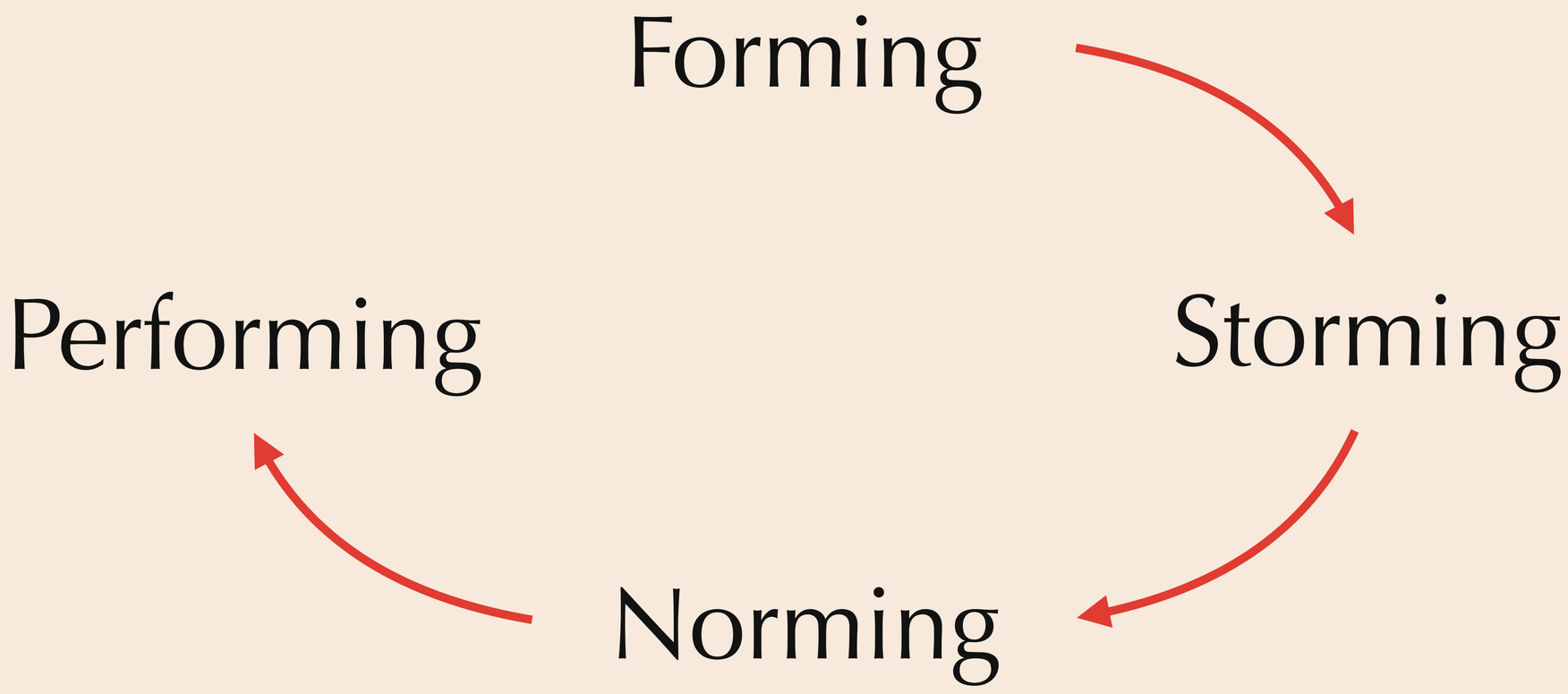
Forming

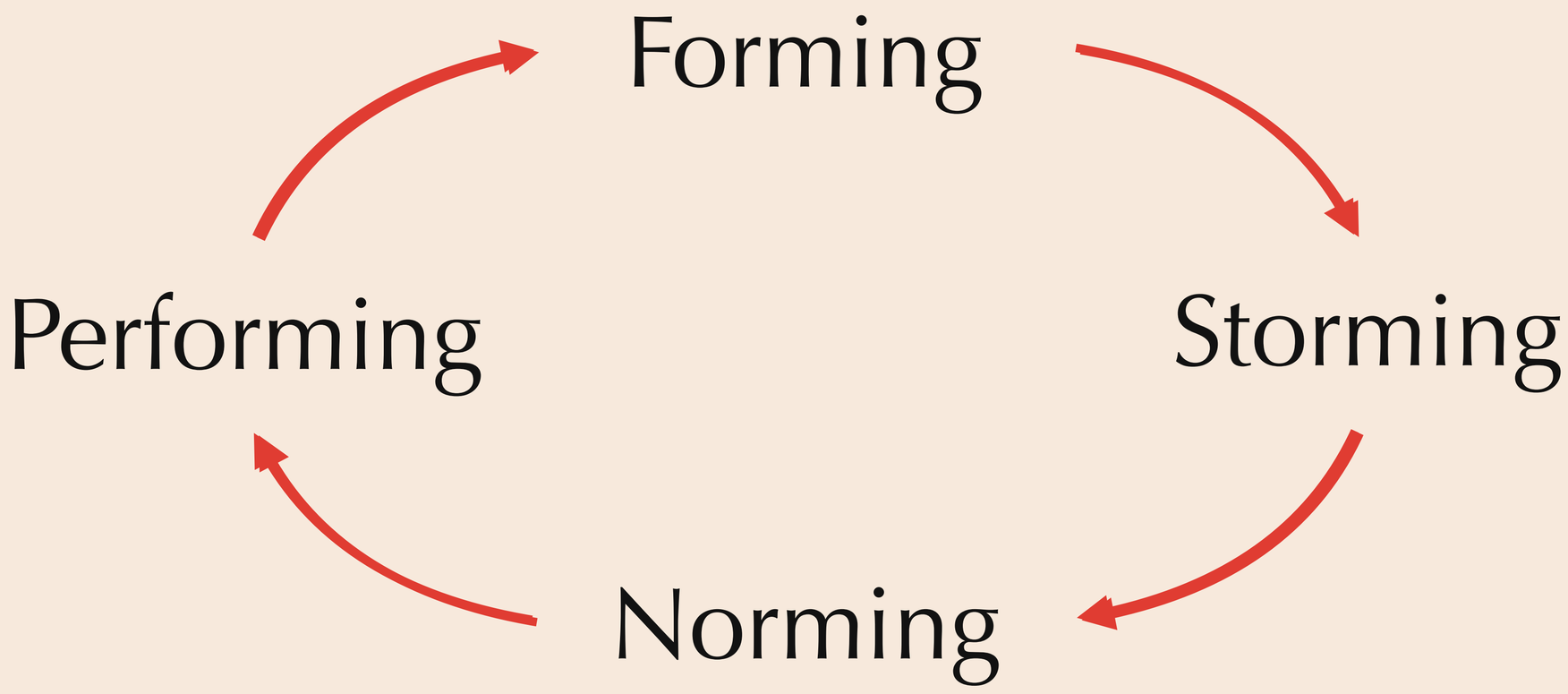
Forming



Storming


Forming
Storming
Norming


Forming
Storming
Norming
Performing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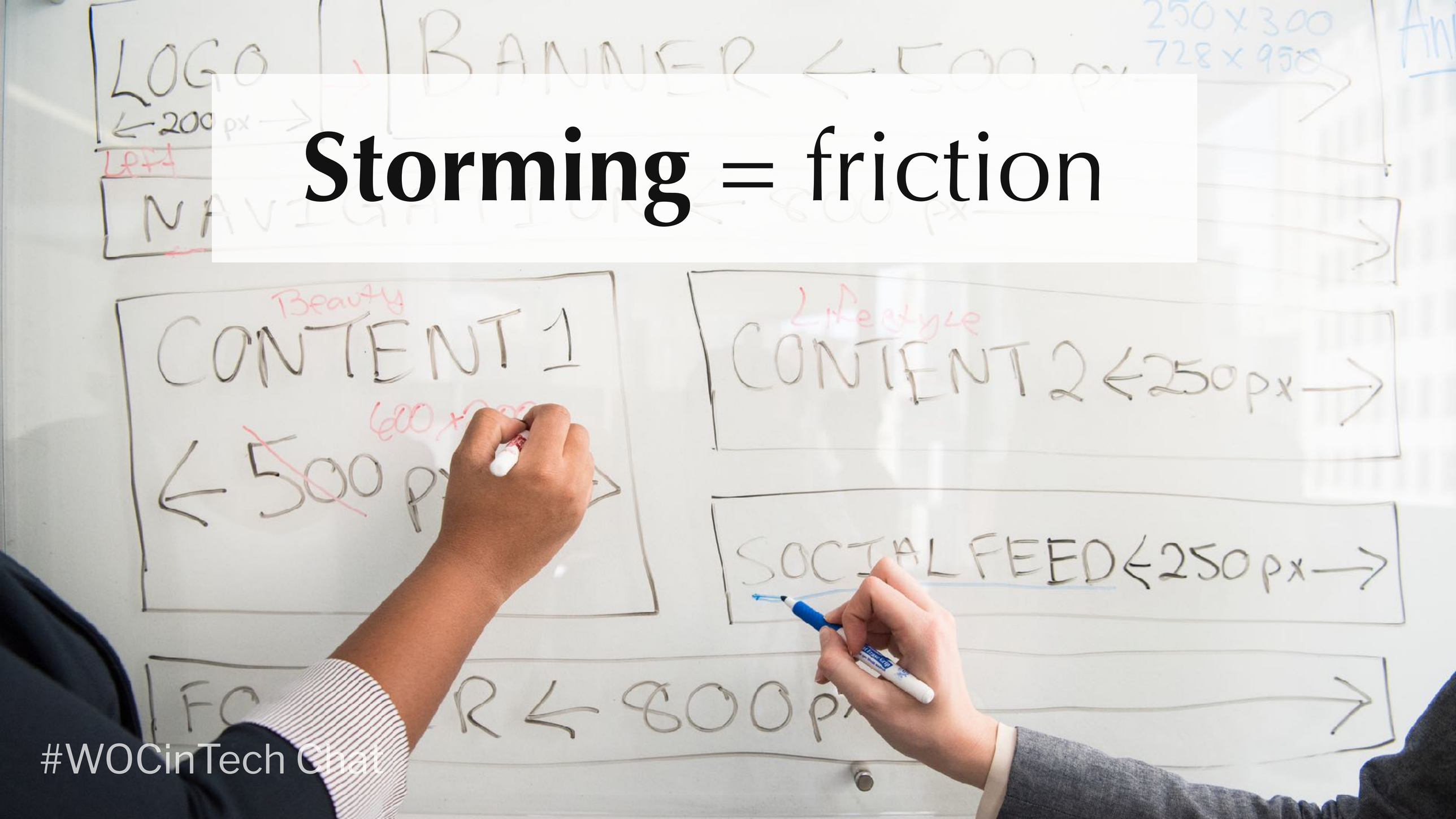


Storming = friction

Team friction impacts your **coworkers**, **company**, and **users**.

Feign surprise

“Well, actually”

Rewriting their code

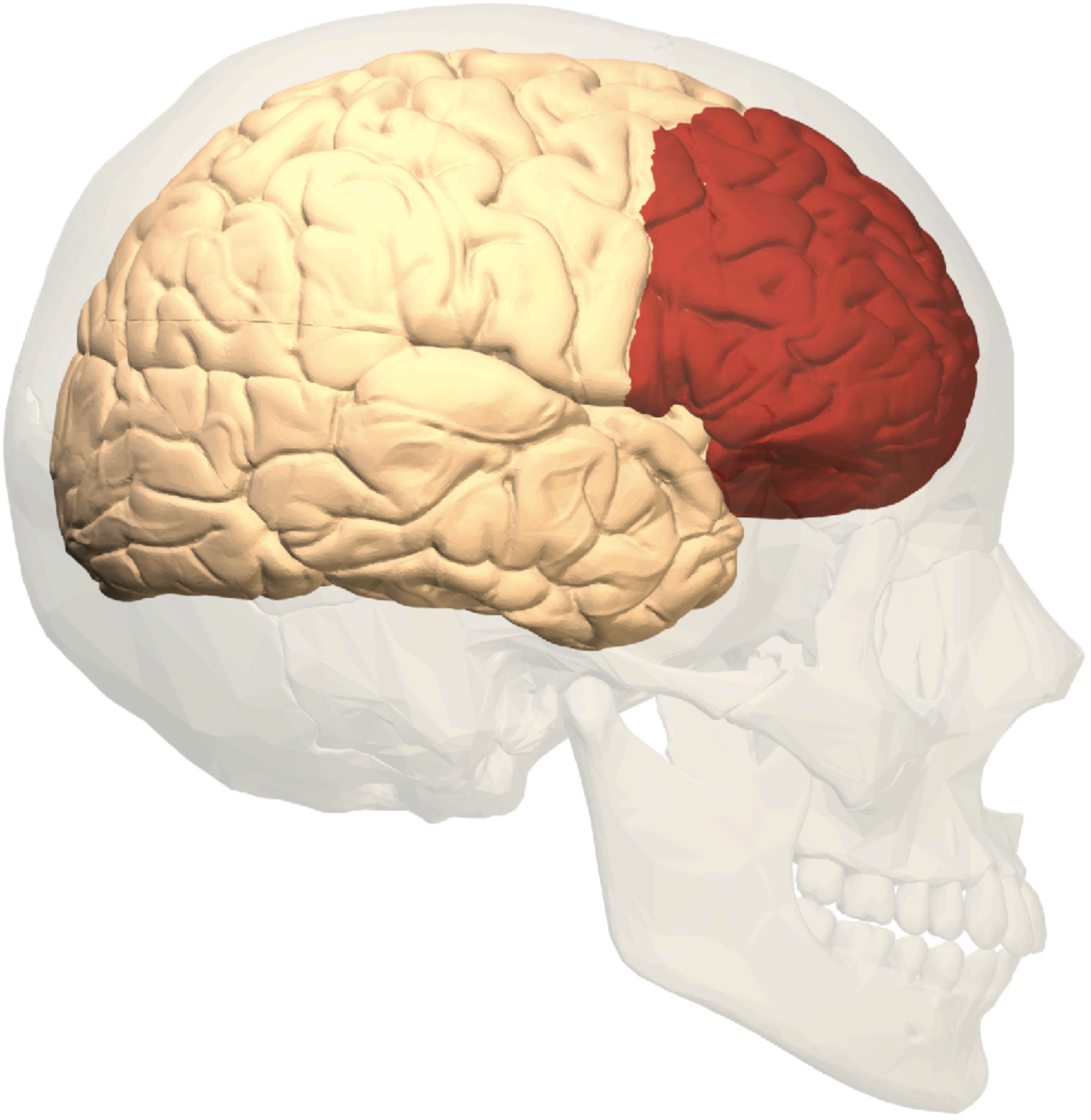
Skipping code review

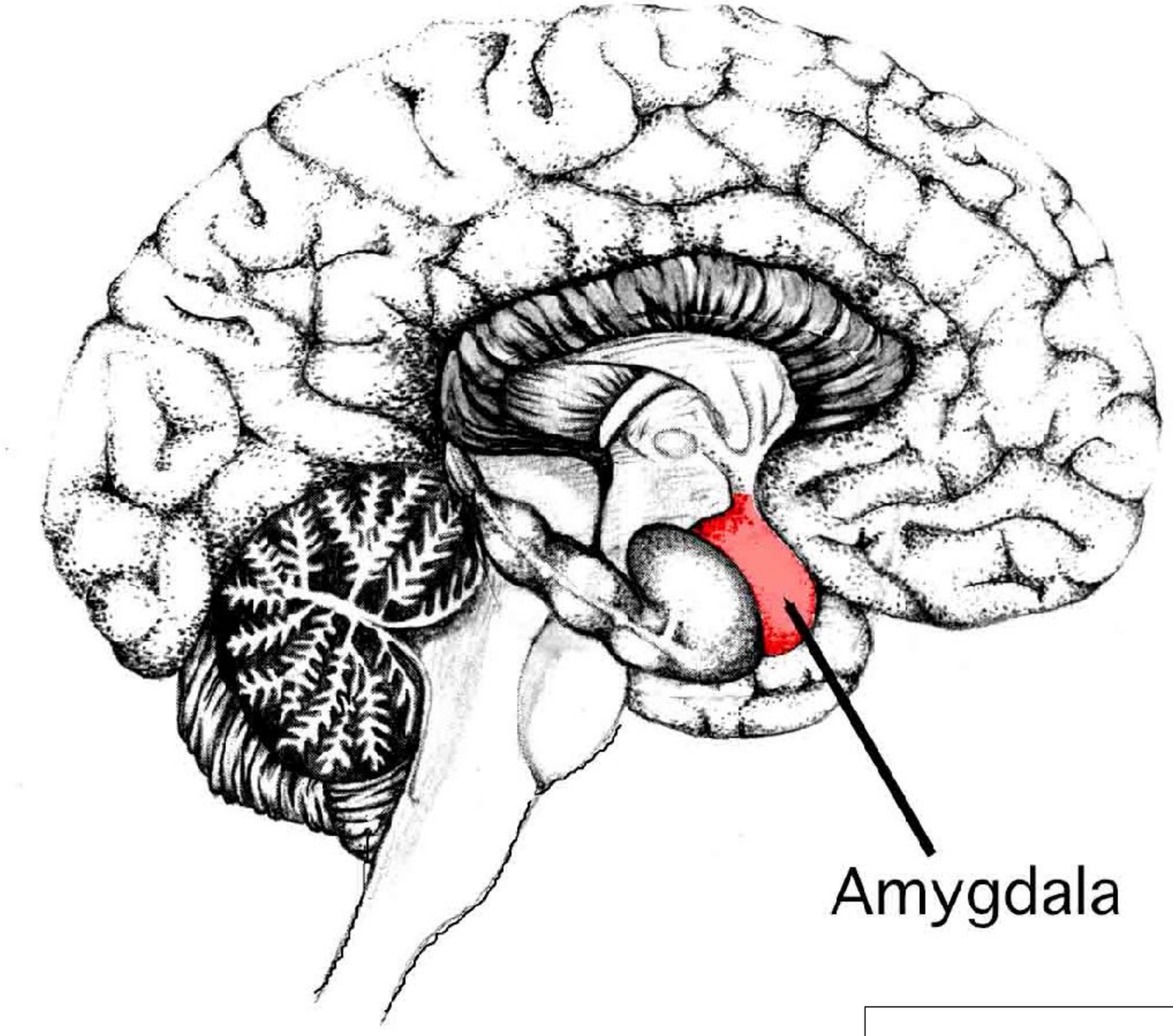
User experience degrades

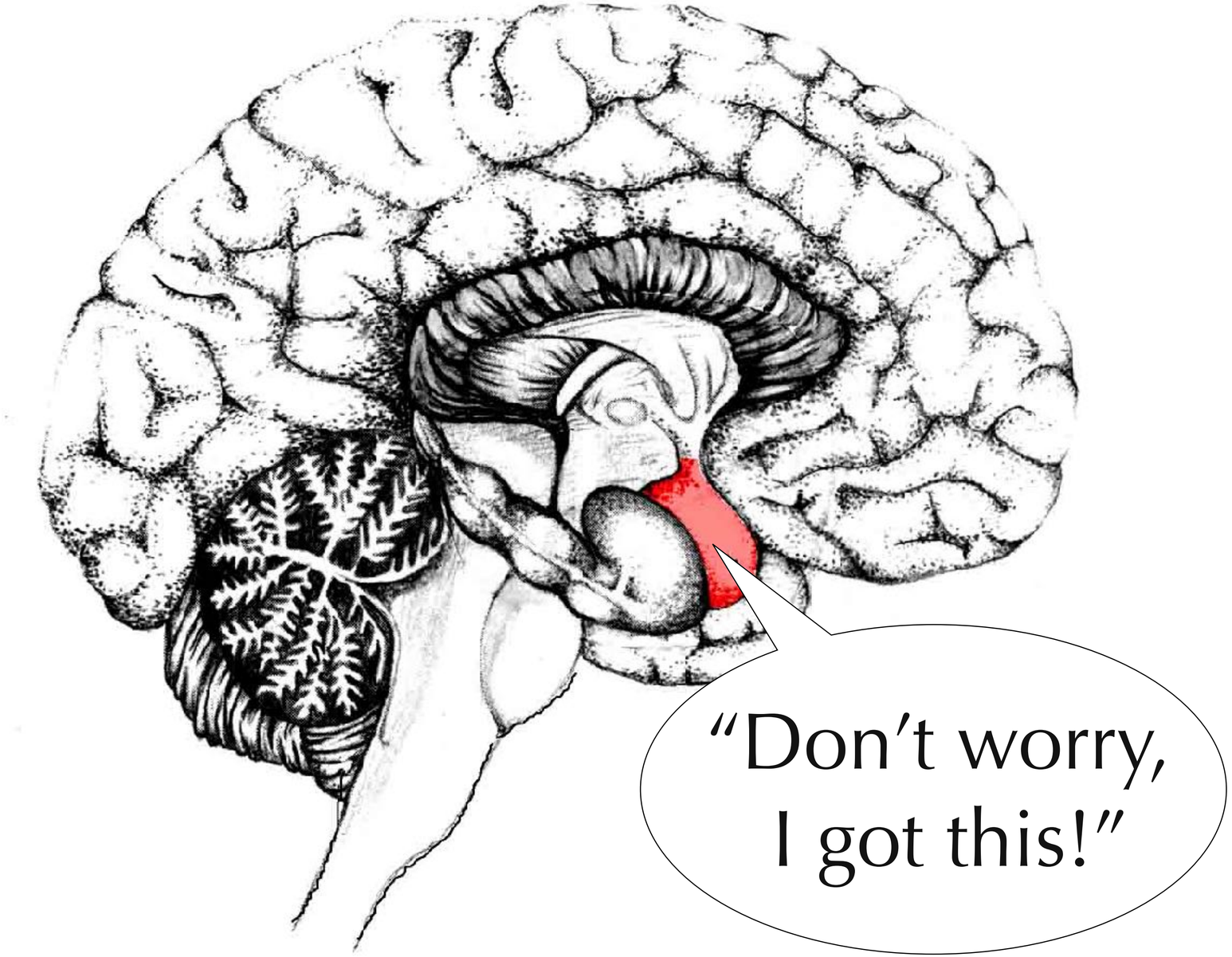
(Why not just wait for a manager to **intervene**?)

1. Brains!
2. Communication ✨
3. Feedback
4. Prevention

Brain Chemistry




Amygdala


"Don't worry,
I got this!"

6 Core Needs

palomamedina.com/biceps/

1

Belonging

Community, connection

Flickr: whisperwolf

2

Improvement/Progress

Progress towards purpose, improving the lives of others

3

Choice

Flexibility, autonomy, decision-making

4

Equality/Fairness

Access to resources & info, equal reciprocity

5

Predictability

Resources, time, direction, future challenges

6

Significance

Status, visibility, recognition

Belonging

Improvement/Progress

Choice

Equality/Fairness

Predictability

Significance

“Why is my **teammate** reacting so strongly?”

Desk Moves

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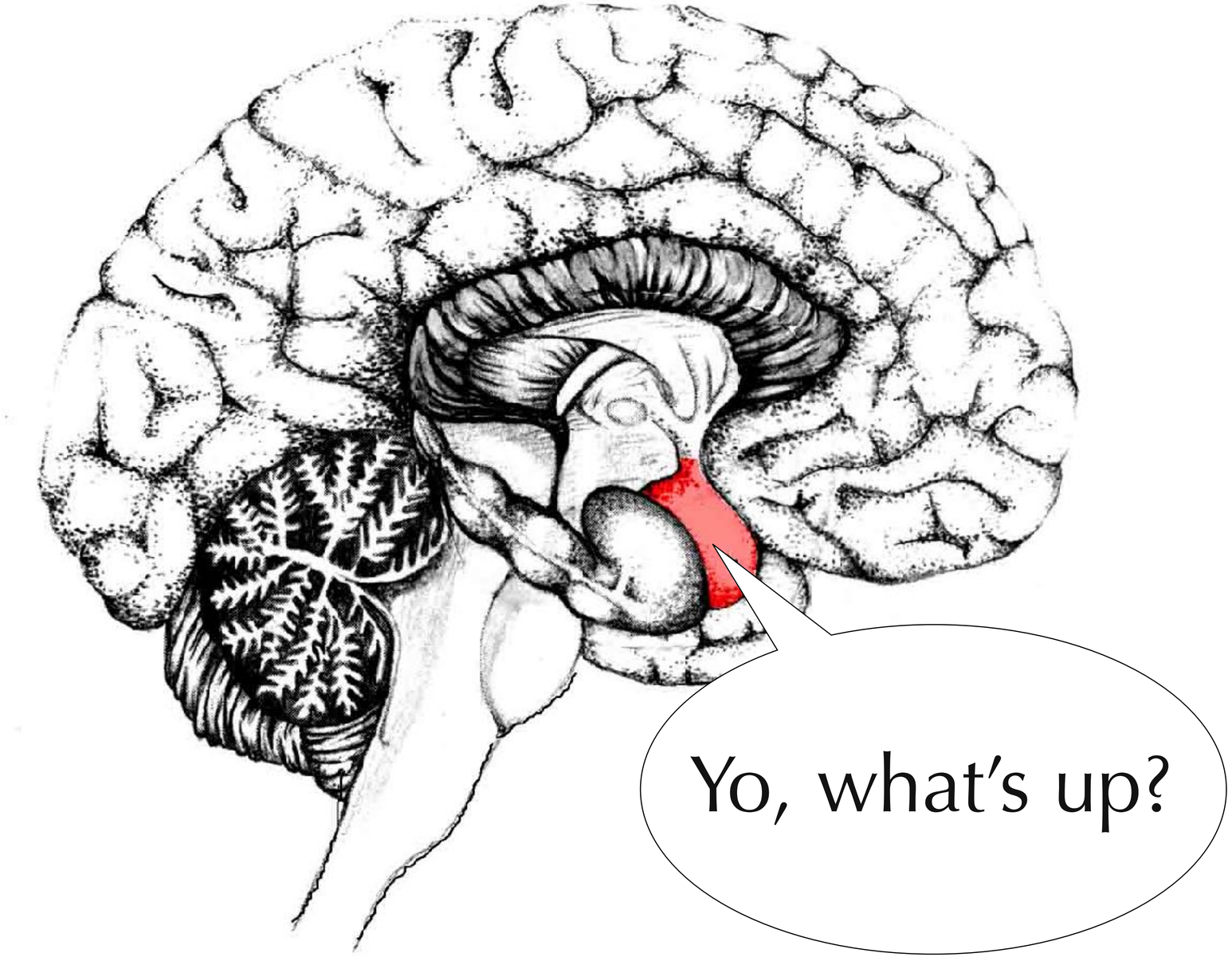

Yo, what's up?

Resistance → Data

Most common **responses** when a threat is detected

1. Doubt

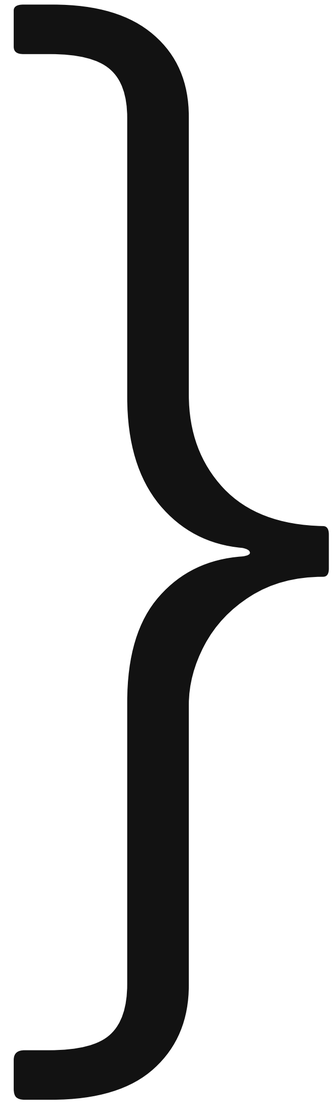
1. Doubt
2. **Avoid**

1. Doubt
2. Avoid
3. **Fight**

1. Doubt
2. Avoid
3. Fight
4. **Bond**

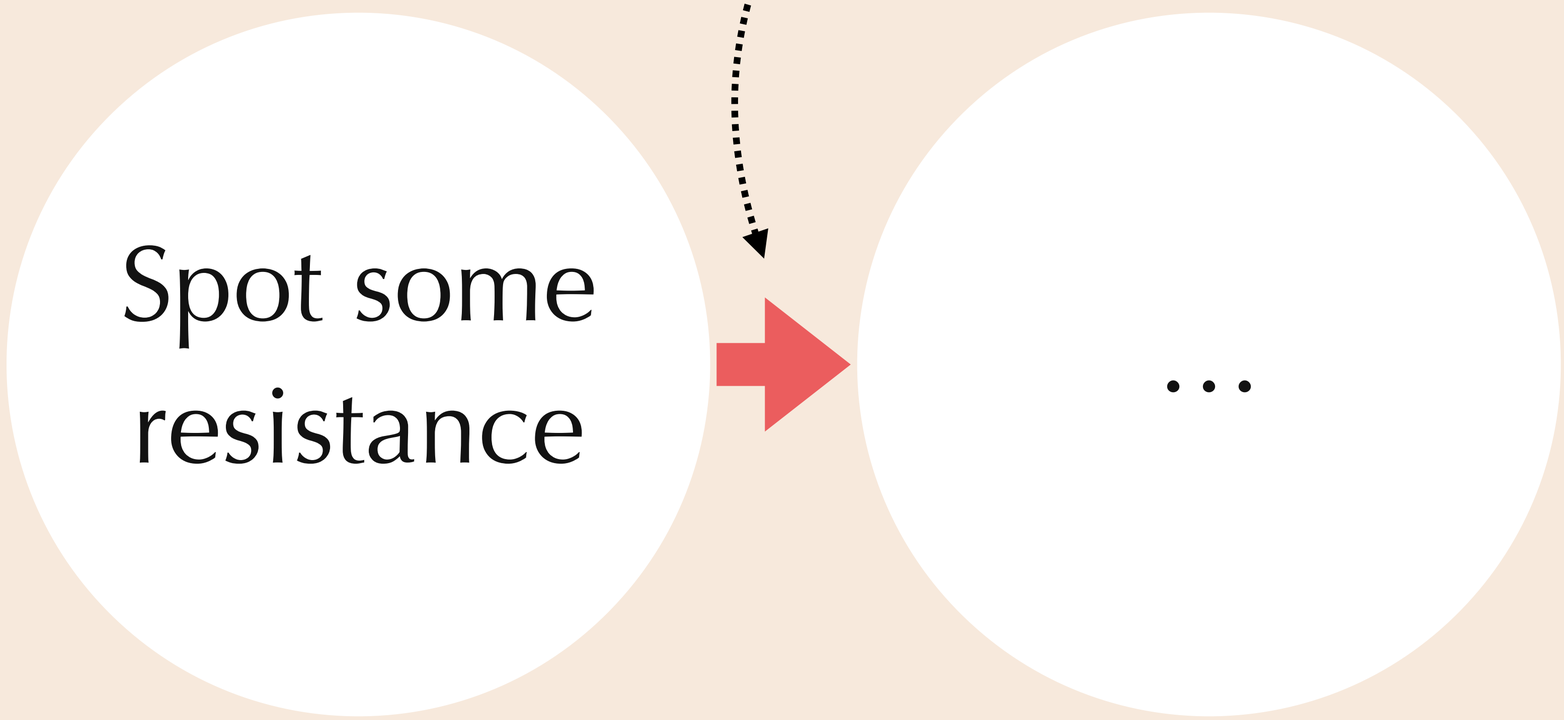
1. Doubt
2. Avoid
3. Fight
4. Bond
5. **Escape-route**

1. Doubt
2. Avoid
3. Fight
4. Bond
5. Escape-route



Data

Ask open questions!



Ask open questions!

Spot some resistance

Map to core need(s)

“...What do you think folks are liking + disliking about it so far?”

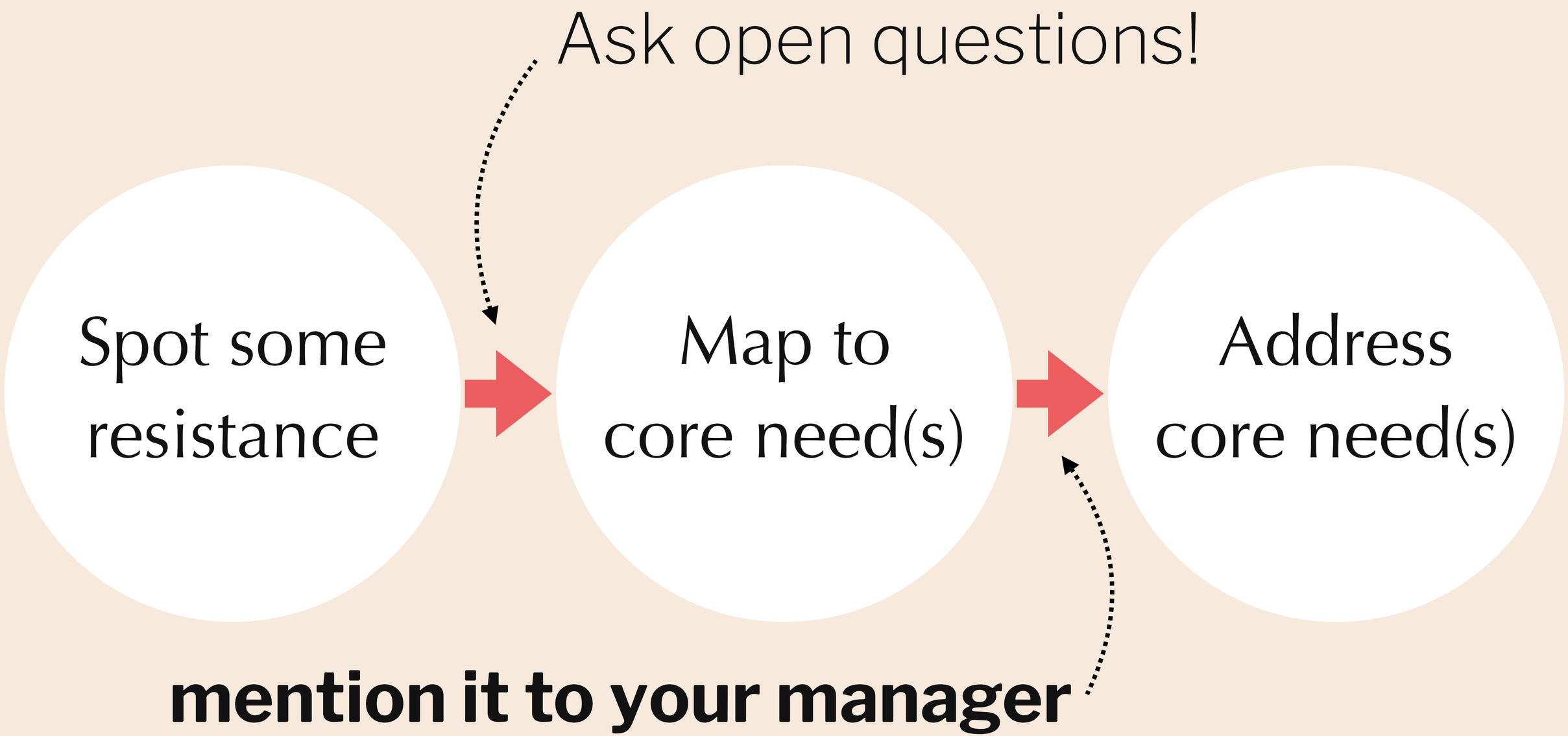
“I wanted to **get your take** on X.

What could go wrong?

What do you think might be good about it?”

“What feels most **upsetting** about this?”

Ask open questions!


Ask open questions!
Spot some resistance
Map to core need(s)
Address core need(s)
mention it to your manager

The ✨magic✨ of communication style

Reflect on the
dynamics in the room
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Be aware of your **medium**

Consider the room's
power dynamics

Is this person **in a position** to take the action I'm suggesting?

Elevate the conversation

Meet **transparency**
with **responsibility**

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Assume **best intentions**

Practice **empathy**

Listen to **learn**

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Prepare to be **surprised**

1. Reflect on the **dynamics** in the room
2. **Elevate** the conversation
3. Assume **best intentions**
4. Listen to **learn**

Mindful Communication in **code reviews**

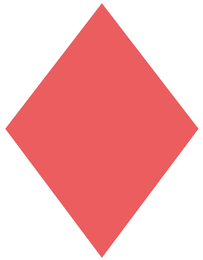
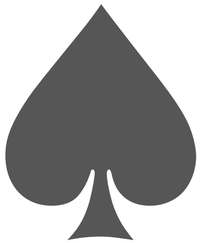
http://amy.tech

Give feedback

Humans
are **bad** at
feedback.

We can **get better**
at giving and
receiving feedback.

Good feedback is **specific** and **actionable**.

	General	Specific & Actionable
Positive Feedback		
Negative Feedback		

SESSION C: ☐ Cafeteria ☒ Mueller's ☐ Auditorium

I enjoyed this presentation: ☒ Yes ☐ No (if no, why not?)

My favorite Part was:

Ms. Hogan was really an and cool

After Career Day, I am more aware of my own career goals : ☒ Yes ☐

Career Day is a worthwhile Program: ☒ Yes ☐

Feedback **equation**

observation
of a
behavior

observation of a behavior

+

impact of that behavior

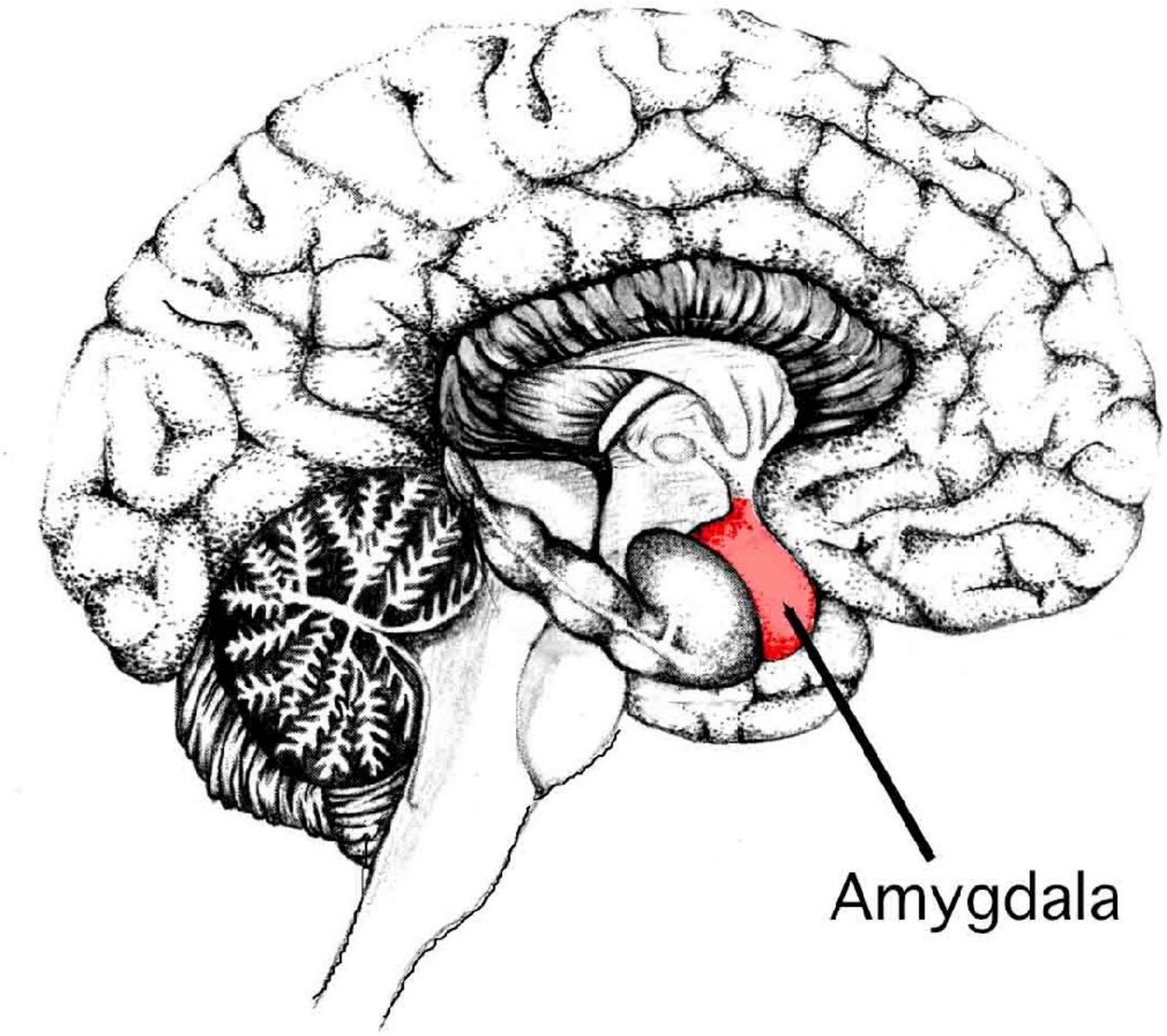
observation of a behavior + **impact** of that behavior + **question** *or* **request**

observation of a behavior + **impact** of that behavior + **question** *or* **request**

Ask about their preferred feedback **medium**

When **you** cause some friction

Prepare your brain to **receive** feedback



Think about **one piece** of feedback you'll ask for when you're back at work.

Flickr: smkybear

Prevention

Bake it into team

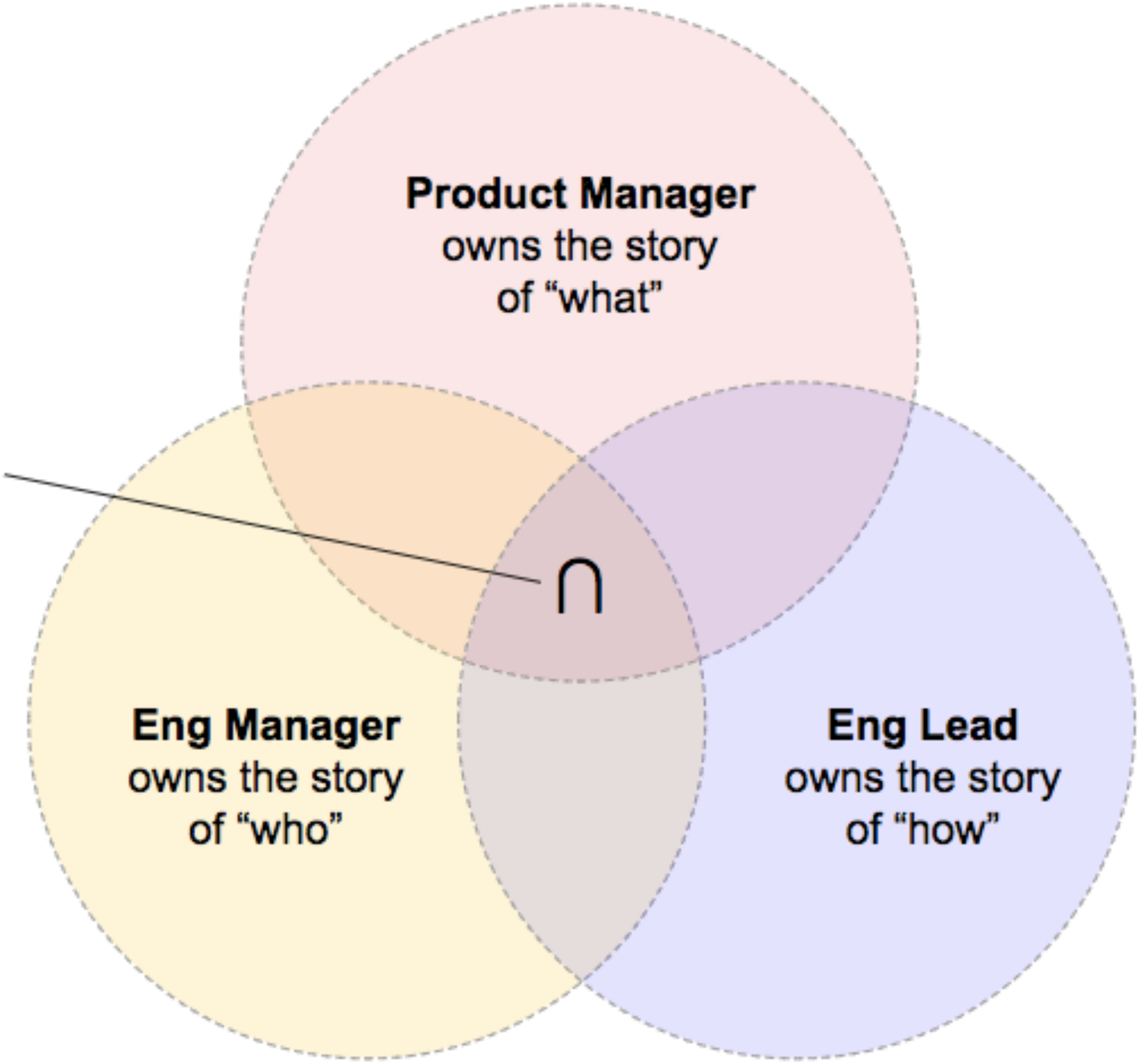
processes

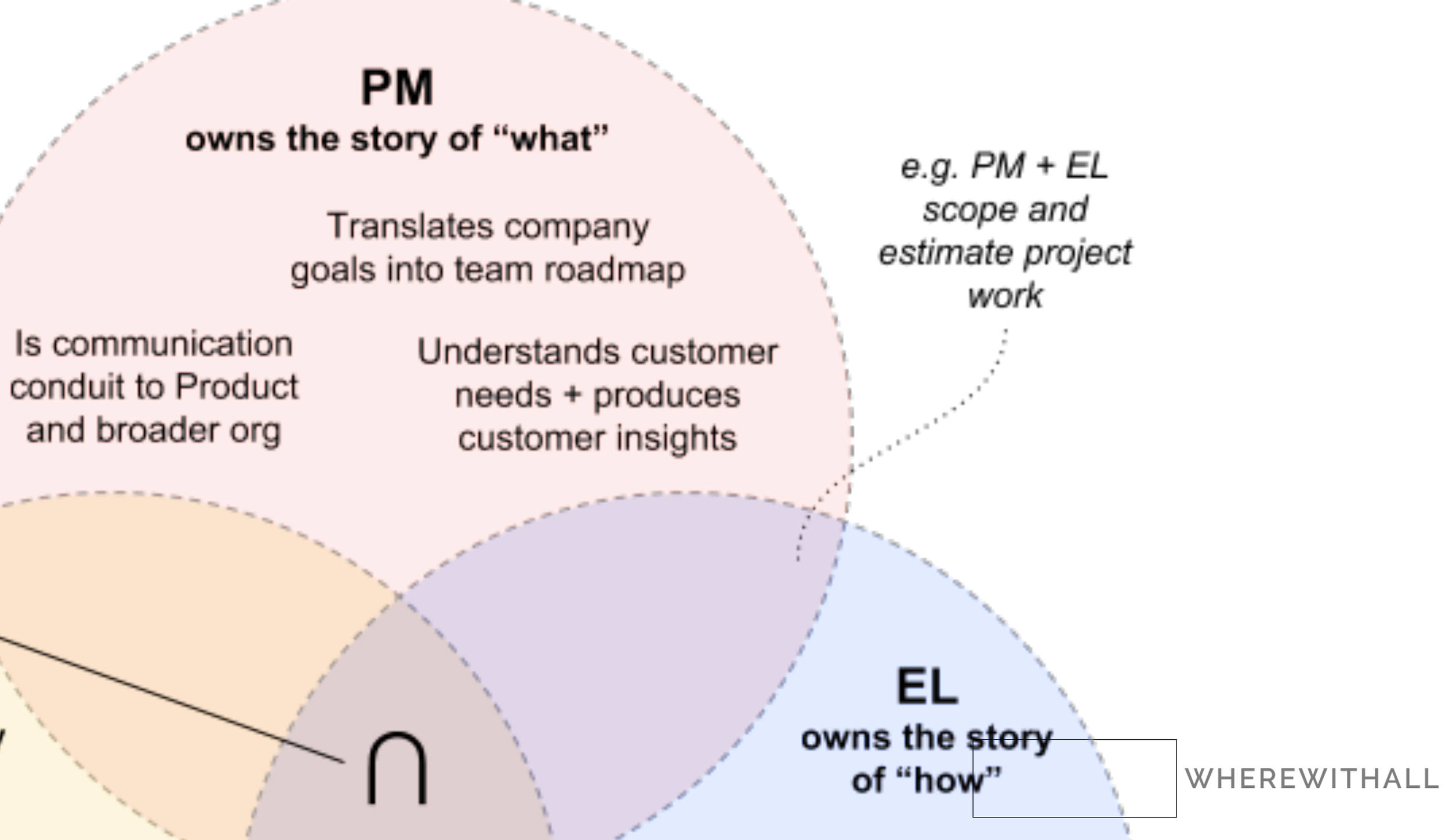
Retrospectives

Team **charters** and **docs**
© Rebo Enriquez

EM ∩ EL ∩ PM:

Understand, own, and share the story of “why”




PM
owns the story of "what"
Translates company goals into team roadmap
Is communication conduit to Product and broader org
Understands customer needs + produces customer insights
e.g. PM + EL scope and estimate project work
EL
owns the story of "how"
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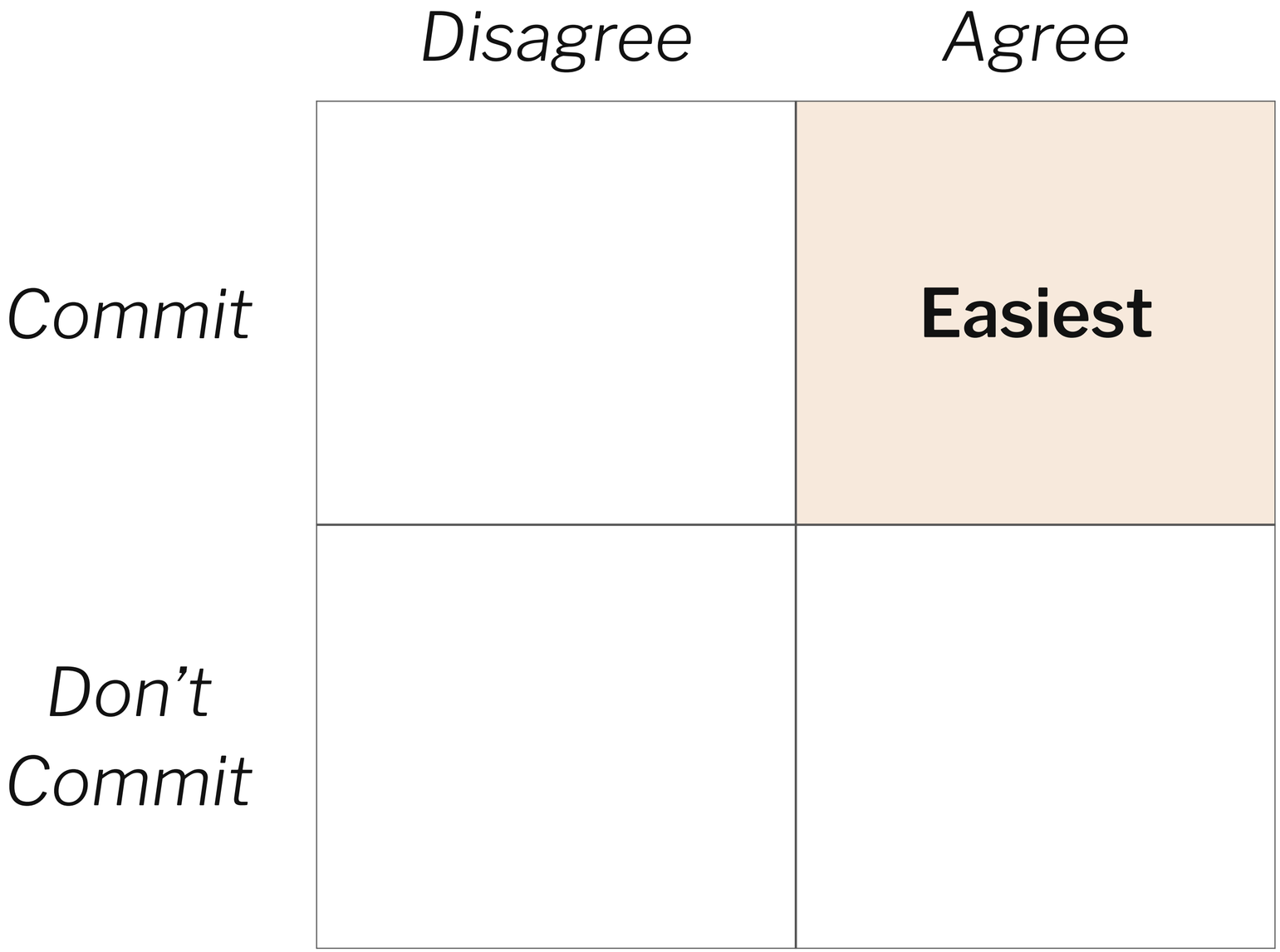
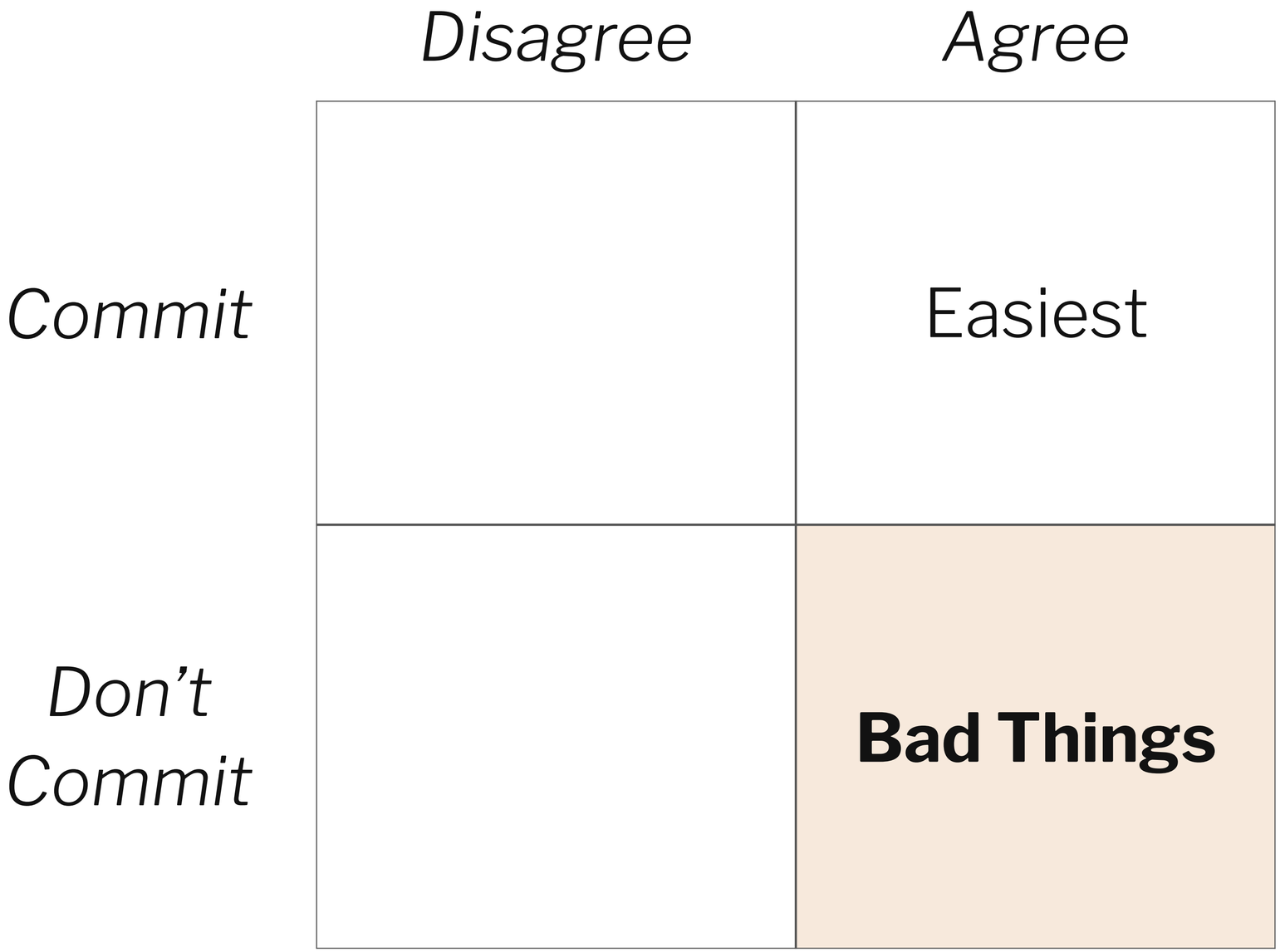
What if you disagree with what **management** says?

	Disagree	*Agree*
Commit		
Don't Commit		


Disagree
Agree
Commit
Don’t Commit
Easiest


Disagree
Agree
Commit
Easiest
Don't Commit
Bad Things

	Disagree	*Agree*
Commit		Easiest
Don't Commit	**Acceptable but Tough**	Bad Things

	Disagree	*Agree*
Commit	**Mature and Transparent**	Easiest
Don't Commit	Acceptable but Tough	Bad Things

Practice finding
other ways to
address BICEPS

1

Belonging

Community, connection

2

Improvement/Progress

Progress towards purpose, improving the lives of others

3

Choice

Flexibility, autonomy, decision-making

Bring in **leadership** or **HR**

observation of a behavior + **impact** of that behavior

State what's been **tried**, and what you think could help **now**

Take care of yourself
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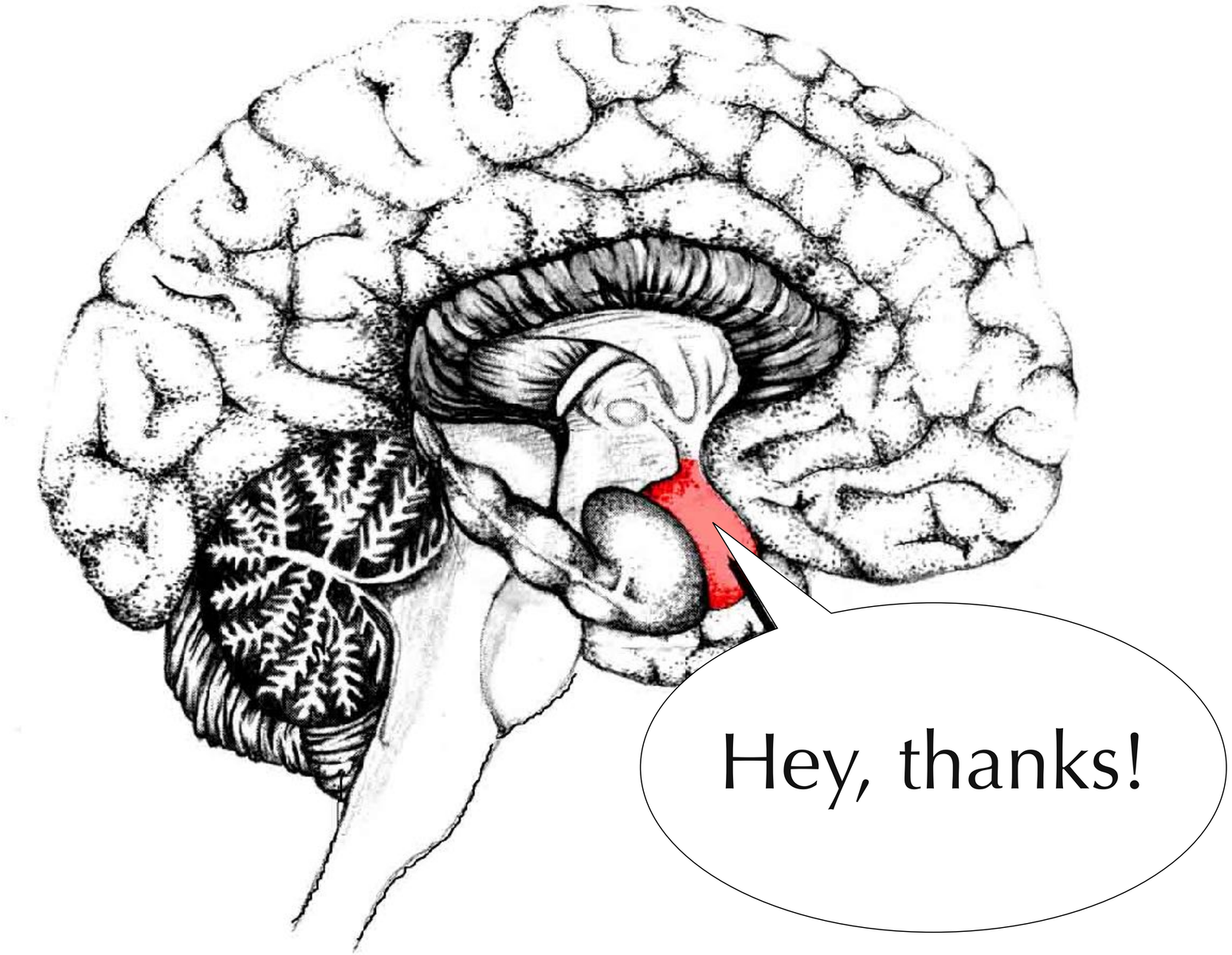

WHEREWITHALL