

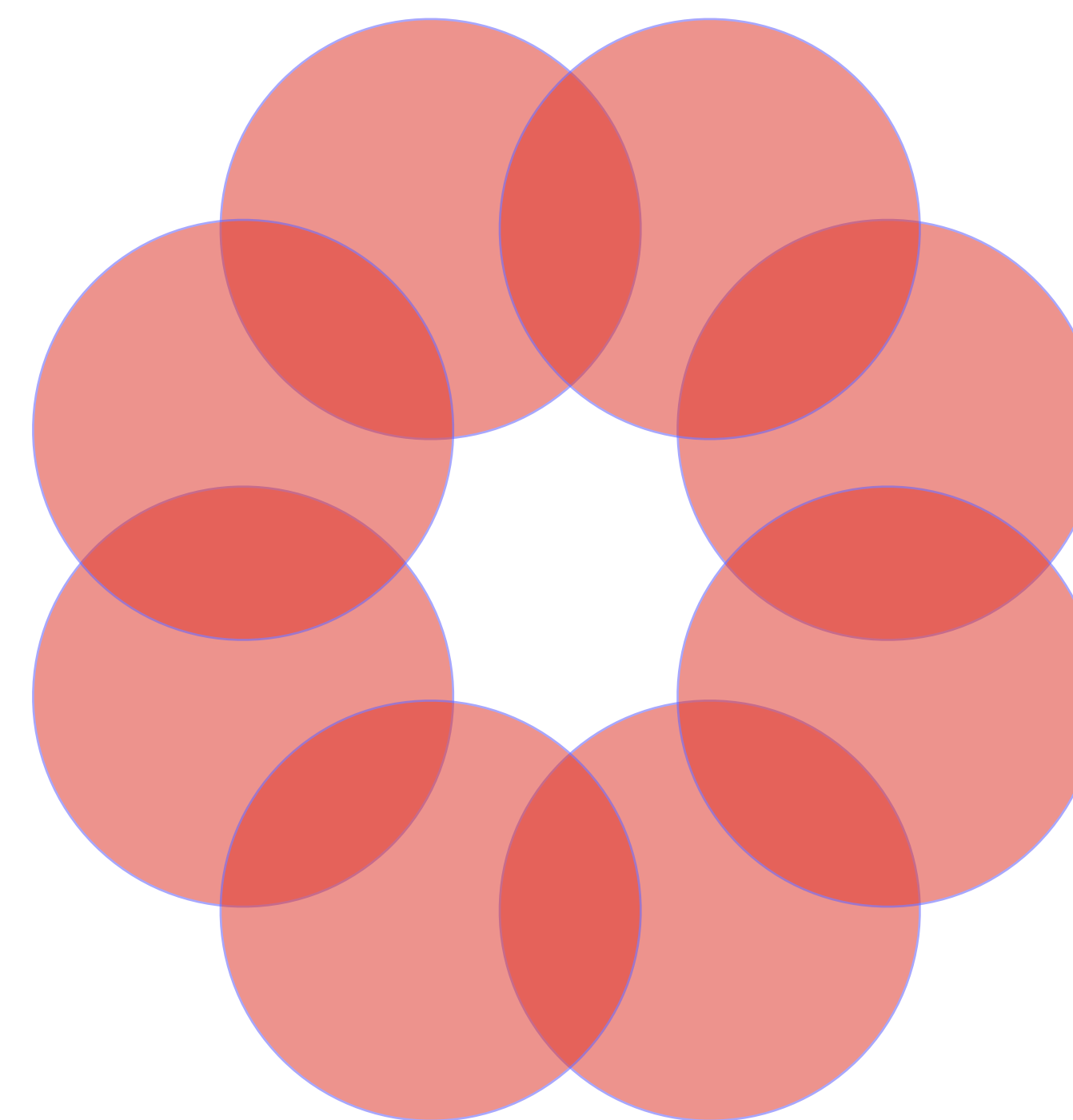
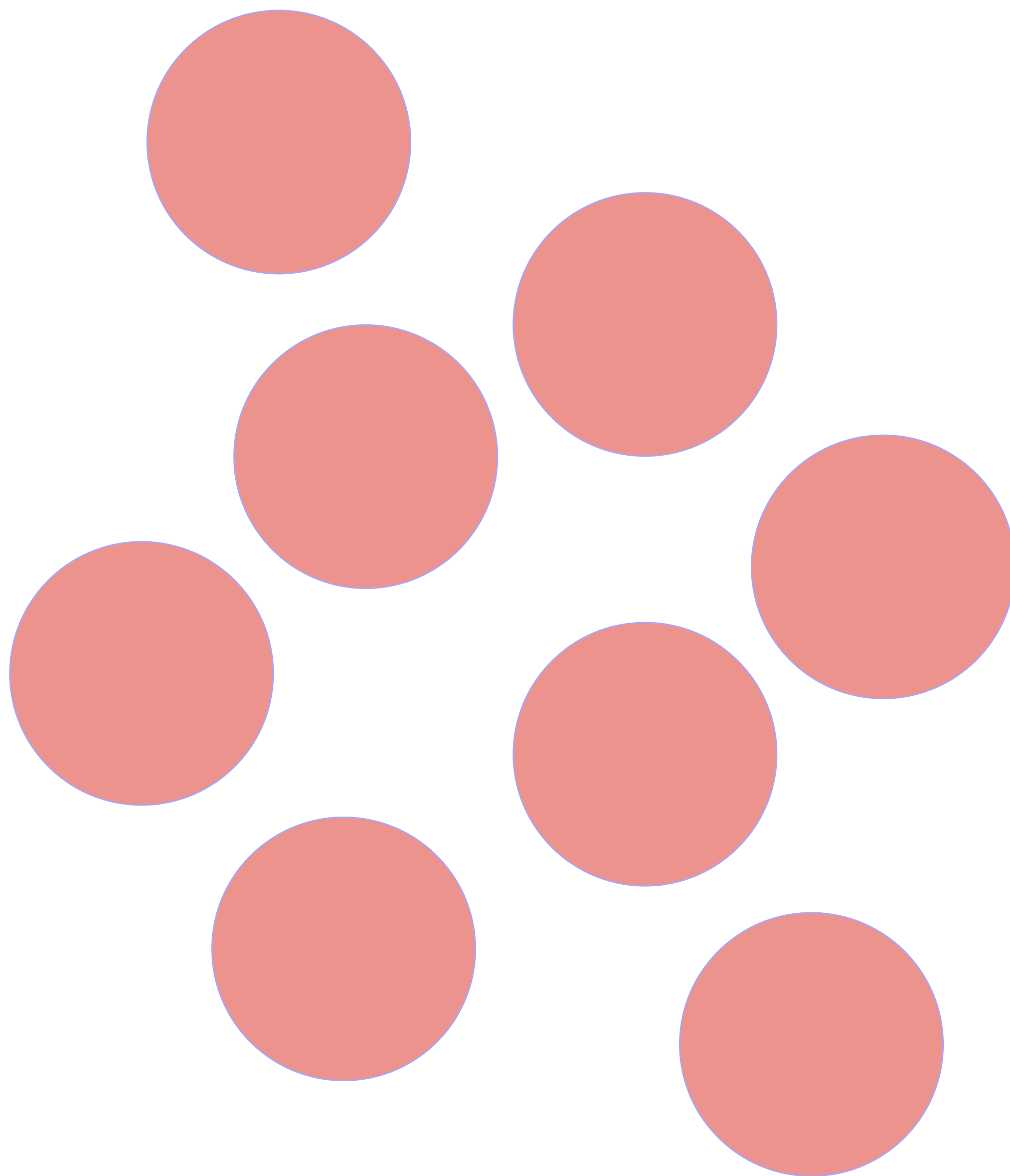
Navigating Team Friction

WHEREWITHALL

Lara Hogan @lara_hogan

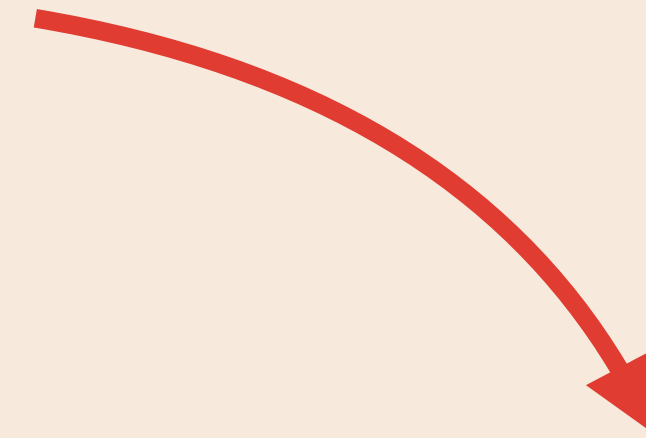


#WOCinTech Chat



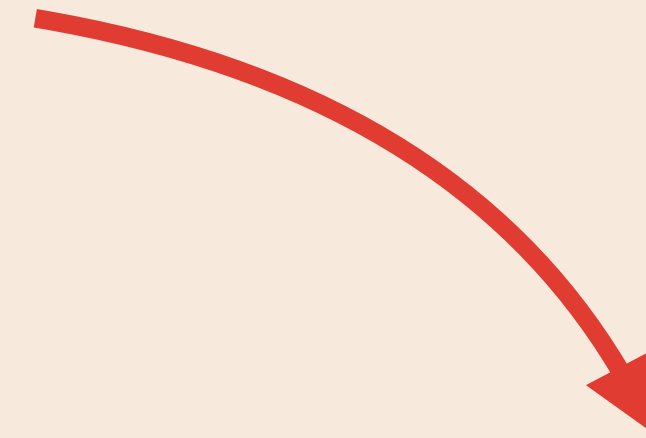
Forming

Forming



Storming

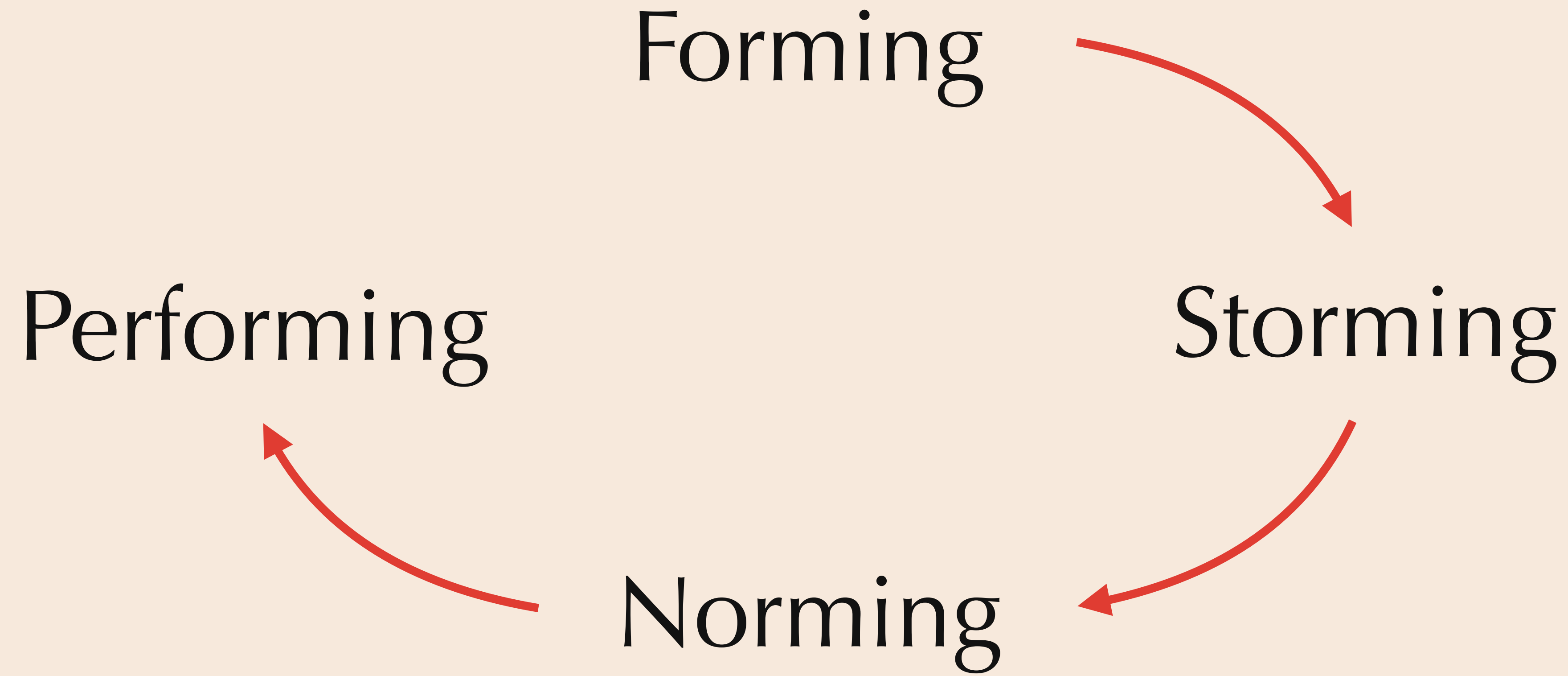
Forming

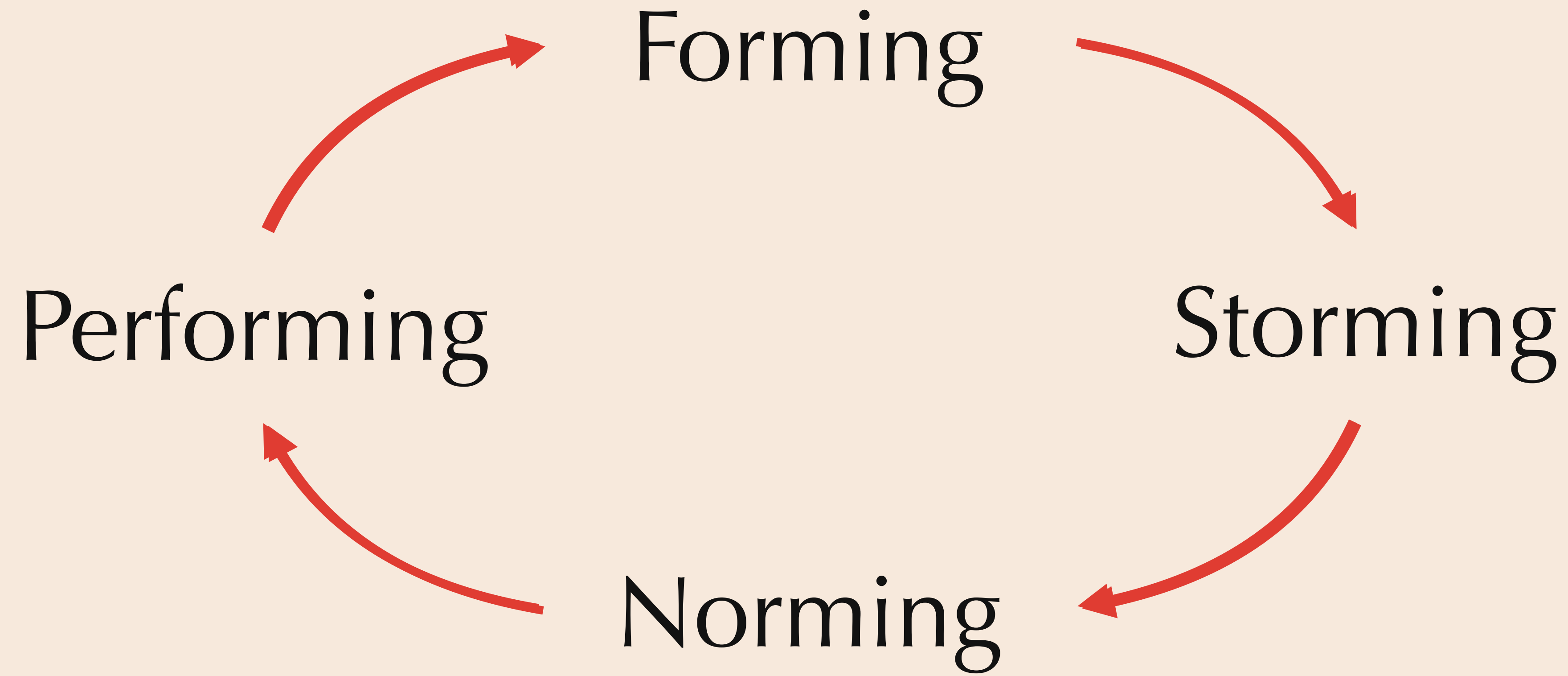


Storming



Norming





Storming = friction

LOGO
← 200 px →
LEFT
NAVIGATION
CONTENT 1
Beauty
600 x 700
← 500 px →

250 x 300
728 x 950
Banner ← 500 px →
Lifestyle
CONTENT 2 ← 250 px →

SOCIAL FEED ← 250 px →

FOOTER ← 800 px →

Team friction impacts
your coworkers,
company, and users.

Feign surprise

“Well, actually”

Rewriting their code

Skipping code review

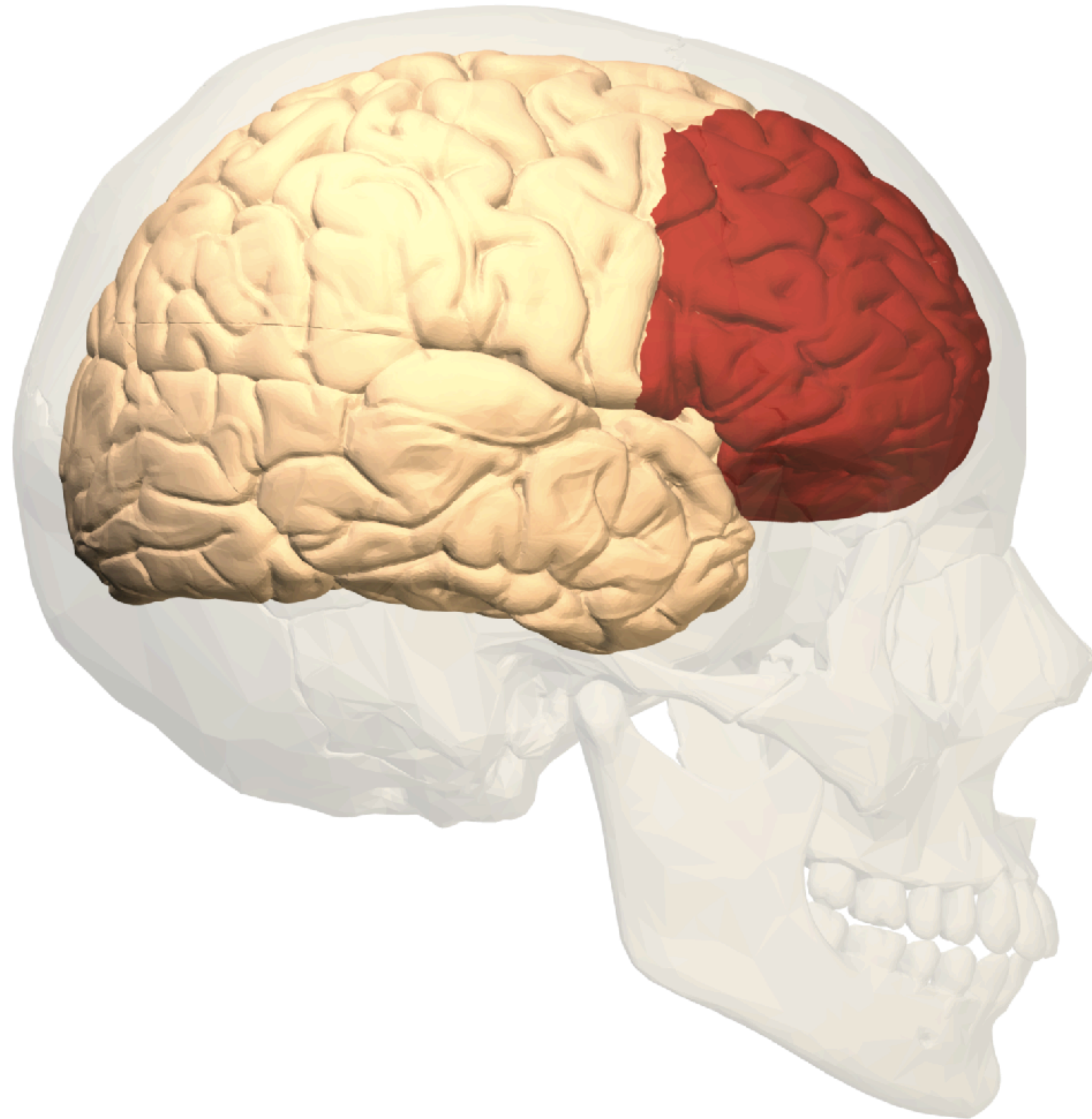
User experience degrades

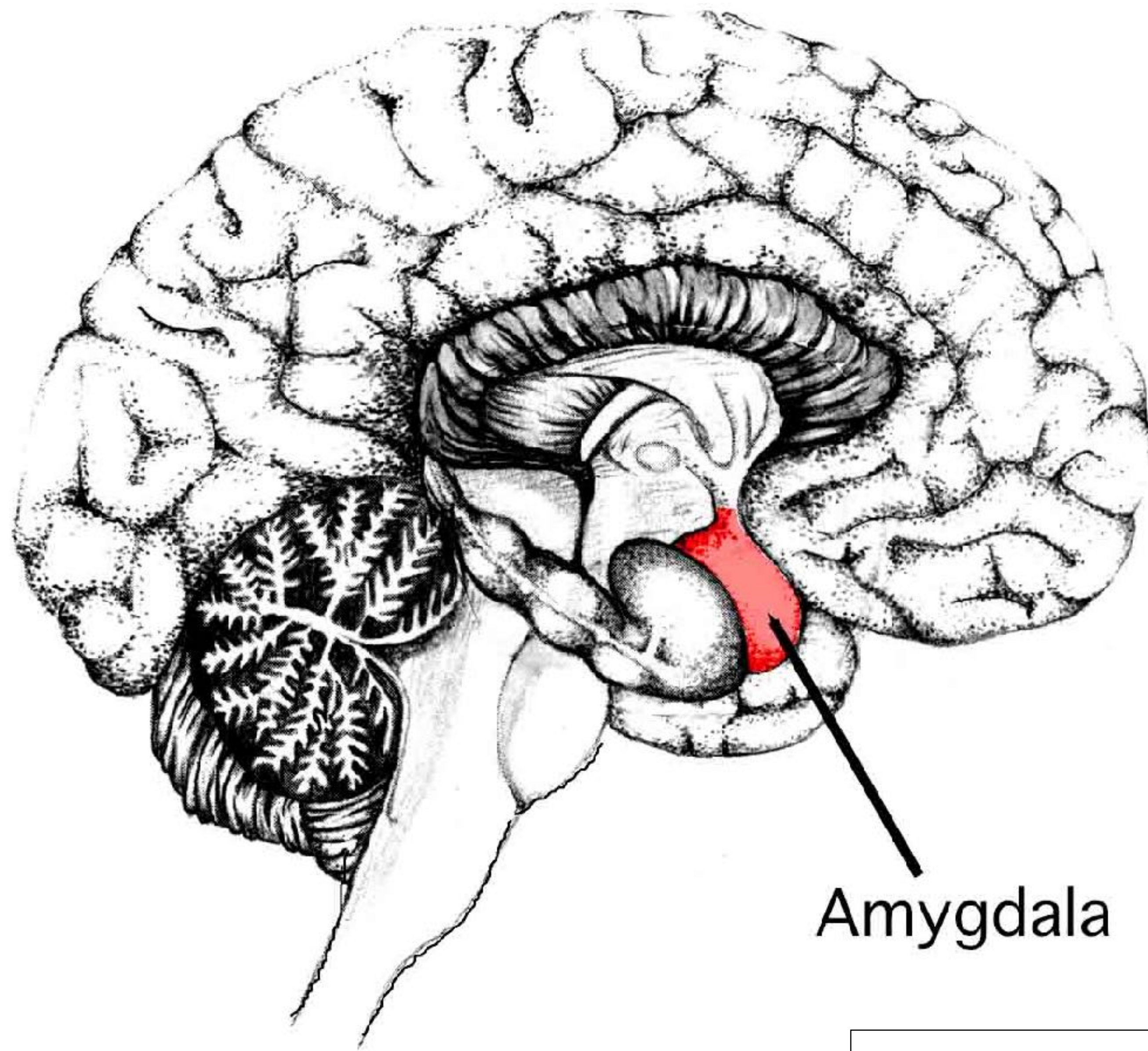
(Why not just wait for a
manager to **intervene**?)

- 1 **Brains!**
- 2 **Communication** ✨
- 3 **Feedback**
- 4 **Prevention**

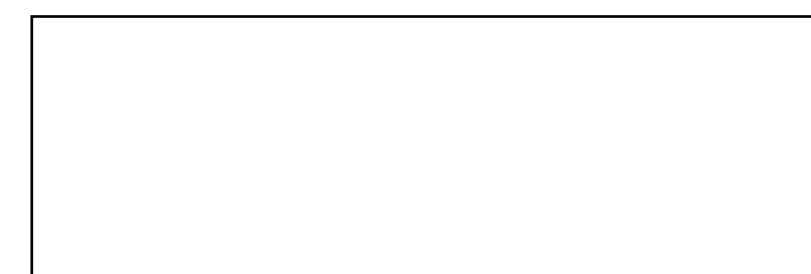


Brain Chemistry

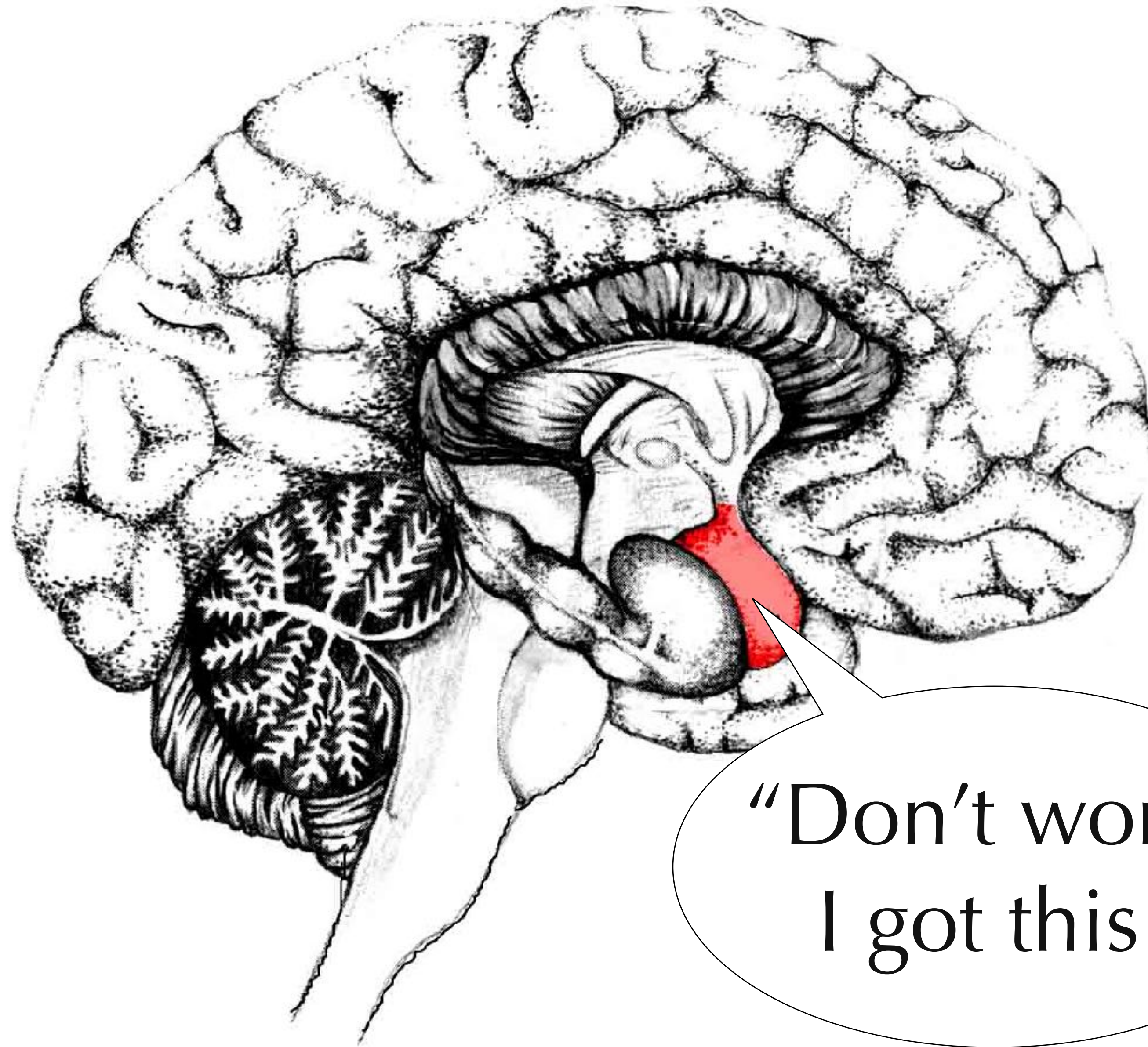




Amygdala



WHEREWITHALL



"Don't worry,
I got this!"

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Core Needs

palomamedina.com/biceps/

Belonging

Community, connection



Improvement/Progress

Progress towards purpose,
improving the lives of others

Choice

Flexibility, autonomy,
decision-making

4 Equality/Fairness

Access to resources & info,
equal reciprocity

Predictability

Resources, time, direction,
future challenges

Significance

Status, visibility, recognition

Belonging

Improvement/Progress

Choice

Equality/Fairness

Predictability

Significance

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

A black and white photograph of a cluttered desk. In the top left, a Dell monitor is partially visible. Below it, two markers lie on the desk. To the right of the monitor is a keyboard with a person's hands typing. Further right is a mouse on a grid-patterned mousepad. In the center, there's a dark mug with a tea bag, a small notepad with a drawing, and some loose papers, including one that says 'IMPORTANT TAX RETURN DOCUMENTS'. On the left side of the desk, there are electronic components, including a circuit board and a hard drive. A person's arm with a floral patterned sleeve is visible in the bottom right corner.

Desk Moves

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Belonging

Community, connection

Improvement/Progress

Progress towards purpose,
improving the lives of others

Choice

Flexibility, autonomy,
decision-making

4 Equality/Fairness

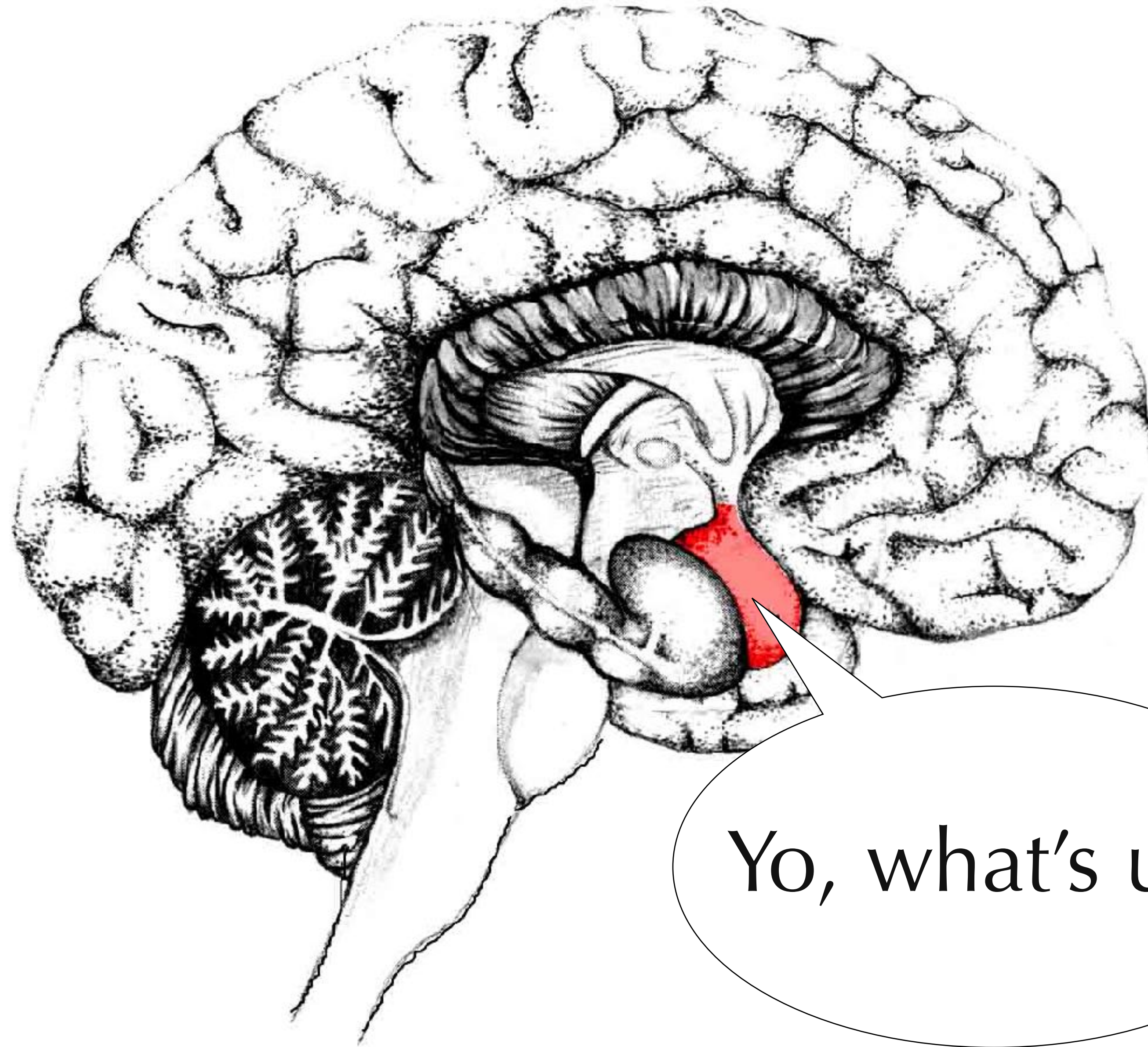
Access to resources & info,
equal reciprocity

Predictability

Resources, time, direction,
future challenges

Significance

Status, visibility, recognition



Yo, what's up?

WHEREWITHALL

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

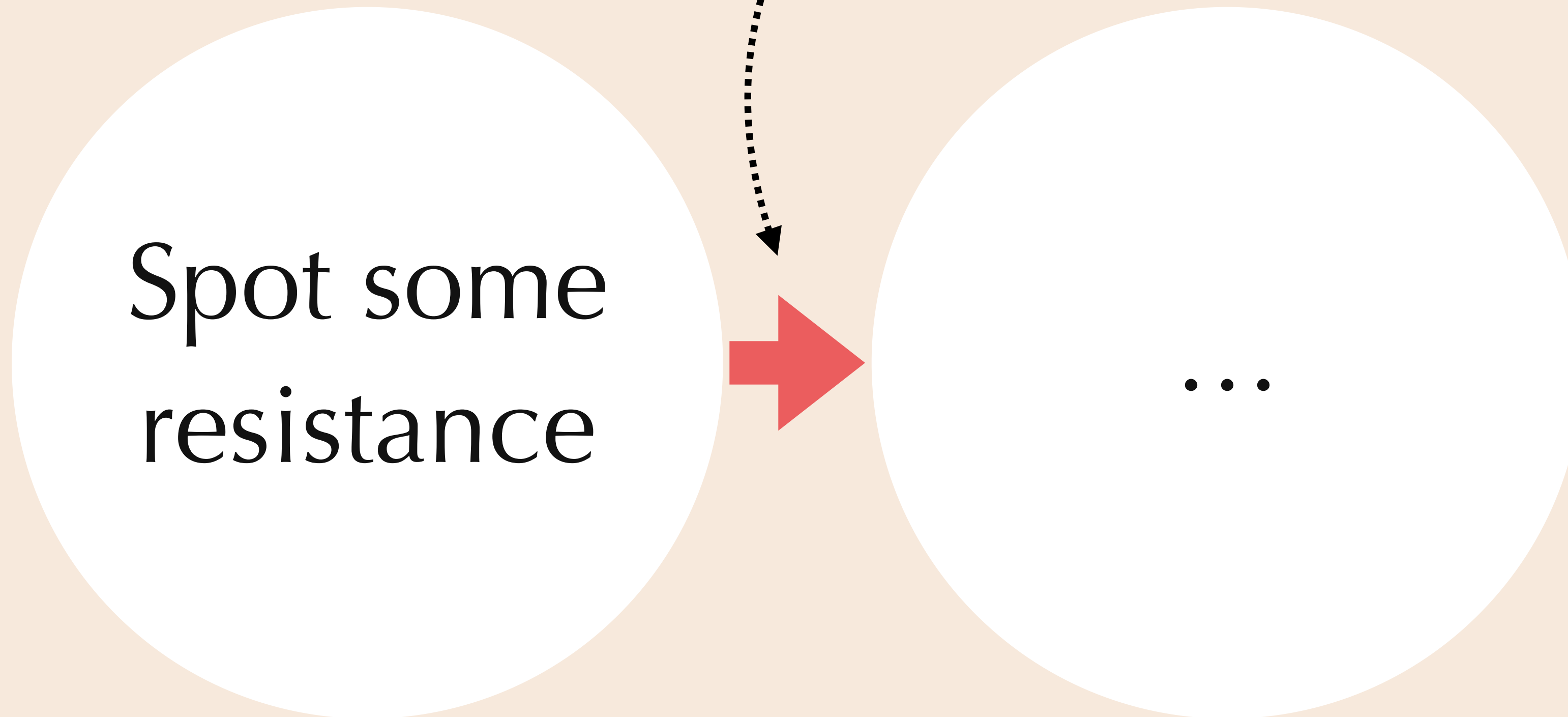
5. Escape-route

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.

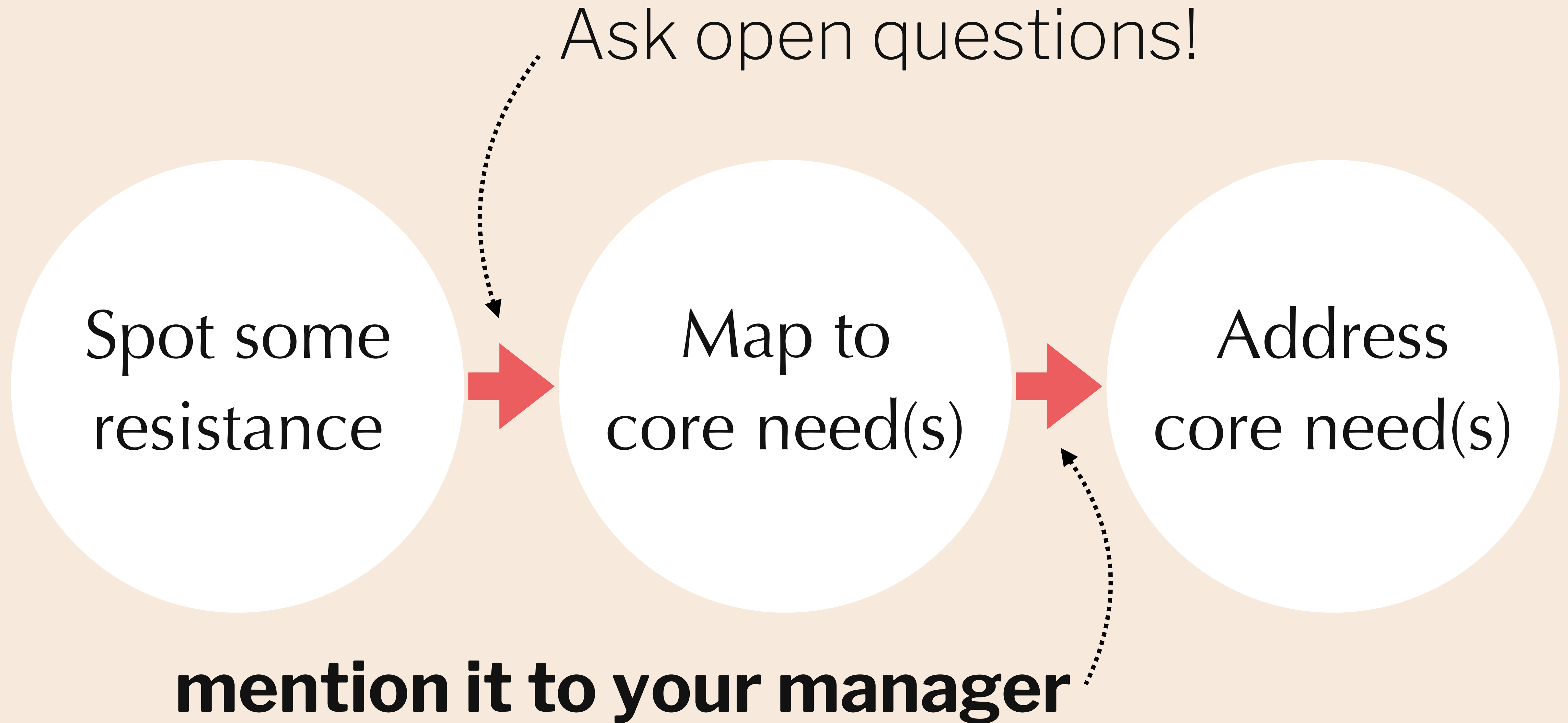
What could go wrong?

What do you think might
be good about it?”

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

Ask open questions!





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>


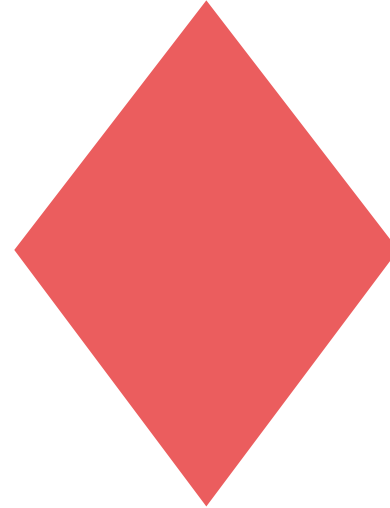
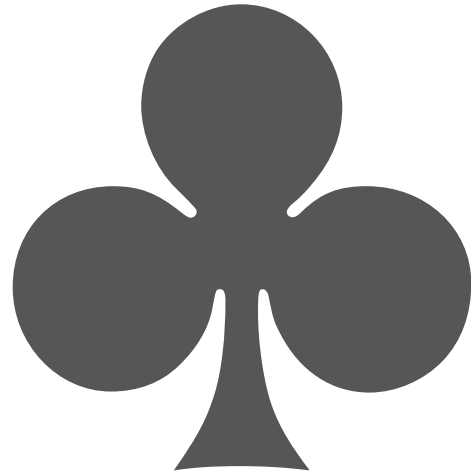
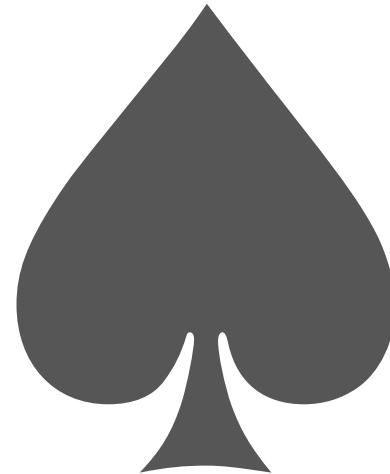
Give feedback

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 ~~is~~ was really fun 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

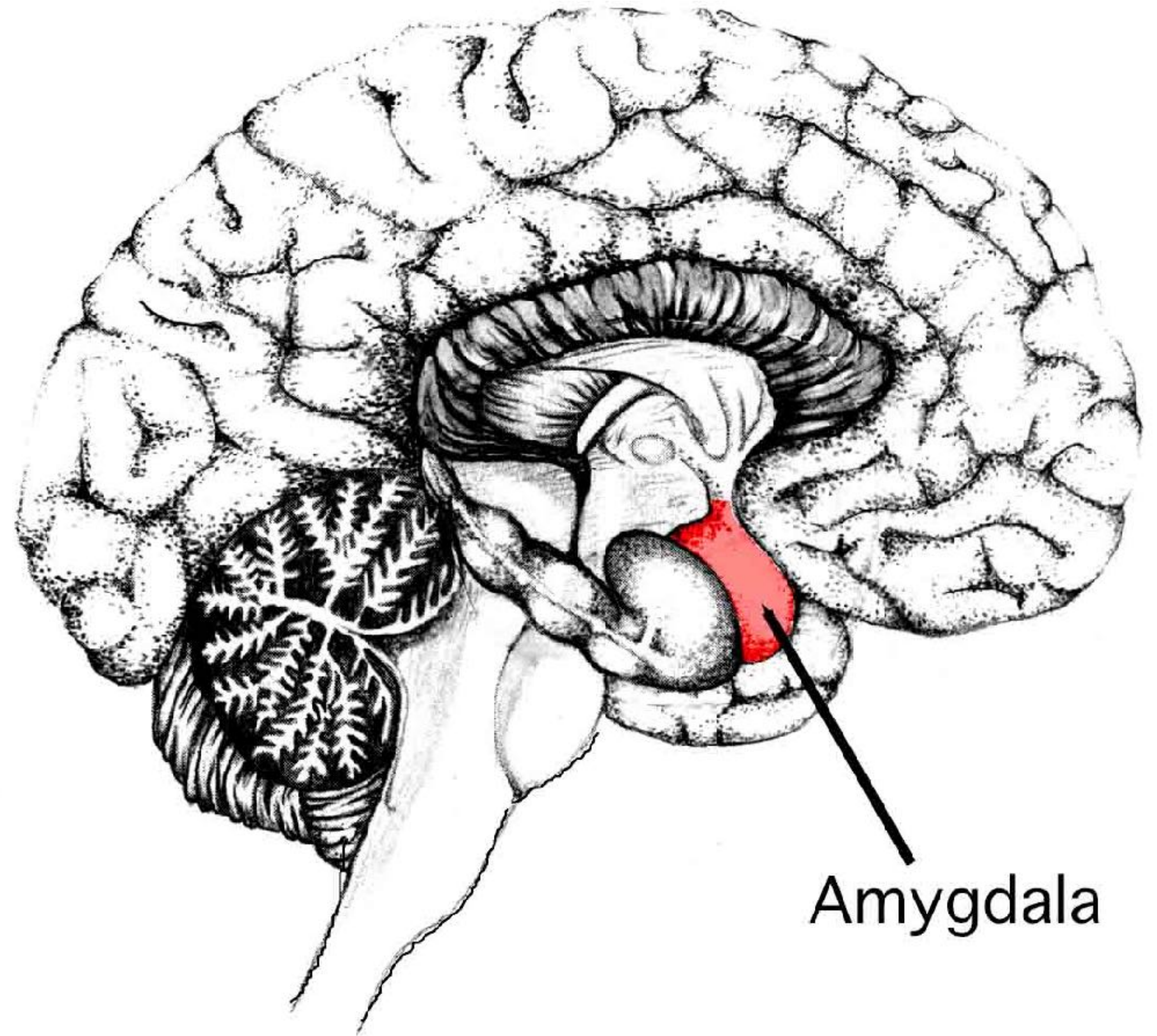
+

question
or
request

Ask about their preferred
feedback **medium**

When **you** cause
some friction

Prepare
your brain
to **receive**
feedback



Amygdala

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

Flickr: smkybear

A stylized illustration on a red background. In the upper left, a newspaper with the word 'PUBLIC' in large, bold letters is visible. Below it, a hand holds a magnifying glass over a globe. The globe shows a silhouette of a person standing on a small island. The word 'Can' is partially visible in the bottom right corner, likely part of a larger phrase like 'You Can'.

Prevention

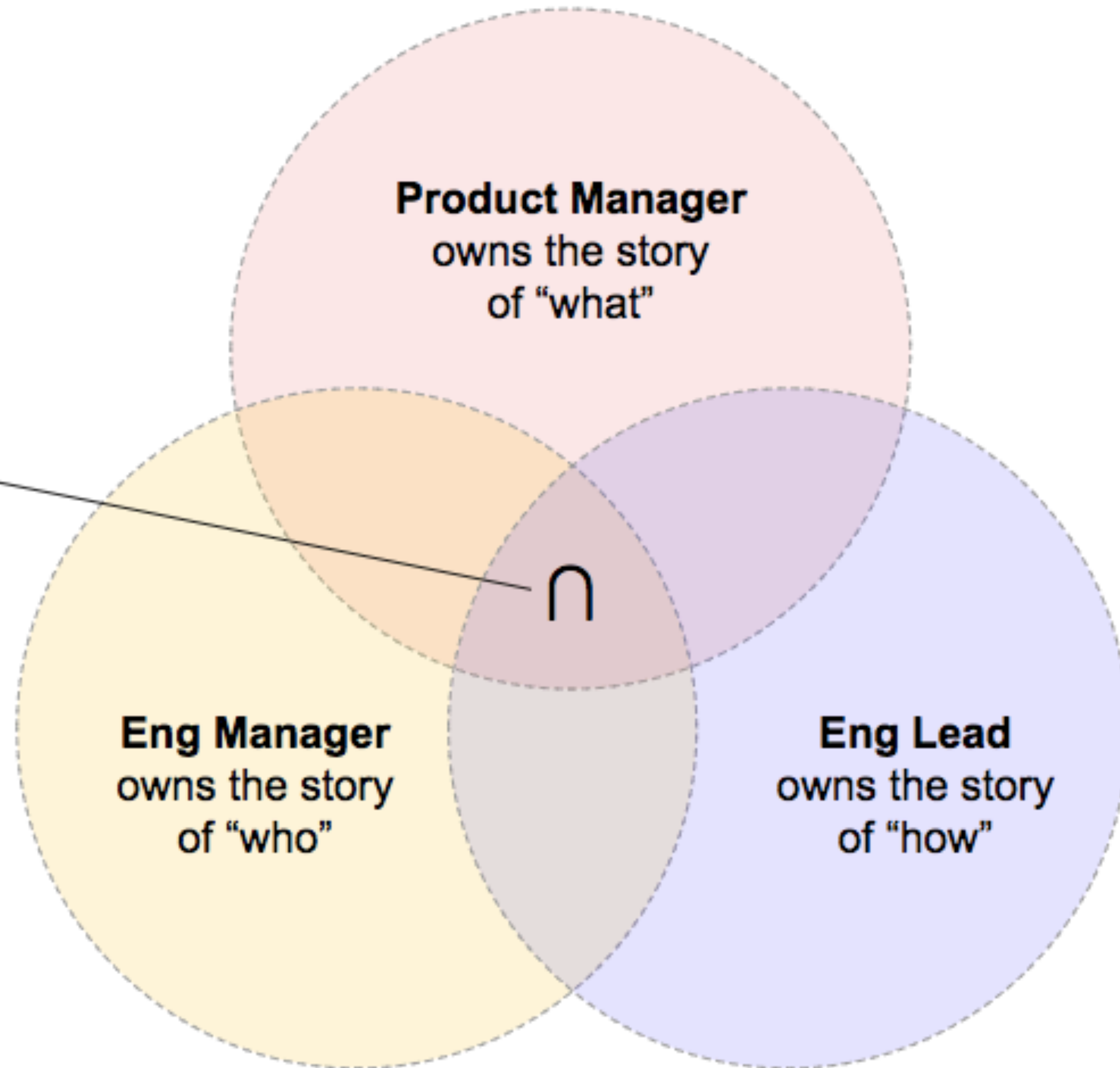
Bake it into team
processes

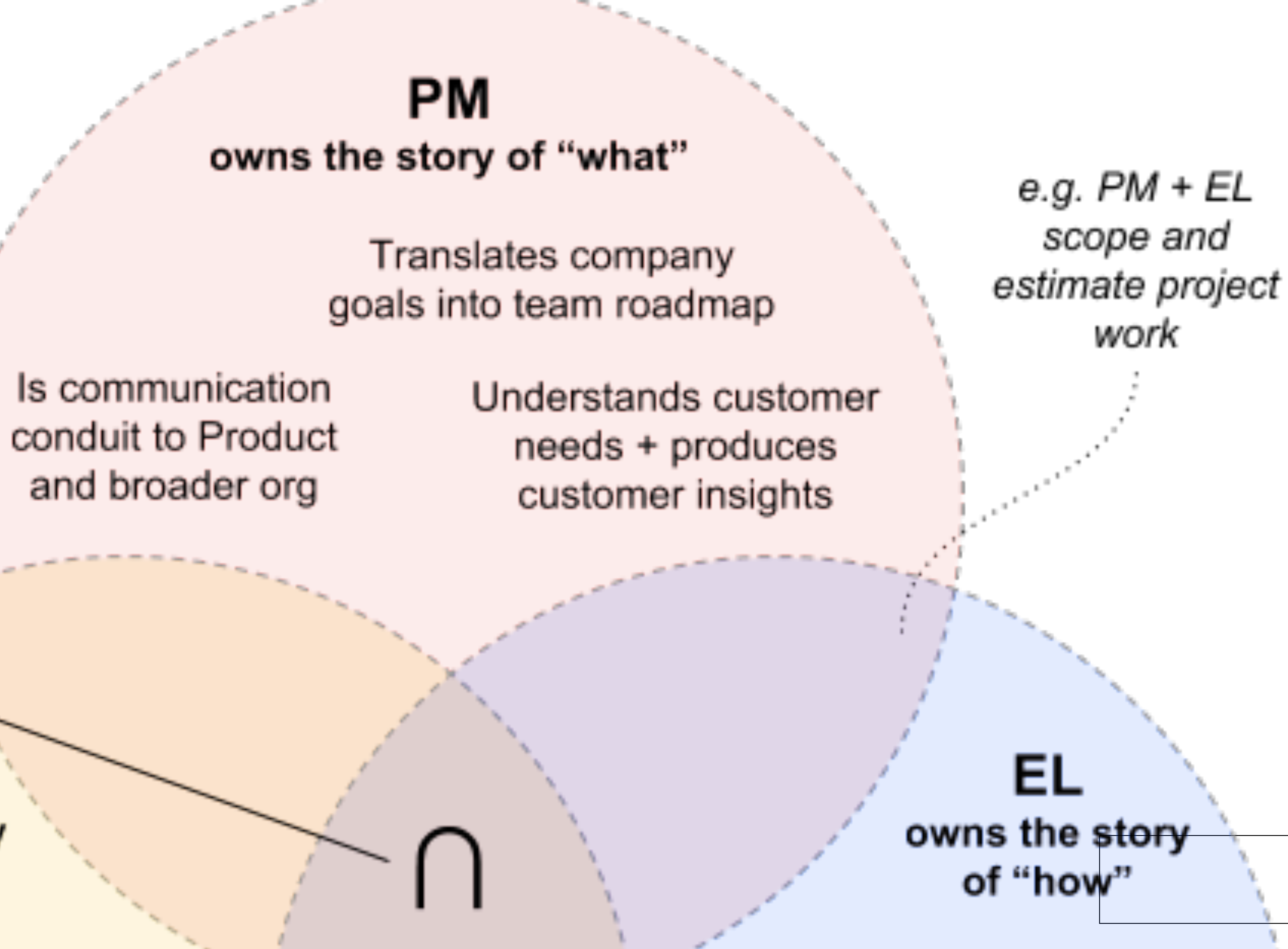
Retrospectives

Team charters and docs

EM \cap EL \cap PM:

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





What if you disagree with
what **management** says?

	<i>Disagree</i>	<i>Agree</i>
<i>Commit</i>		
<i>Don't Commit</i>		

	<i>Disagree</i>	<i>Agree</i>
<i>Commit</i>		Easiest
<i>Don't Commit</i>		

	<i>Disagree</i>	<i>Agree</i>
<i>Commit</i>		Easiest
<i>Don't Commit</i>		Bad Things

	<i>Disagree</i>	<i>Agree</i>
<i>Commit</i>		Easiest
<i>Don't Commit</i>	Acceptable but Tough	Bad Things

	<i>Disagree</i>	<i>Agree</i>
<i>Commit</i>	Mature and Transparent	Easiest
<i>Don't Commit</i>	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

+

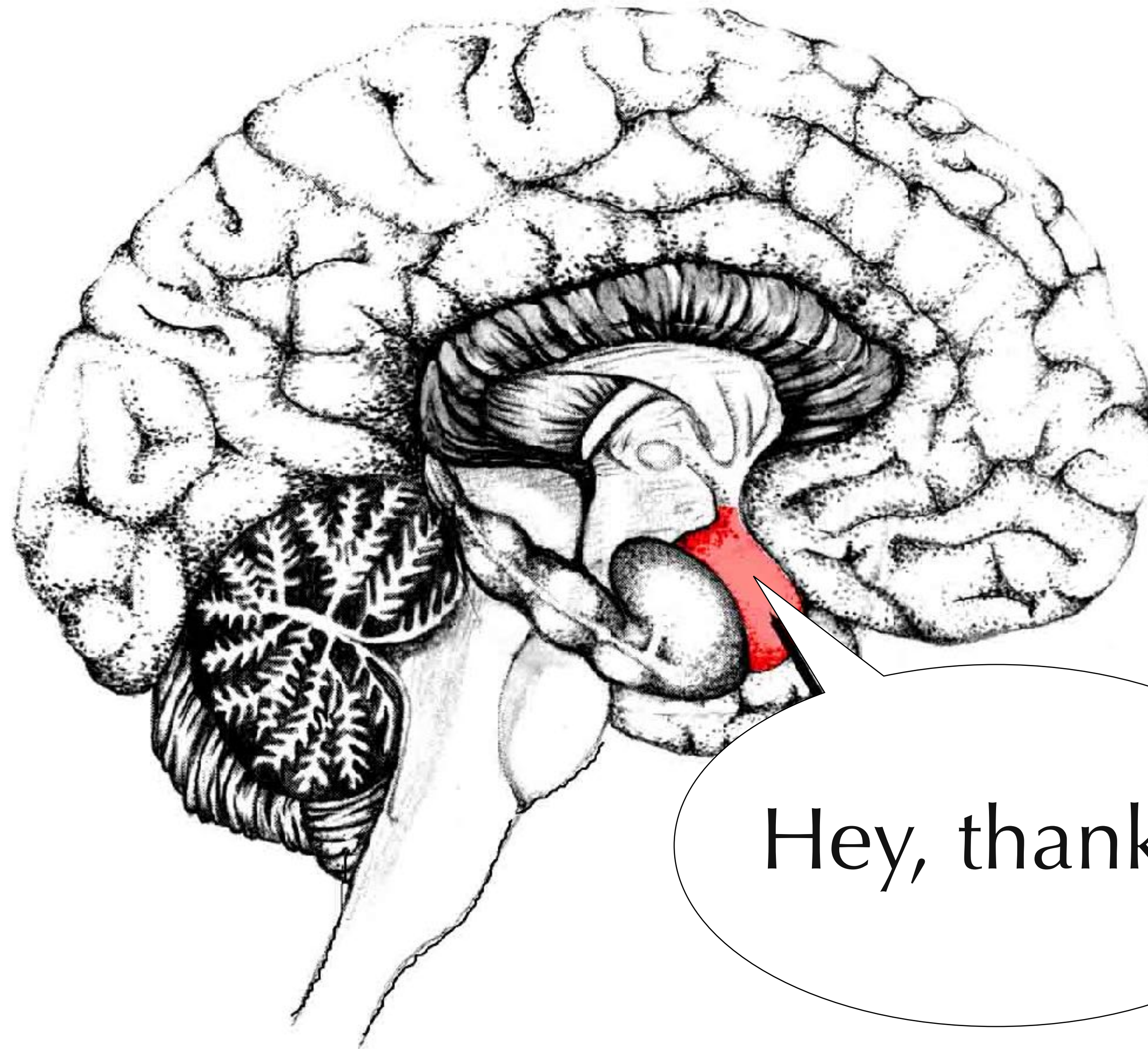
impact
of that
behavior

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

A photograph of two women in an office environment. The woman on the left, who is Black, has long black braids and is wearing glasses and a patterned top. She is looking towards the right. The woman on the right, who is white, has long dark hair with green and blue highlights and is wearing a red and black plaid shirt. She is looking down at a laptop. They are both sitting at a desk with multiple computer monitors. A semi-transparent white box is overlaid on the left side of the image, containing the text 'Take care of yourself'.

Take care of yourself

#WOCinTech Chat



Hey, thanks!