



Managing the People Dynamics

1. Start with the Core Team

Questions to ask as you build the team.

- What technical skills are needed to get the job done and who has them?
- What other skills or perspectives are needed and who has them?
- Who should be included for political reasons?
- Whose involvement would give the project greater credibility and visibility?
- Who has more access to information and other resources?
- For each potential person, what is his or her record or reputation as a team player?

2. Create Shared Norms

- Having a clear set of norms for a team project can build trust among members by making sure everyone feels he or she will be heard.
- Examples of norms:
 - When we disagree, we attack the issue and not the person.
 - We respect and support each other.
 - We acknowledge good ideas and creative contributions from all.
 - We all do our job and deliver products on time.
 - We begin each meeting by defining expectations and outcomes and reviewing decisions and action items.
 - We self-monitor to make sure we are all contributing value.

3. Sharpen Emotional Intelligence

- Emotional intelligence refers to the capacity to be aware of, control, and express one's emotions and to handle interpersonal relationships judiciously and empathetically.
- Emotional intelligence includes at least three skills—the ability to:
 - Identify and name one's own emotions
 - Harness those emotions and apply them to tasks like brain storming and problem solving
 - Manage emotions, which includes regulating one's own emotions and helping others do the same
- A person with high emotional intelligence is highly conscious of his or her own emotional states—even negativity—frustration, sadness, or something more subtle—and be able to identify and manage them. These individuals are especially tuned in to the emotions of others. A high emotionally intelligent individual makes a good leader.

4. Make Diversity Work

Diversity in the workplace:

- Ensures a variety of different perspectives. Diversity in the workplace means that employees have different characteristics and backgrounds; they are also more likely to have a variety of different skills and experiences, which lead to different perspectives.
- Provides increased creativity. Exposure to a variety of different perspectives and views leads to higher creativity.
- Leads to higher innovation rate. Employees from different backgrounds bring diverse solutions to the table. More possible solutions lead to faster problem-solving and better decision-making.
- Leads to higher employee engagement. When employees feel included, they are more engaged.
- Causes all employees to feel accepted and valued. When employees feel accepted and valued, they are happier in their workplace and stay longer with a company.