

# There is an “I” in Team

Prepared Especially For



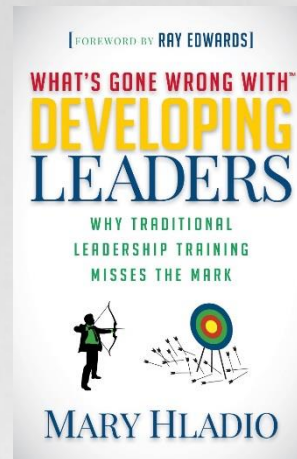
2019 PMI Pittsburgh  
Professional Development Day

Presented By Mary Hladio  
President, Ember Carriers Leadership Group



# A little about myself...

- 🔥 Entrepreneur, Consultant & Strategist
- 🔥 20+ years of experience in senior leadership, project management and **organizational performance**.
- 🔥 Speaker & Author



**Available Today**

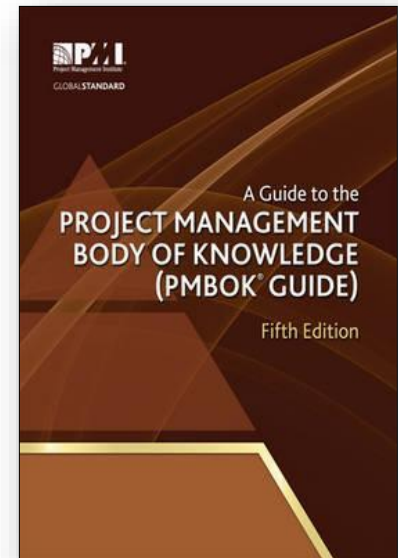
More details at  
[www.whatsgonewrong.com](http://www.whatsgonewrong.com)



# Systematic Framework for Projects

## Global Standards

- 🔥 Globally accepted good practices
- 🔥 ANSI Standard
- 🔥 Serves as the Foundational Reference
- 🔥 10 Knowledge Areas
- 🔥 47 Processes
- 🔥 5 Process Groups



*The PMBOK® Guide*

# PMI Knowledge Areas



# The “Art” of Project Management

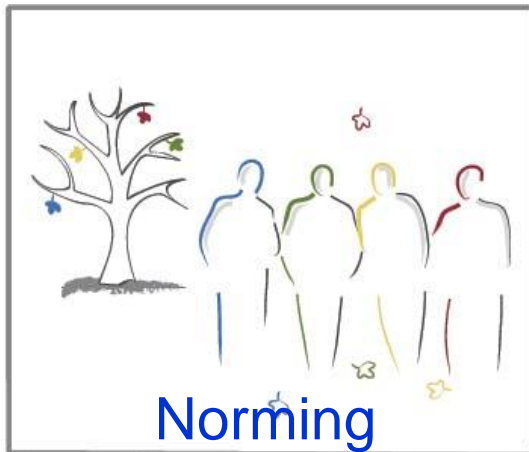
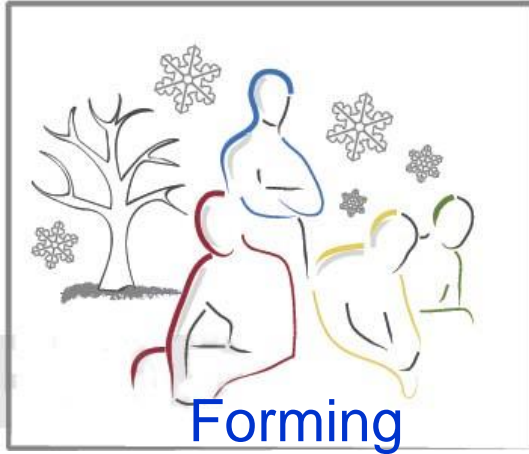
- 🔥 Leadership
- 🔥 Team Building
- 🔥 Motivation
- 🔥 Communication
- 🔥 Active Listening
- 🔥 Conflict Management
- 🔥 Influencing
- 🔥 Decision Making
- 🔥 Political/Culture Awareness
- 🔥 Negotiation
- 🔥 Trust
- 🔥 Coaching

# Avoiding Breakdowns...

The percent of breakdowns in **task** caused by breakdowns connected to **teaming, communication** and/or **relationships...**

**72-80%**

# Stages of Team Development



# In starts with you...

- 🔥 “In the best PMO’s, the PM Leader eventually deal with the problems.
- 🔥 ... everyone holds everyone else accountable, regardless of level or position.

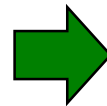
Team

Leader



Awareness

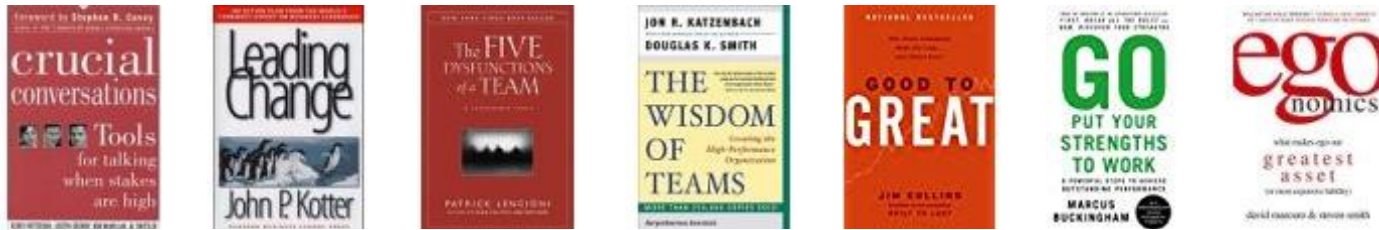
Impact on Team Dynamics



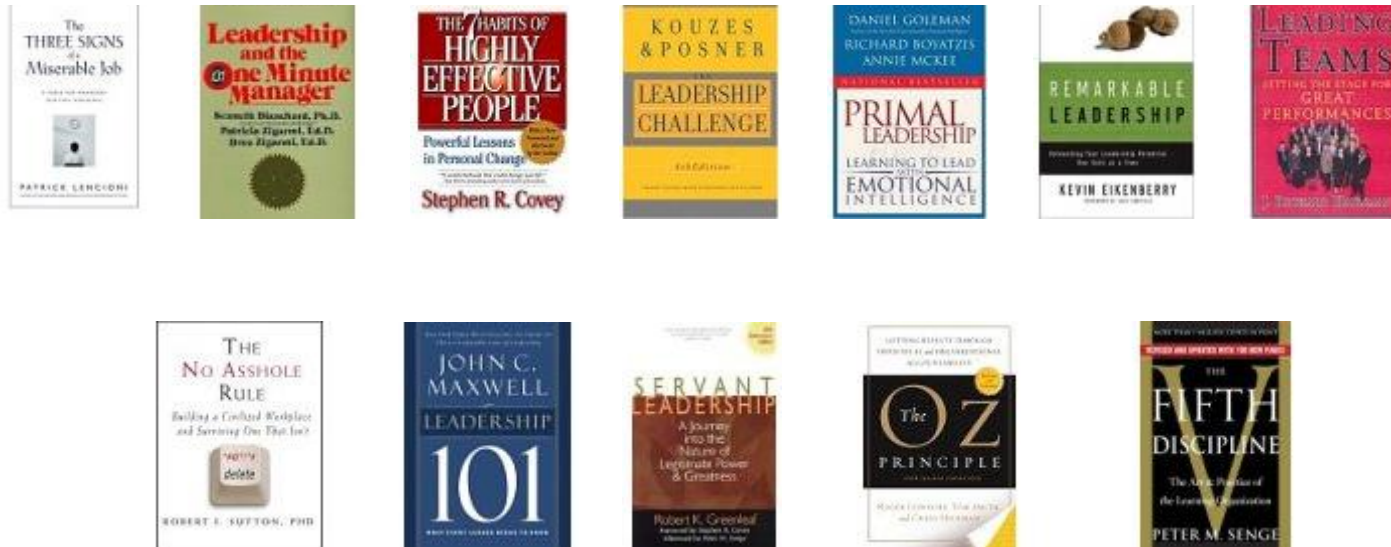
Your Leadership



# We know the traits of good leaders and teams...



## So why is it so tough to build great teams?



# Building great teams are not easy

- 🔥 First you need to determine if you really are a team
- 🔥 Understand that teams are inherently dysfunctional
- 🔥 And at any given time, 20% of team members are not functioning as team players

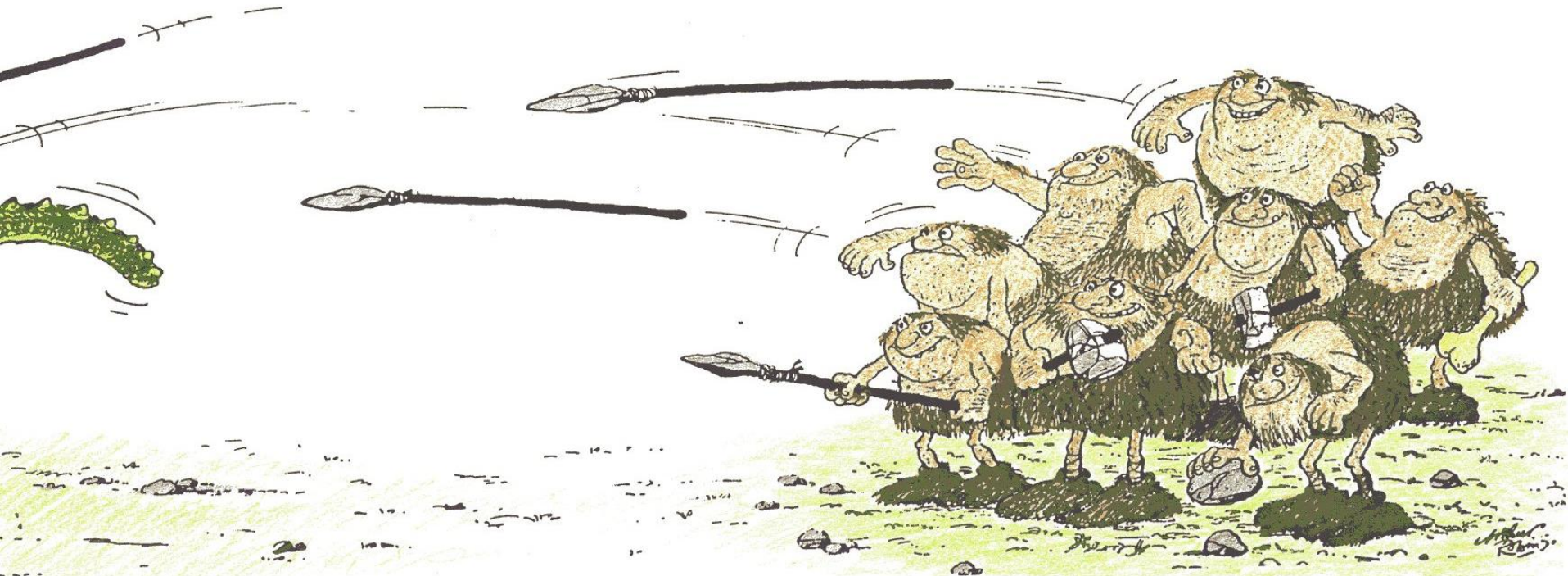


# Are you really a team?

A group in itself does not necessarily constitute a team

- 🔥 “Most organizational work is accomplished through work groups vs. teams.
- 🔥 In a traditional work group, members are directed by a common manager or supervisor and do not necessarily collaborate with each other in completing their tasks”

Is this group a team?



# Let's define what a team is...

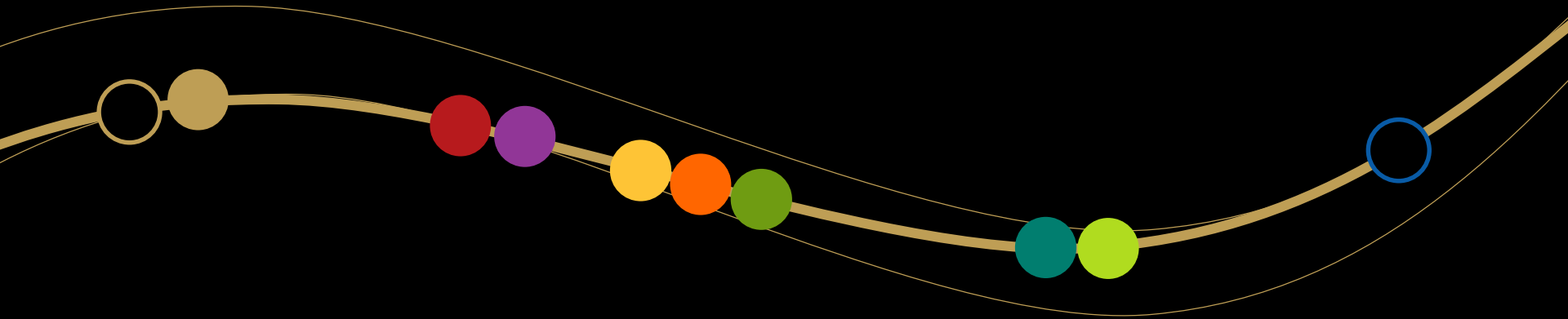
A team is a manageable number of individuals with...

- 🔥 Complementary skill sets
- 🔥 Committed to a common approach, performance goals, and/or purpose
- 🔥 They hold themselves mutually accountable
- 🔥 Interact dynamically, interdependent and adaptively



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# Perception & Perspectives

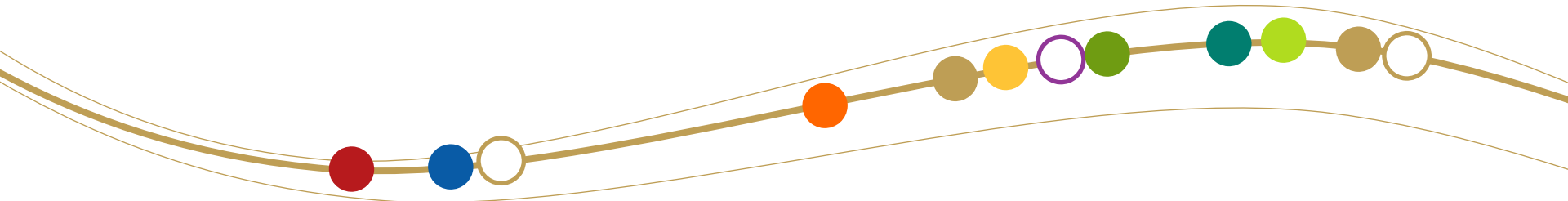




# Perception and Awareness

“The World exists not merely in itself, but also as it appears to me.”

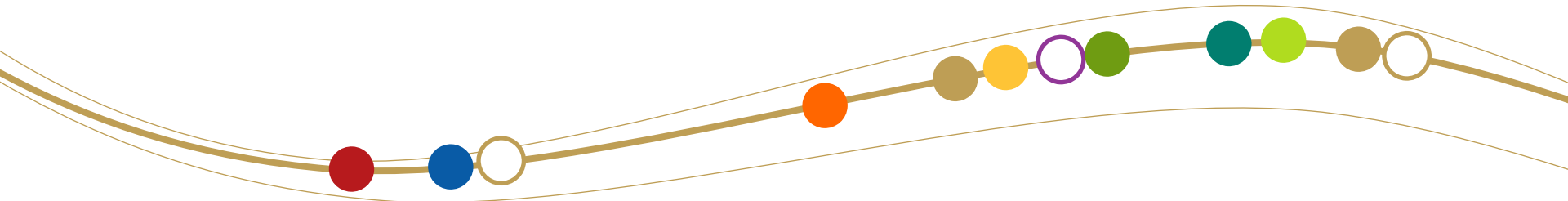
- C. G. Jung  
Psychological Types



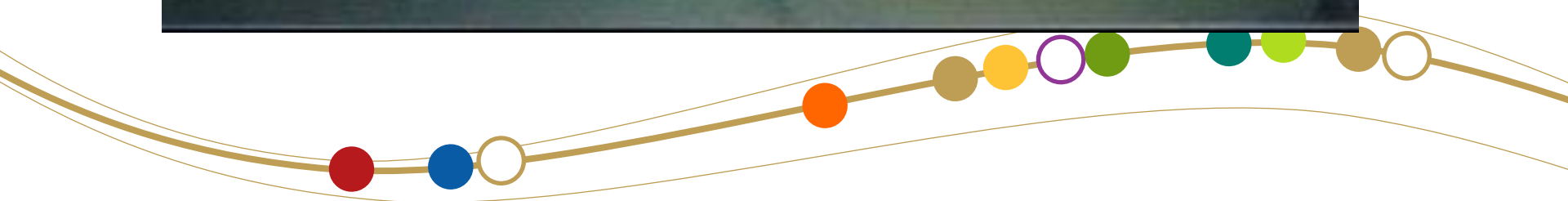
# Power of Perceptions



- We categorize others in less than 150 milliseconds and ...
- Within 30 minutes, we have made lasting judgments about someone's character.
  - » Harvard Business Review
  - » "How to Pitch a Brilliant Idea" Kimberly D. Elsbach







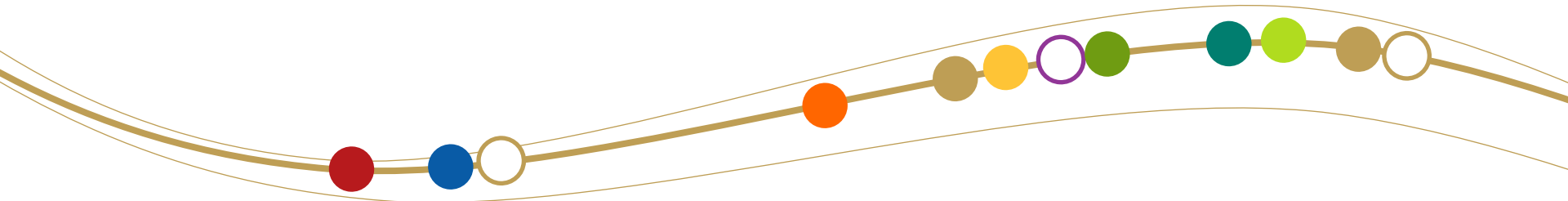
# Understand Your Self Perception



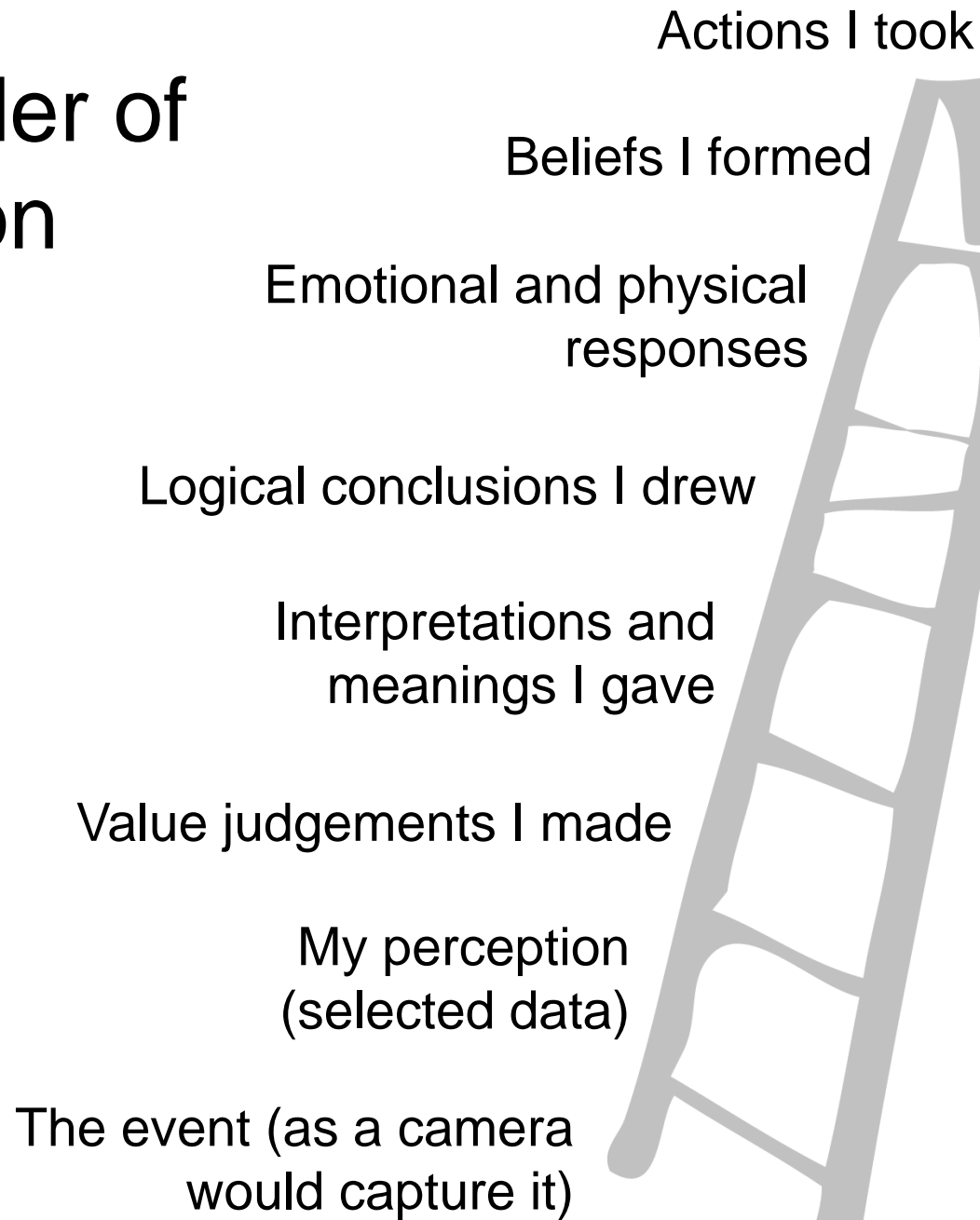
# Perception vs. Reality



- Perception is not always reality
- We see ourselves and others based on who we are
- It can be difficult to change an initial perception
- And more than one perception can be valid

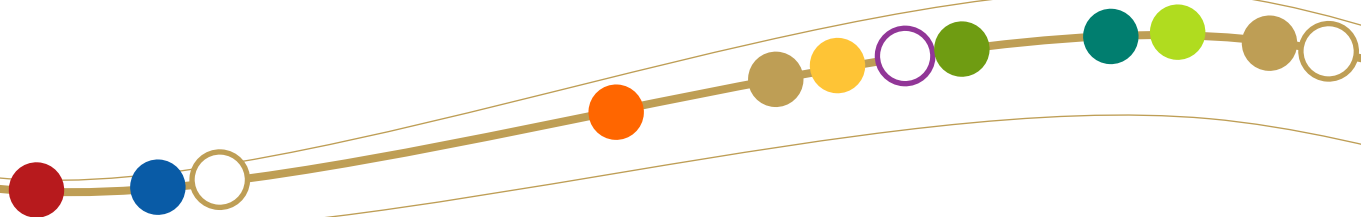
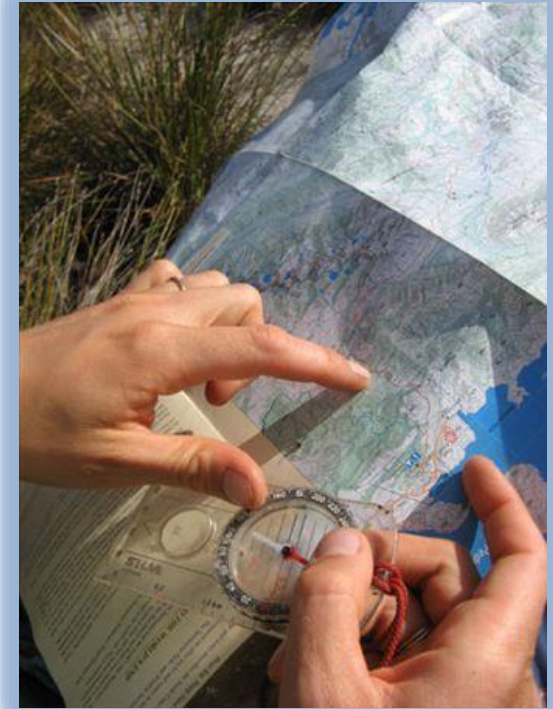


# The Ladder of Perception



# Perception and Connecting with Others

- To connect with others, we need **to see their perspective,**
- As a team, you are heading in the same direction, but sometimes we carry **different maps (perspectives)**
- Insights Discovery is about **adapting and connecting** to others.



**Individuals  
with a  
preference  
for Fiery Red  
energy ...**

Are active and  
move in a  
positive and  
firm direction

Have a strong  
determination  
that influences  
those they  
interact with

Are single-  
minded and  
determined in  
their focus on  
results

Approach  
others in a  
direct and  
straightforward  
manner

Seek an  
outcome that  
is specific and  
tangible

**Individuals  
with a  
preference  
for Earth  
Green  
energy ...**

View the world  
through what  
they value and  
what is  
important to  
them

Seek harmony  
and depth in  
relationships

Defend what  
they value with  
quiet  
determination  
and persistence

Prefer  
democratic  
approaches  
that respect  
the individual

Ensure all  
individual  
perspectives  
are heard and  
considered in  
making choices  
or decisions

**Individuals  
with a  
preference  
for Sunshine  
Yellow  
energy ...**

Radiate  
enthusiasm  
and  
encourage  
participation

Enjoy and  
seek the  
company of  
others

Approach  
others in a  
persuasive,  
engaging and  
inviting  
manner

Have a desire  
to be involved

Like to be  
noticed and  
appreciated  
for their  
contributions



**Individuals  
with a  
preference  
for Cool Blue  
energy ...**

Desire to  
know and  
understand  
the world  
around them

Maintain a  
detached and  
objective  
standpoint

Value  
independence  
and intellect

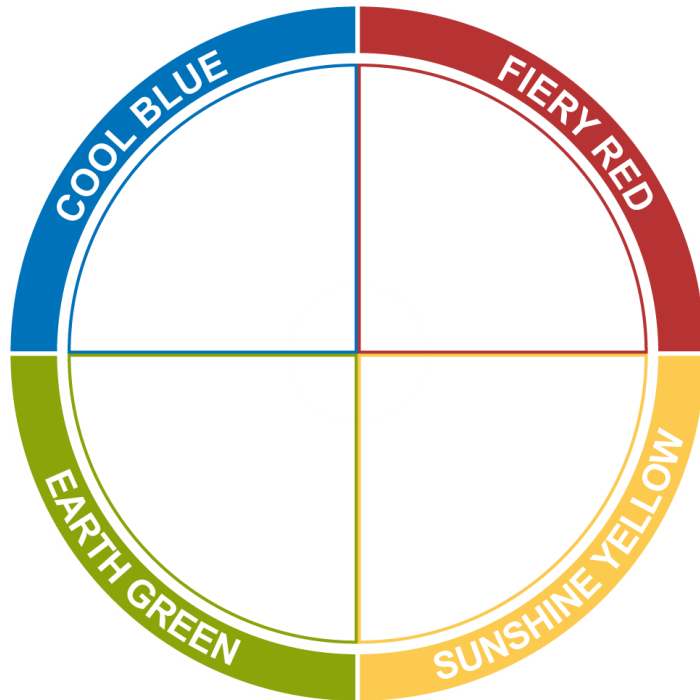
Think things  
through before  
committing to  
action

Like  
information to  
be accurate  
and complete  
before  
proceeding

# Good Day/Stress Day



# Your Colour Mix



We each have all four colour energies within us; it is the combination of the four energies that creates the unique **YOU**.



# What color are you?



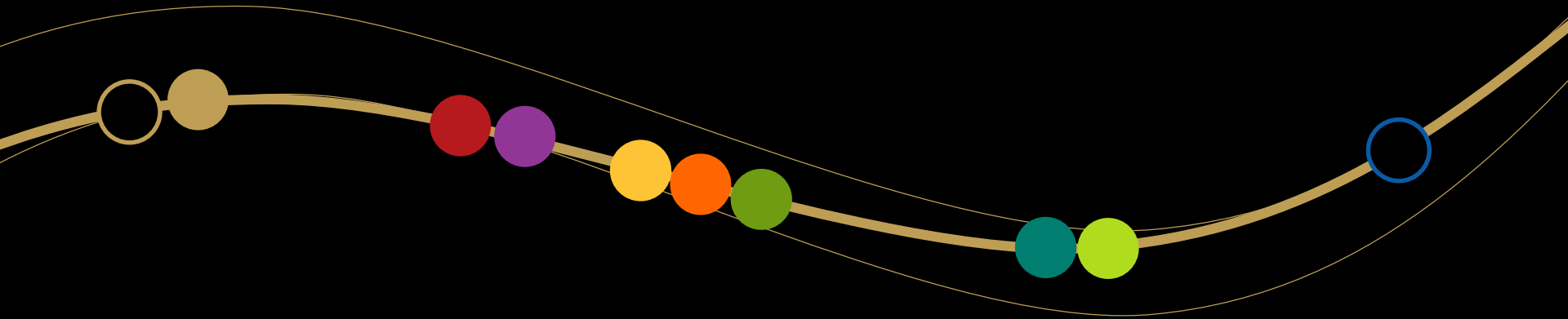
Take the Insights blocks and place them in the order of your most to least color energies

1. Top color - most like you
- 2.
- 3.
4. Bottom color - least like you

|  |
|--|
|  |
|  |
|  |
|  |



# The Jungian Preferences



# Preferences



# Our 'Attitude'

## Introversion

Quiet

Observant

Inwardly focused

Depth focused

Intimate

Reserved

Reflective

Thoughtful

Cautious



## Extraversion

Talkative

Involved

Outwardly focused

Breadth focused

Gregarious

Flamboyant

Action oriented

Outspoken

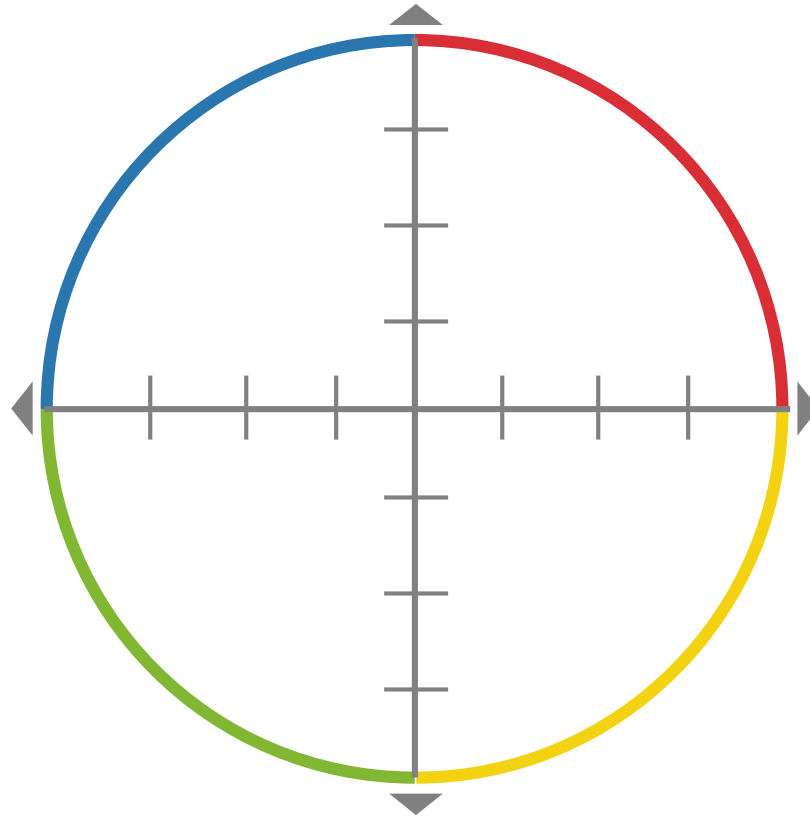
Bold



# Jung's Attitude: Expressing our Energies



**INTROVERSION**



**EXTRAVERSION**





# Our Decision Making 'Functions'

## Thinking

Formal

Impersonal

Analytical

Detached

Objective

Strong-minded

Competitive

Particular

Task focused



## Feeling

Informal

Personal

Illogical

Involved

Subjective

Flexible

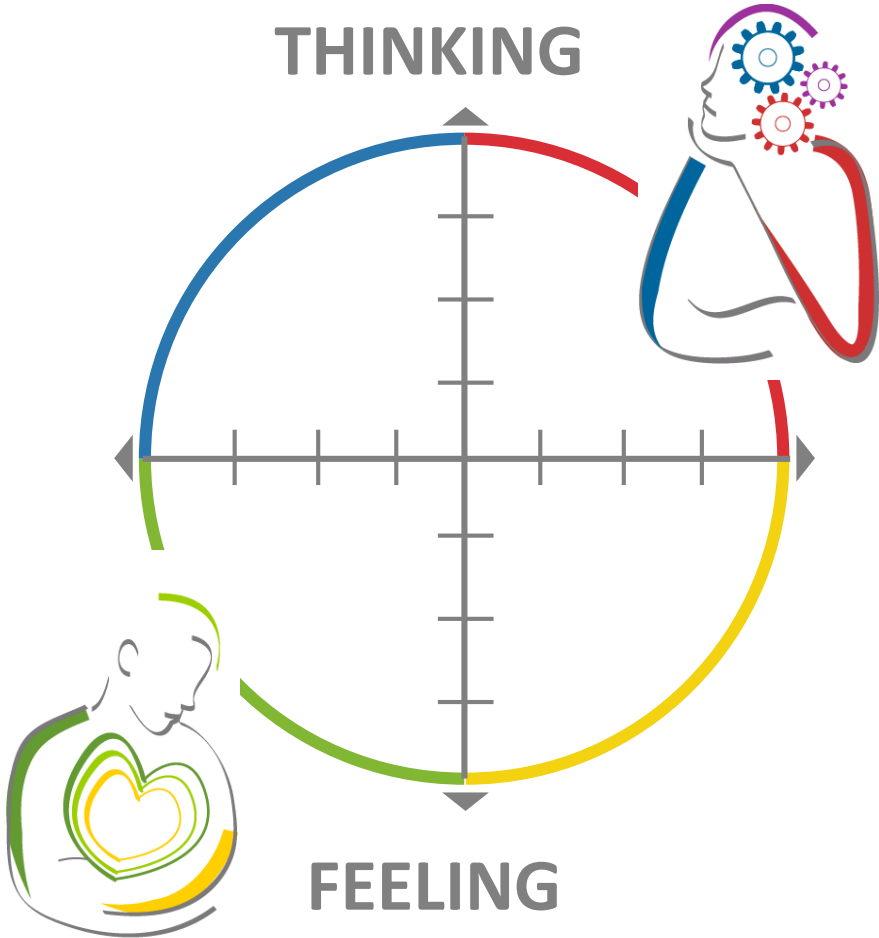
Accommodating

Ambivalent

Relationship focused



# Thinking and Feeling: Decision Making Functions



# Jungian Preferences and the Color Energies

Introversion

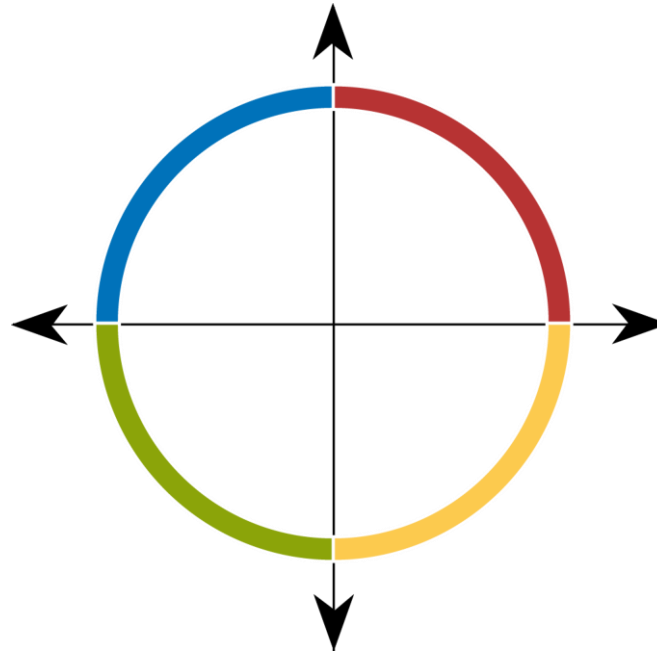


Extraversion

Thinking



Feeling



# Jung's Preferences and the Color Energies

## Cool Blue

### Introversion and Thinking

Style is task-focused, calm under pressure, thoughtful and objective.



## Earth Green

### Introversion and Feeling

An approach favoring depth, reflection, harmony and consensus.



## Fiery Red Extraversion and Thinking

High activity, working with others, being logical and focusing on facts.



## Sunshine Yellow Extraversion and Feeling

Couples sociability and consideration for others with action-orientation and entertaining.





# Your Perceiving 'Functions'

## Sensation

Specific

Present-oriented

Realistic

Consistent

Down-to-earth

Practical

Precise

Factual

Step-by-step



## Intuition

Global

Future-oriented

Imaginative

Unpredictable

Blue-sky

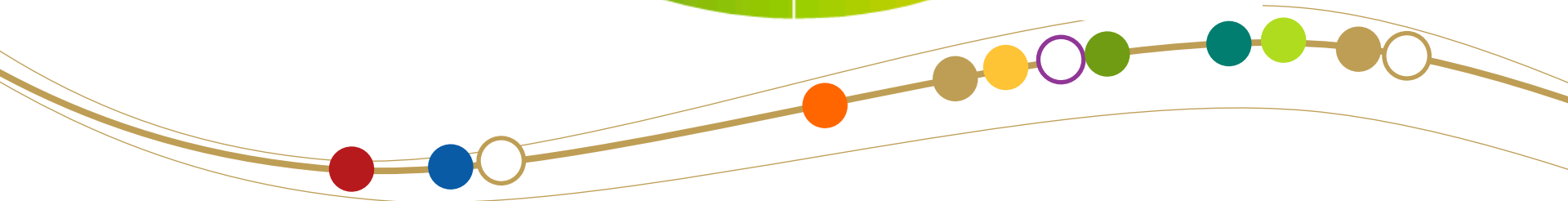
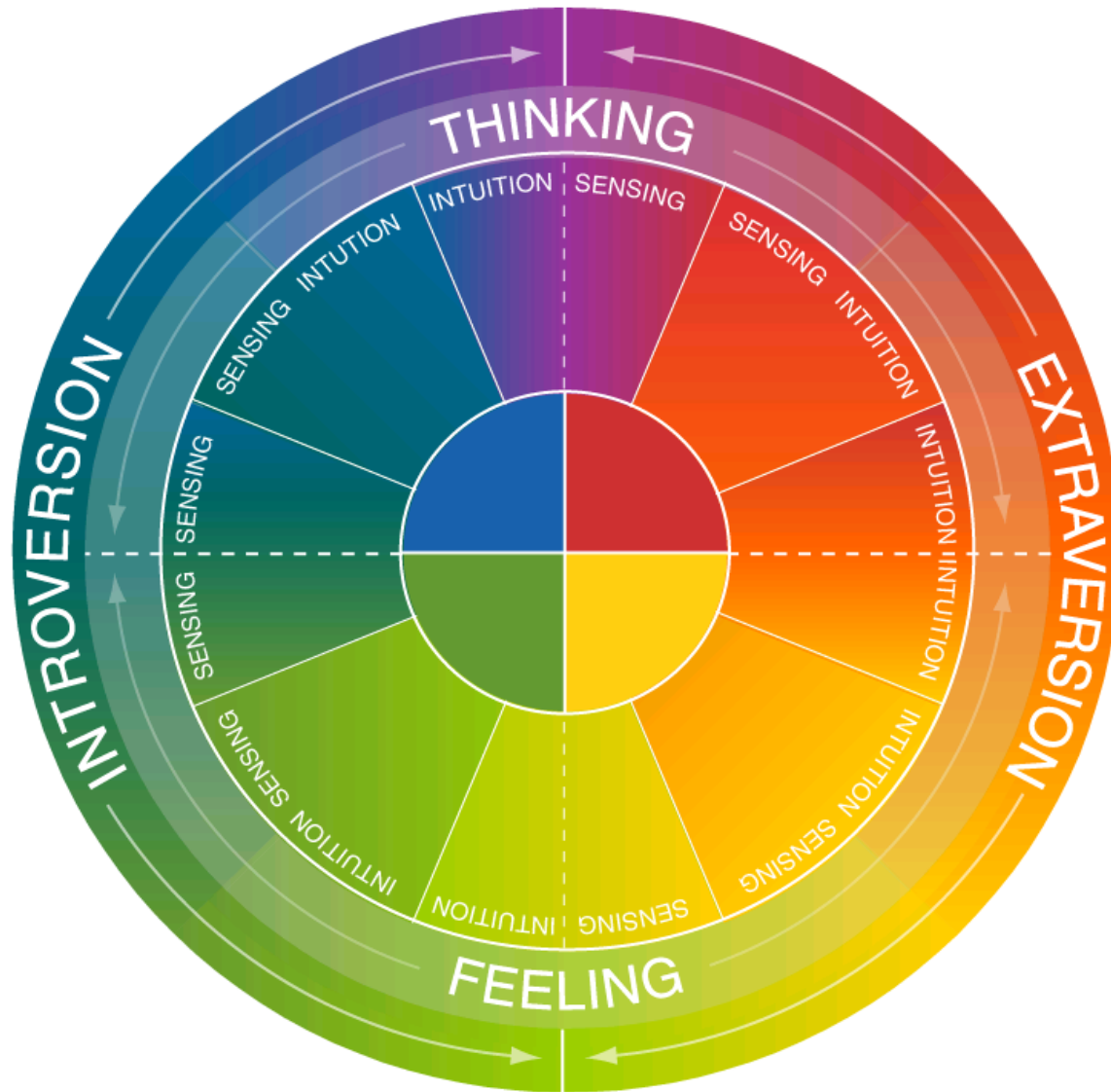
Conceptual

General

Abstract

Spontaneous



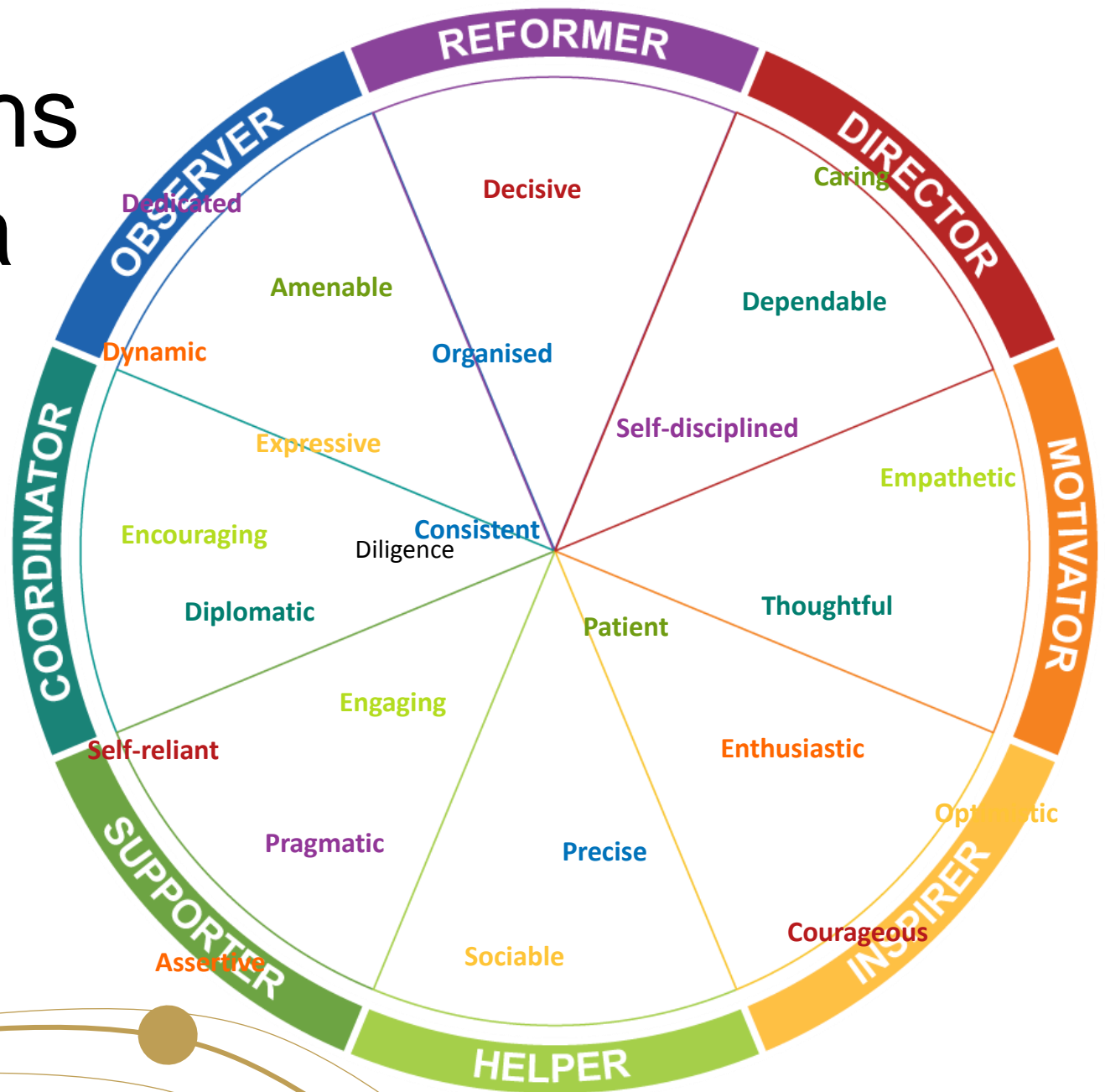


# Key Skills & Attributes of the Eight Types





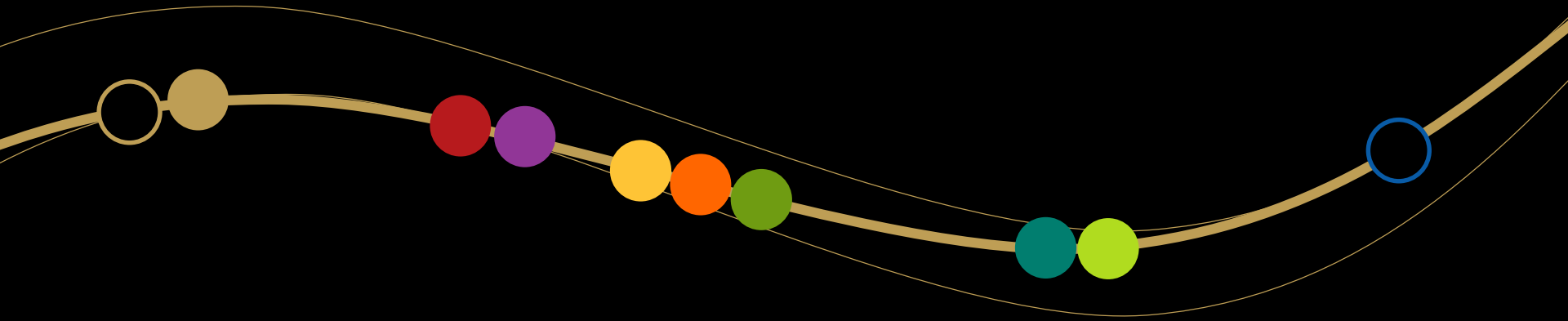
# Strengths Within a Team





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# Insightful Communications



# What Do You Think?

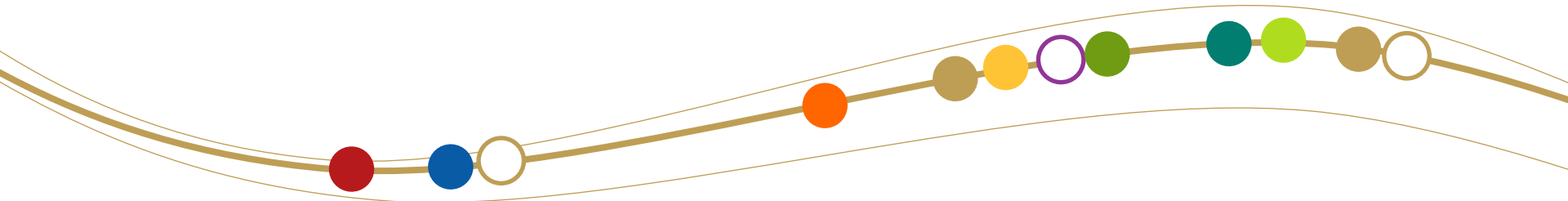
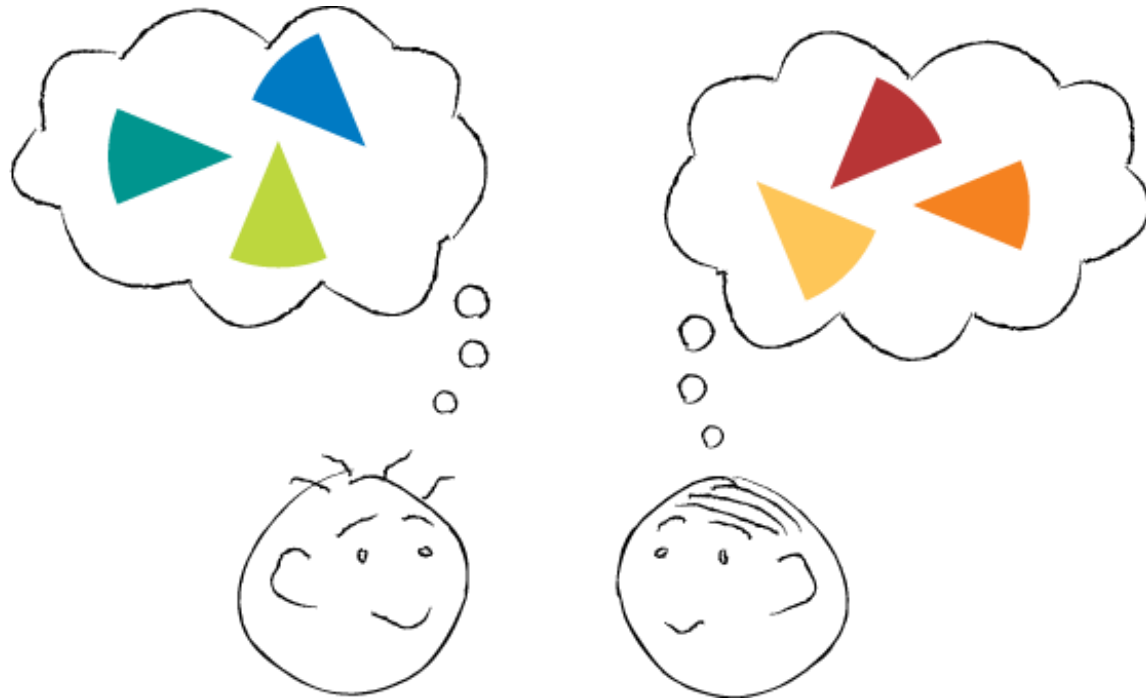
## Harvard Business Review

What percentage of business issues are due to the lack of inter-personal communication skills not the competencies of the parties?

87%



# Communication in the Team



## Do

- Be direct and to the point
- Focus on results and objectives
- Be brief, be bright and be gone

## Don't

- Hesitate or waffle
- Focus on feelings
- Try to take over



## Do

- Be friendly and sociable
- Be entertaining and stimulating
- Be open and flexible

## Don't

- Bore them with details
- Tie them down with routine
- Ask them to do things alone



## Do

- Be patient and supportive
- Slow down to their pace
- Ask their opinion; give time to answer

## Don't

- Take advantage of their good nature
- Push them to make quick decisions
- Spring last minute surprises



## Do

- Be well prepared and thorough
- Put important things in writing
- Let them consider all the details

## Don't

- Invade their personal space
- Be flippant on important issues
- Change their routine without notice

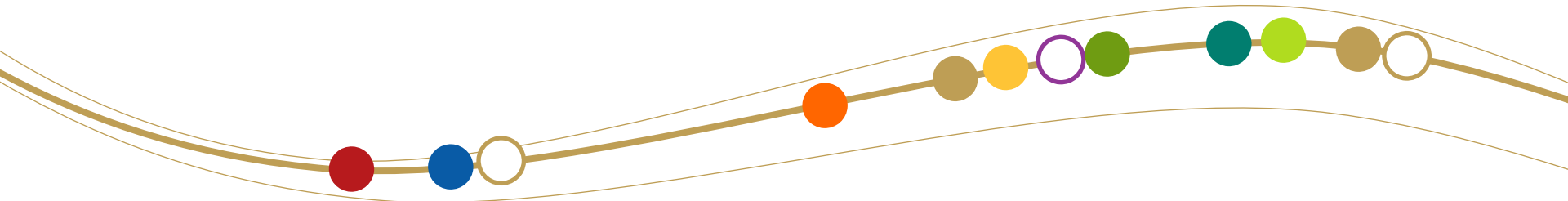




# It's about conversations...

“Never be afraid of  
the conversations you're having.  
Be afraid of the conversations  
you're NOT having.”

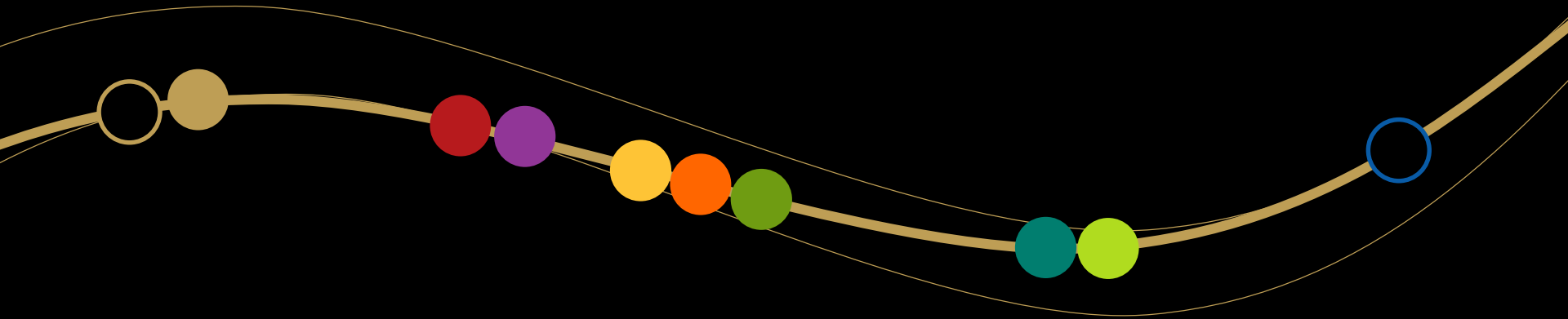
-- Susan Scott, [Fierce Conversations](#)



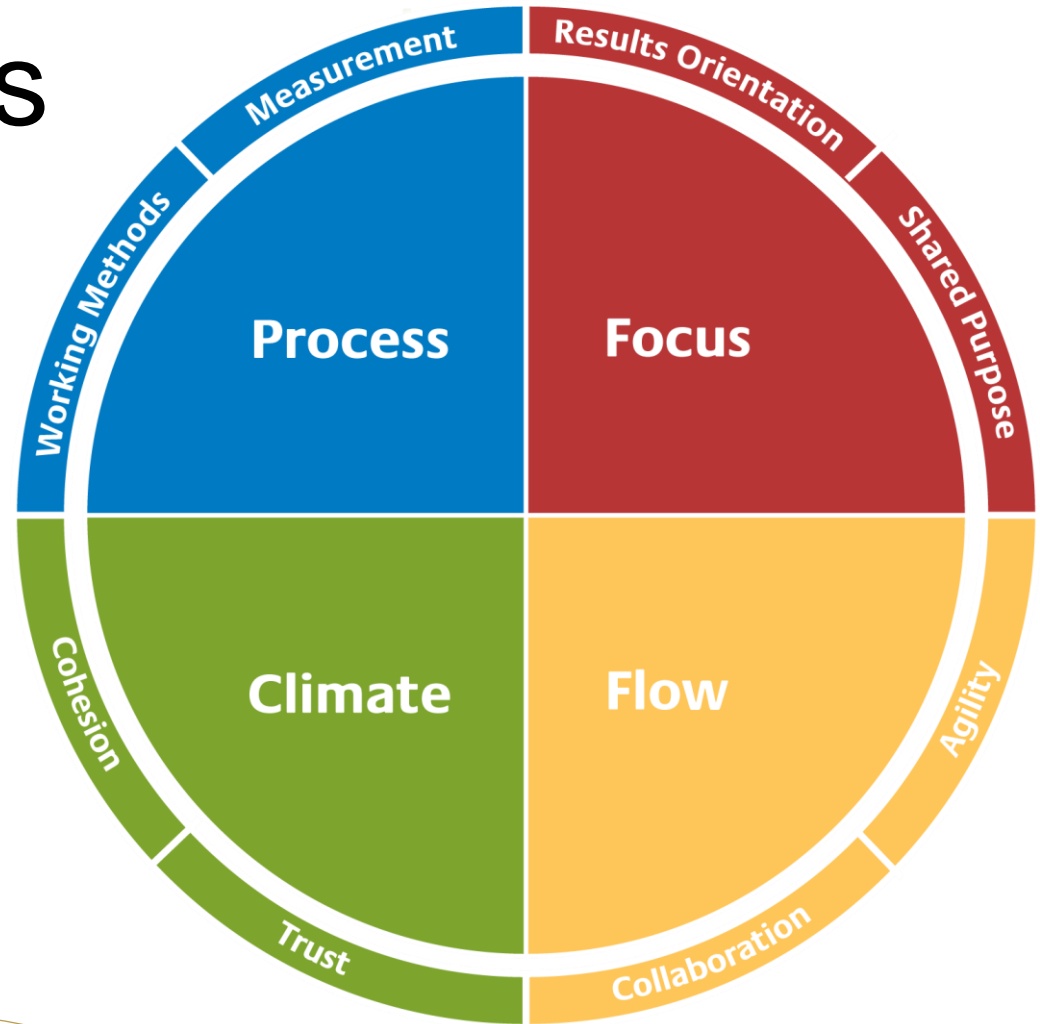


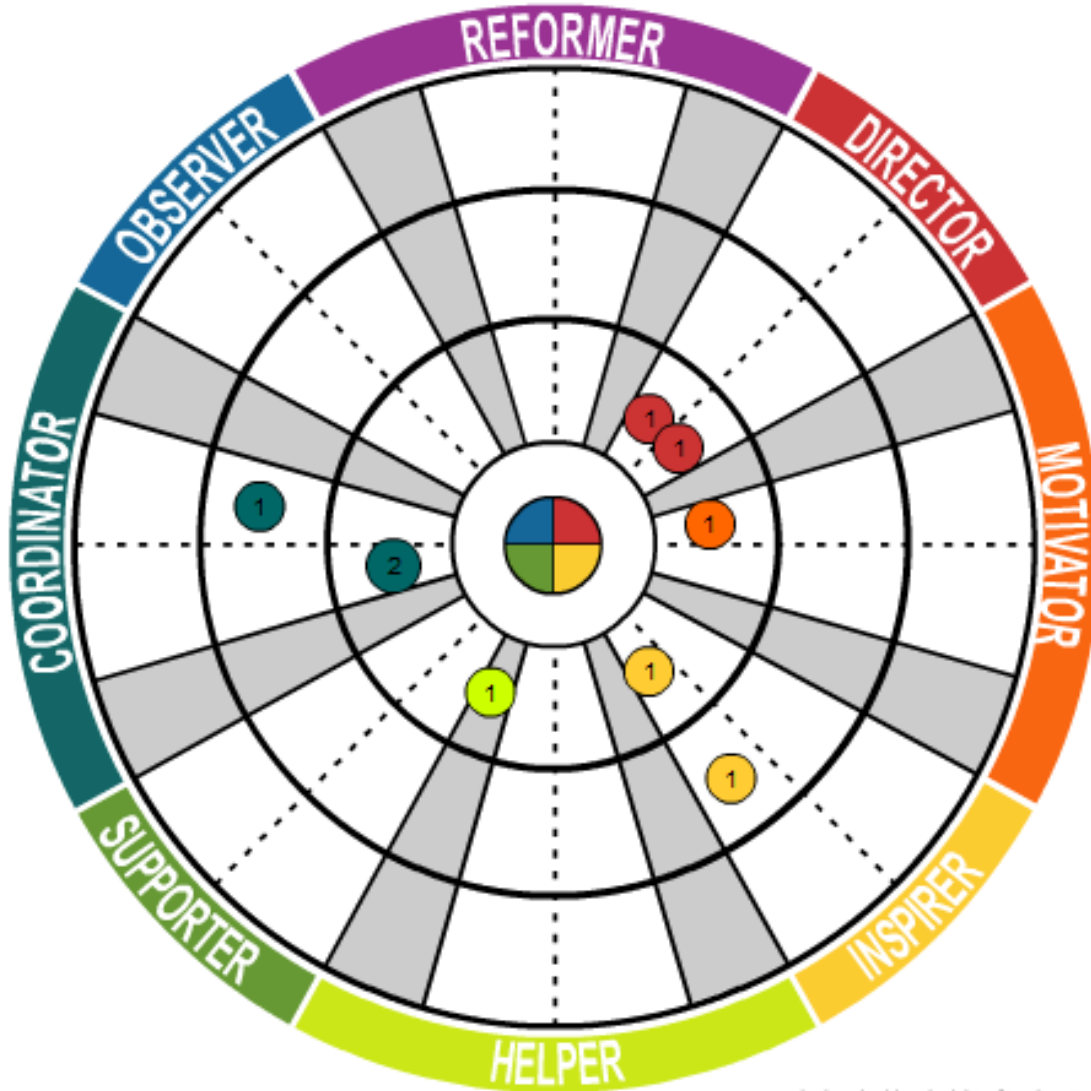
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# Team Effectiveness Model



# Team Effectiveness Model





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## A team that is **focused** will:

- have a clear direction
- know their vision and goals
- have their sights firmly on the deliverables
- take action on the 'right' things
- be accountable for what they have committed to



When a team is in **flow**, they:

- create solutions and solve problems collectively
- engage in dialogue
- learn as a team
- respond quickly to external input
- make the changes necessary to overcome obstacles



In a positive **climate** the team has:

- a high level of trust
- a high degree of engagement and motivation
- the willingness and ability to delve into challenging discussions
- the ability to maintain cohesion under pressure
- a genuine sense of caring and support



If the team has effective **processes**, it has:

- clear roles for each member
- roles that are linked and interdependent
- the right mix of capabilities within the team members
- a clear decision making process
- measurements place to monitor progress





# Team Effectiveness

Positive +

Negative -

**FOCUS**

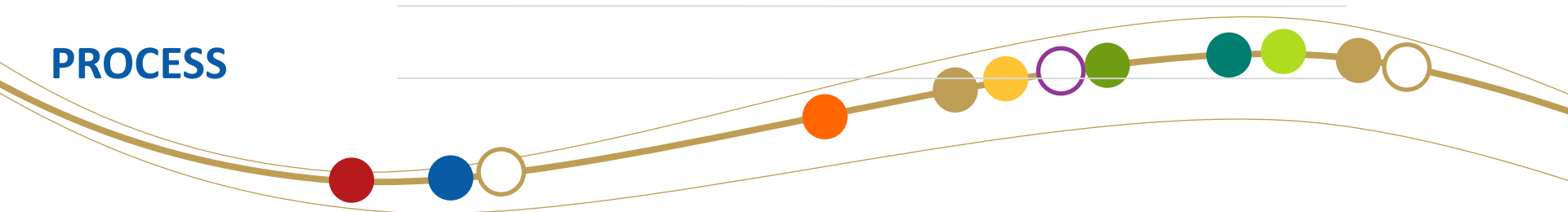
We frequently take our eye off the ball.

**FLOW**

**CLIMATE**

Colleagues listen when I have a problem.

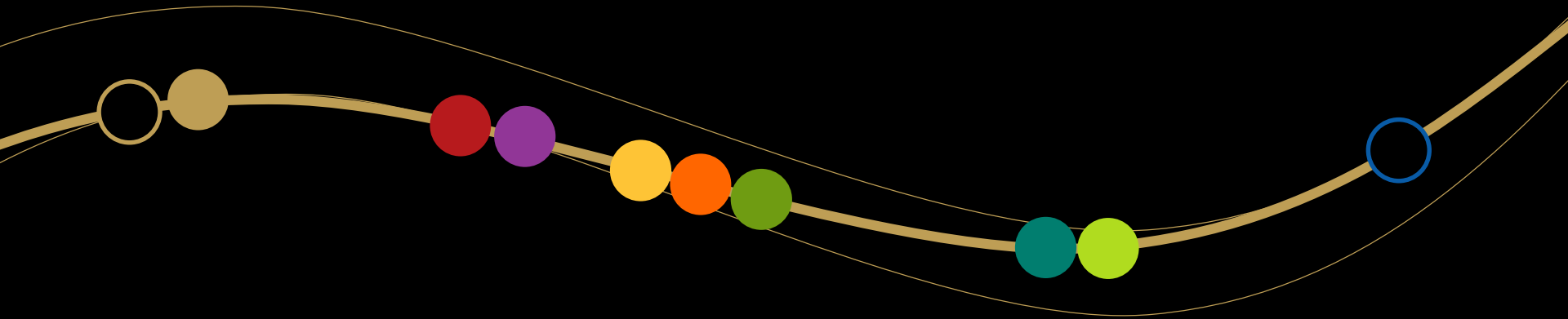
**PROCESS**





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# Summary



*We have all four  
Insights color  
energies within us*



# Insights Energies



- Which we use depends on who we're working with and what we're working on
  - Situational
  - Awareness Choice NOT a Life Choice
- There is NO best color energy

**We Have the Responsibility To:**



**Practice**

**Safe**

**Adapting**

# Disrespectful Use of Language

“Blue people...”



“Reds are so...”



**Disrespectful  
language**  
stereotypes,  
creates negative  
images and limits  
potential

“I’m a yellow”



“Greens always...”



# Respectful Use of Language



**“With my dominant blue energy...”**



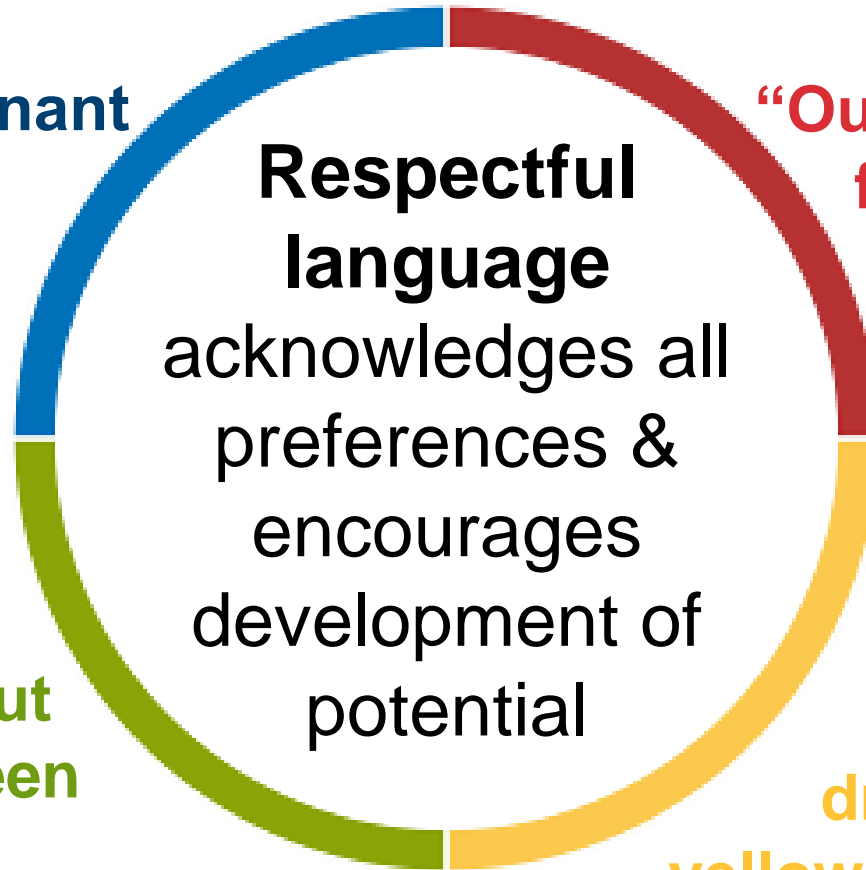
**“Our preference for using red energy...”**



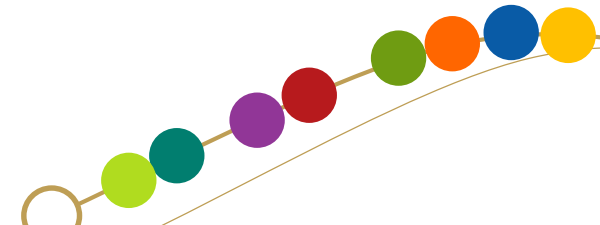
**“Thinking about this from a green energy perspective...”**



**“When we draw on our yellow energy...”**



As a company you will have different perspectives toward one vision





**Celebrate the  
diversity of your  
team & the  
company**



Remember....Adapt....Communicate....And...



*listen in colour*

# The Winning Edge

- Making just a 5%



## B.J. Staten

- No. 200 money earner - 70.6 average score
- \$3,375 per round

## Phil Milkelson

- No. 1 money earner - 67.8 average score (2009)
- \$169,798 per round

**2.8 strokes (4%) with...**

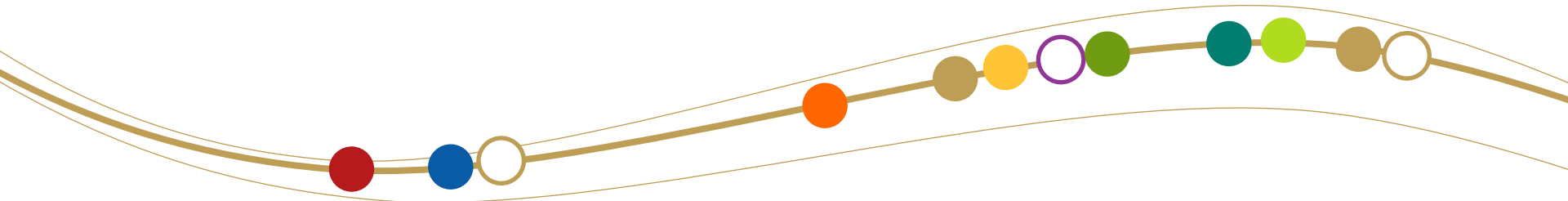
**50 times the results**



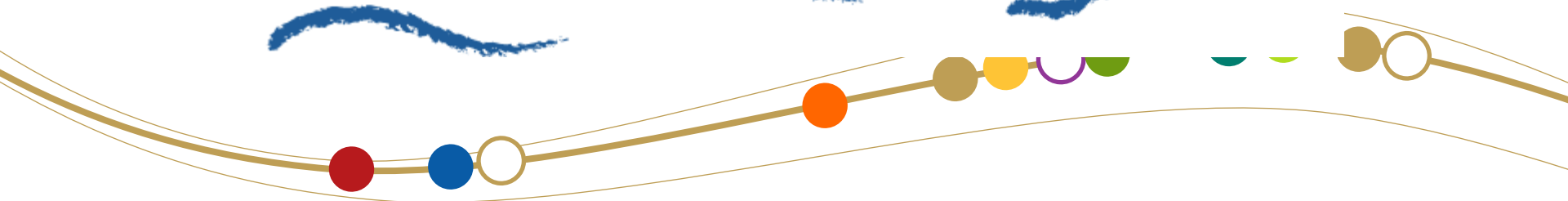
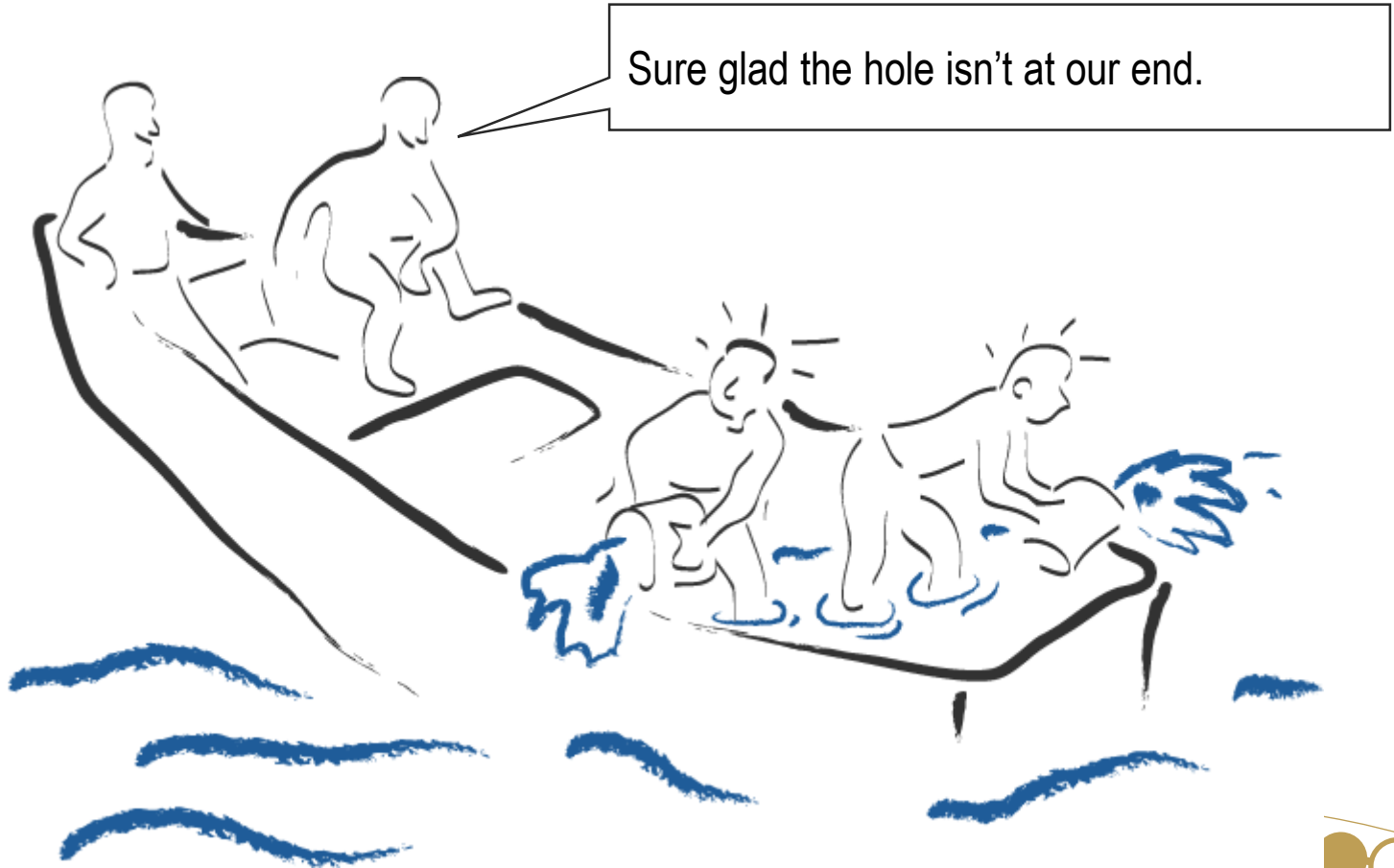


# I am holding you accountable

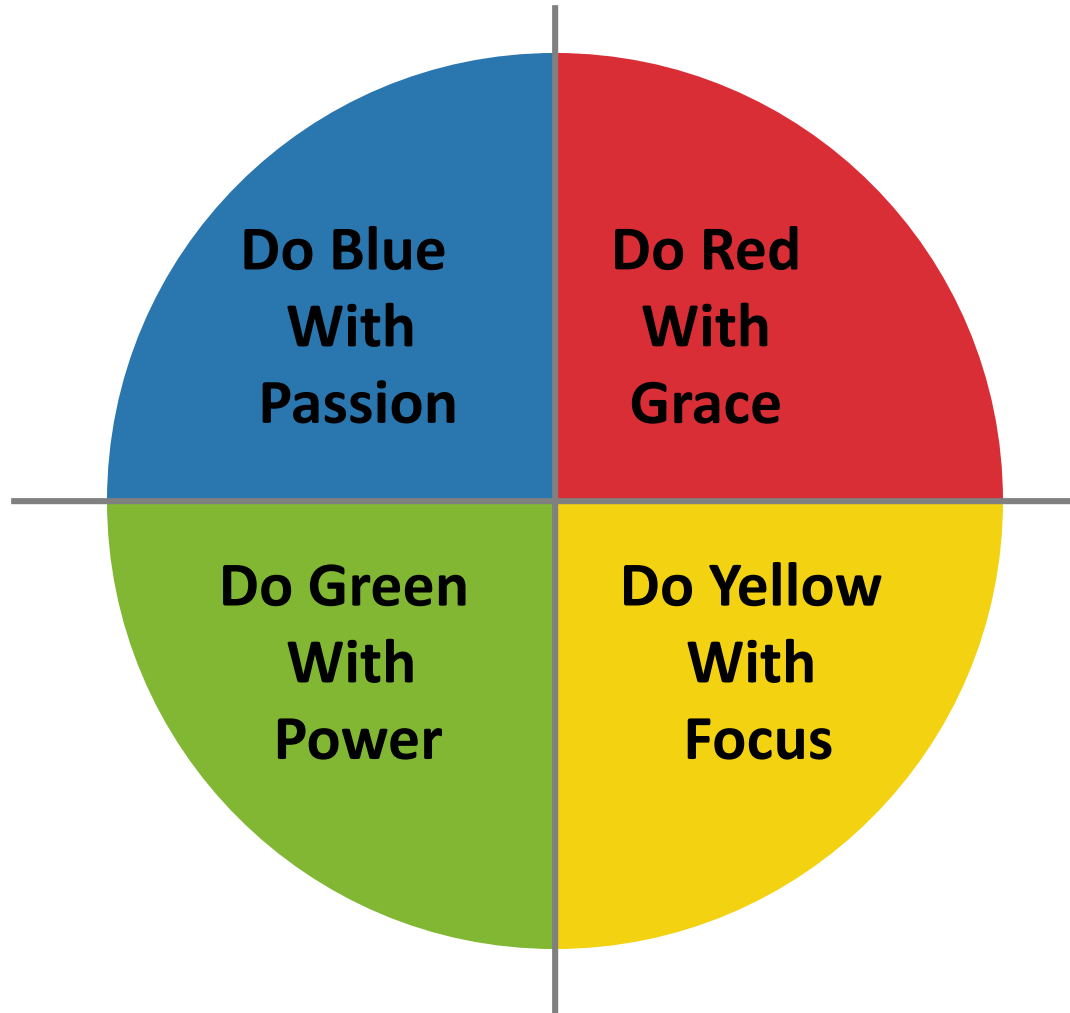
- Focus on the fact that if there's something you don't like, it's in your power to shift it
- Own 5% more of the communication with others.
- Focus on Individual
  - Treat others as a person, not as a color



# When it comes to teams... you are all in the same boat



# Learn to Enhance Your Colors



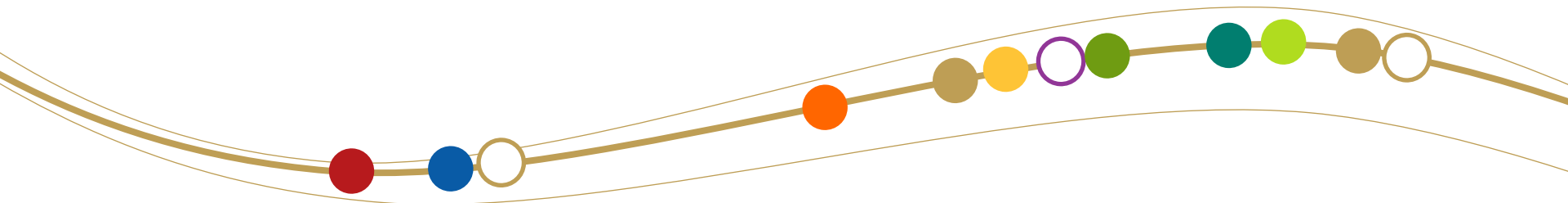
# So What Are Your Next Steps...

What is one action I am going to take to be more personally effective?

What did I discover about myself and my team?

What is one action I am going to take to be a better team player?

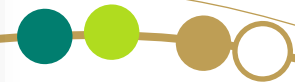
What do I appreciate about others in my team?



# A Great Philosopher once said...

“Know thy self”

“Don’t accept your pet’s admiration as conclusive evidence you are that wonderful.”





# Thank You!!

Mary Hladio

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