

WEBINAR 2

Developing Teams Using the TKI® Team Report

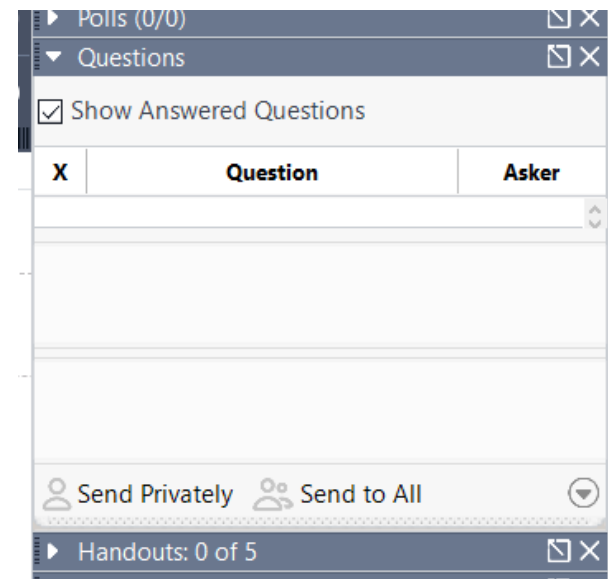
Presented by: Gail Fann Thomas, EdD

11 October 2022



Before we get started

- Webinar is being recorded
- Slides will be sent out, along with resources
- Submit questions at any time using the questions box
- Feel free to use the questions box to share what you're thinking throughout the webinar



Gail Fann Thomas, EdD

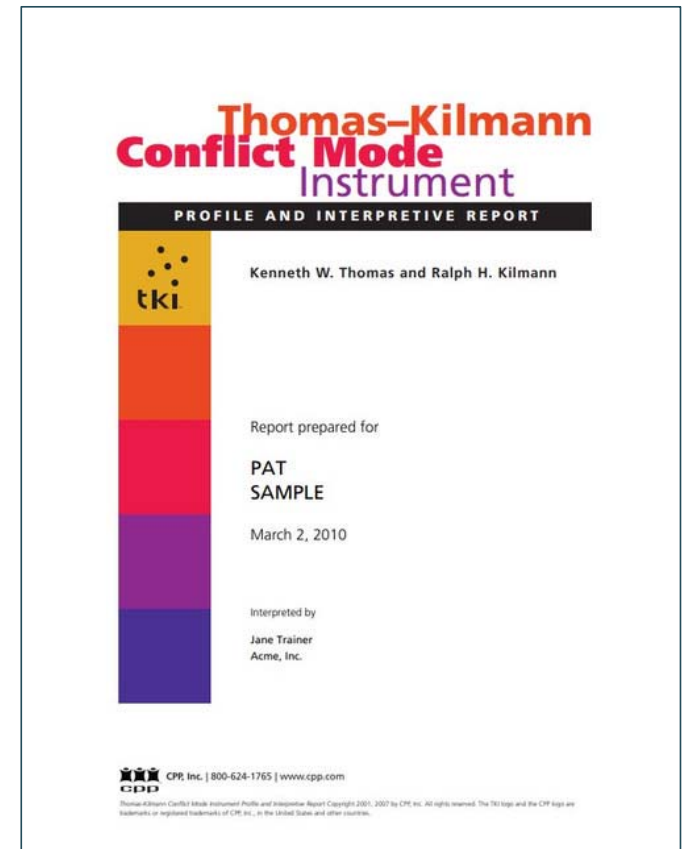
- EdD in business education at Arizona State University
- Co-author of TKI Team Report
- Taught graduate and executive management education at the Naval Postgraduate School in Monterey, CA (30 years)
- Works with teams and conflict management – at all levels
- Specializes in communication, building collaborative capacity, conflict management, and team development
- Published more than 60 articles, chapters and technical reports
- Located in Monterey, CA



Poll

What's your experience with using the TKI assessment tool?

- A. I use the TKI predominantly with individuals
- B. I use the TKI with individuals AND teams
- C. I use the TKI infrequently
- D. I have never used the TKI



Poll

What's your experience facilitating teams?

- A. I have a great deal of experience facilitating teams
- B. I have some experience facilitating teams
- C. I don't have experience facilitating teams



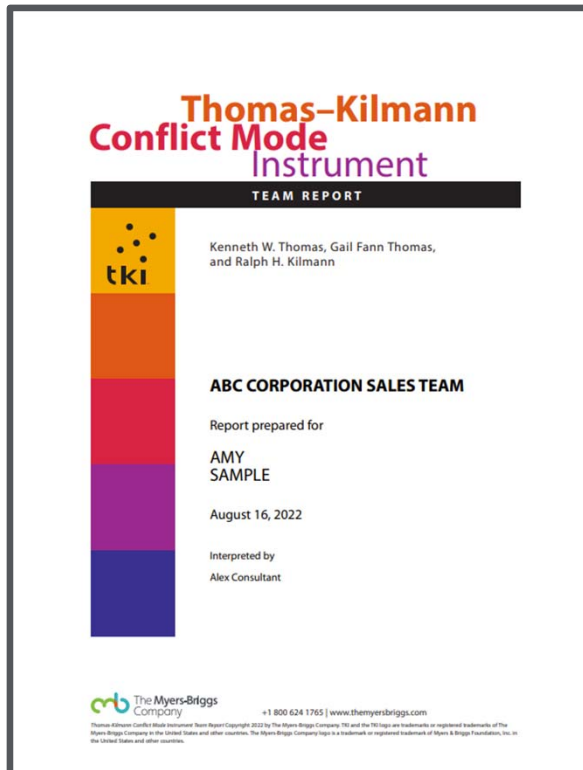
AGENDA

- Conflict Basics for Teams
- Key Steps for Designing a TKI Team Workshop
- Q&A

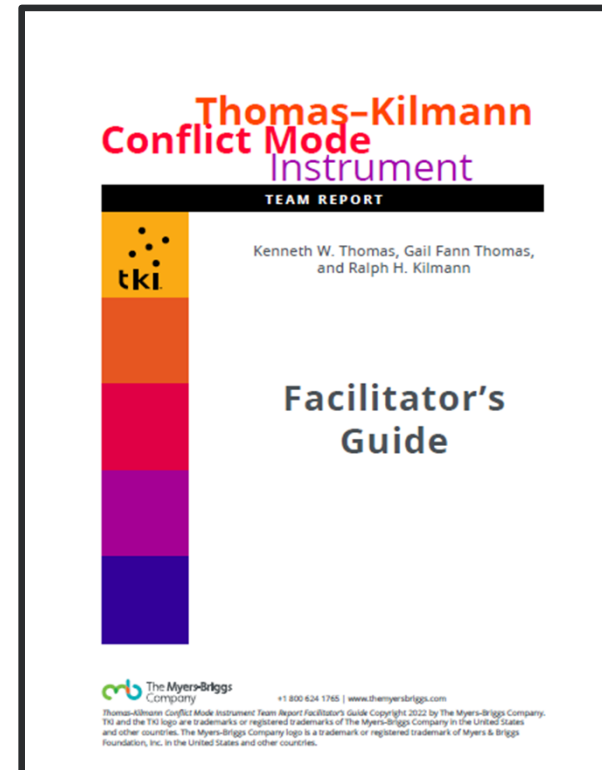
Expectations

- What are you hoping to learn or take away from today's webinar?





TKI Team Report



TKI Team Report Facilitator's Guide
(free supplementary resource)



Teams and Conflict Management

Definition of conflict:

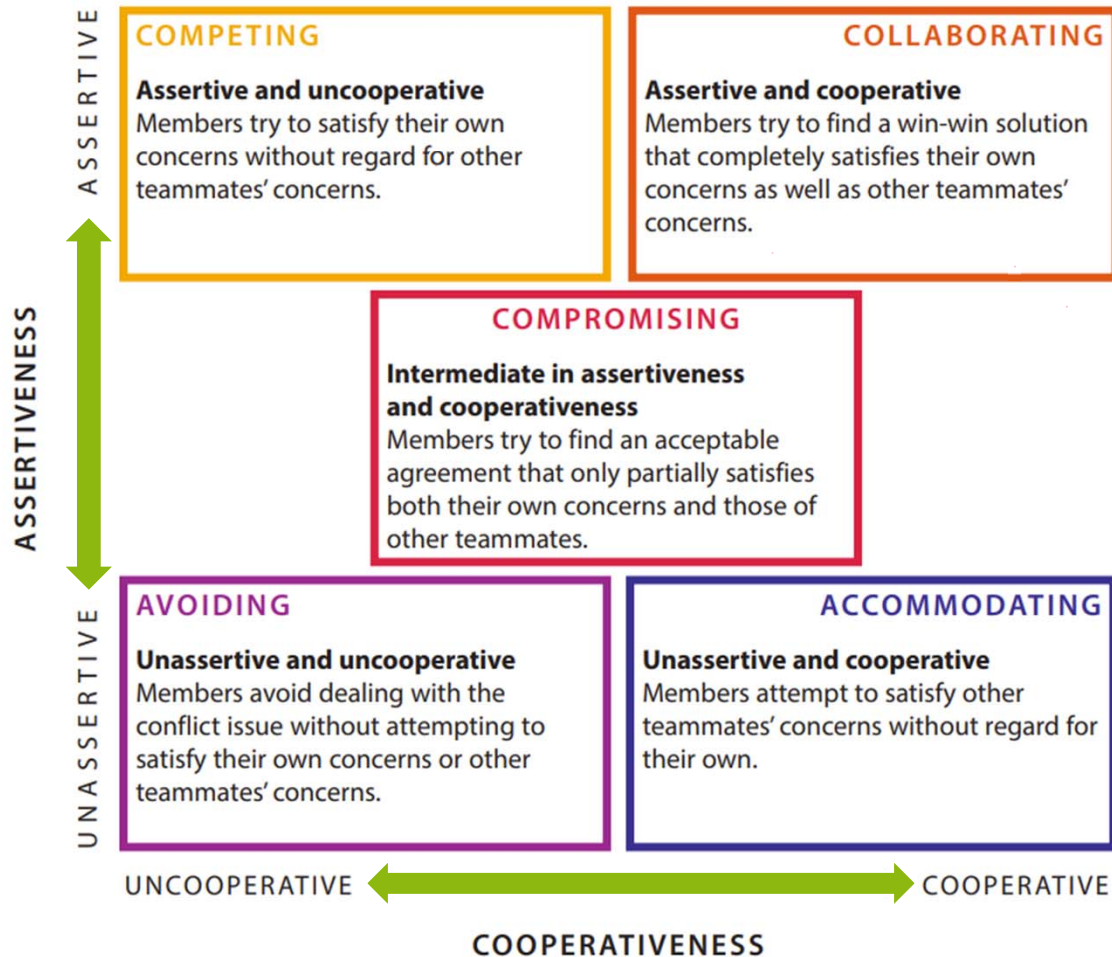
Conflict occurs when people's concerns, or the things they care about, appear to be incompatible.

- Well managed team conflict can improve innovation, increase engagement, and boost performance.
- Poorly managed team conflict can decrease morale and create delays.



The Thomas-Kilmann Conflict-Handling Model Focus on Teams

THE FIVE CONFLICT-HANDLING MODES



The TKI Team Report uses the familiar, well-researched, Thomas-Kilmann Conflict model

BUT, now focuses on the interactions within a group of people

Remember...the conflict modes are situational

COMPETE WHEN...

- Members need to champion a good idea to get the rest of the team to take it seriously
- Teammates seem committed to an idea that needs to be challenged
- A leader needs to take an unpopular action (for example, termination or budget cuts)
- Quick, decisive action is needed in a crisis

COLLABORATE WHEN...

- Two conflicting concerns are each too important for compromising or accommodating
- The team needs to combine diverse insights to better understand an issue
- A consensual decision is needed to gain team members' commitment
- Hard feelings within the team need to be worked through and resolved

COMPROMISE WHEN...

- Collaborating or competing hasn't worked, and the team needs a fallback approach
- A "good-enough" decision is all that is needed
- The team needs a quick settlement under time pressure
- Fairness is important in sharing gains or costs among team members

AVOID WHEN...

- An issue is relatively unimportant and not worth the team's time
- An issue is too dangerous to raise (for example, personalities, blame, political beliefs)
- Postponing would help the discussion (for example, to gather data or to allow tempers to subside)
- An issue should be referred to a subgroup who are more directly concerned

ACCOMMODATE WHEN...

- A small sacrifice would yield greater good for the team or another member
- Members realize that they are wrong or that others know more about the issue
- Members have been heard and understood, but the decision has gone against them
- An apology or forgiving others would help heal bad feelings

AGENDA

- Conflict Basics for Teams
- Key Steps for Designing a TKI Team Workshop
- Q&A



Key Steps for a TKI Team Workshop



Planning



Delivery

TKI basics
Interpreting the
profiles, analysis,
and action planning



Post-workshop

Preparing for the Workshop

- **Meet with the client or leader to learn the purpose and goal of the workshop (needs assessment)**
 - Are there clear goals, deadlines, or deliverables for the session from senior leadership?
 - What is the history of the team? When was the team established?
 - How interdependent are the members of the team—how much do they depend on one another to achieve the team’s goals?
 - Who are the team leaders and other key influencers on the team?
- **Administer assessments** (consider modified instructions, team diagnostic tool)
- **Generate reports and conduct initial analysis of the results**
- **Create a workshop agenda**
- **Gather materials and other resources**

Instructions for the TKI Assessment

Standard instructions:

“Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?”

Modified instructions (for the focal team only)*:

“Inside the Project Team Alpha in the Finance Department, how do you usually respond when you find your wishes differing from those of other team members?”

*If needed, include a list of all team member names to ensure you are all assessing interactions WITHIN the team.



Team Diagnostic Worksheet (Optional)

Team conflict diagnostic worksheet

Team name:

Team members:

The following statements relate to your team's ability to handle conflict. Conflict occurs when team members' concerns—or things they care about—appear to be incompatible.

Please choose one option to indicate the frequency with which your team engages in each behavior. All individual responses will be treated anonymously and combined with the responses of other members of your team.

	Always	Often	Sometimes	Rarely	Never
	5	4	3	2	1
1 Our team members need to work with one another to accomplish our shared goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 The team is experiencing a great deal of stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 Our team has established a clear purpose and shared goals, and we revisit them throughout our team's project or task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Our team's goals are important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 We have established clear guidelines for how we will best manage conflict. We revisit these guidelines throughout the task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Overall, the members of my team...



Sample Agenda For Half-Day Workshop

Topic	Approximate time required	Summary
Introductions, objectives, and expectations	20 minutes	<ul style="list-style-type: none"> • Run an icebreaker activity if desired. • Confirm session objectives and give a brief overview of the activities for the session. • Explain expectations for the session, including any expectations received from leaders or senior management. Then have team members share their expectations. • Establish ground rules with the team.
Introducing the TKI Conflict Model	25 minutes	<ul style="list-style-type: none"> • Define conflict. • Introduce the Thomas-Kilmann Conflict Model and the five conflict-handling modes.
Exploring the TKI Team Profile	30 minutes	<ul style="list-style-type: none"> • Explore the team's TKI profile. • Have team members explore their own profiles to see how they fit with the team's profile.
Break	15 minutes	
Interpreting team and individual results	60 minutes	<ul style="list-style-type: none"> • Interpret and discuss the team's results and possible consequences of overuse or underuse of relevant conflict-handling modes.



Learning Objectives

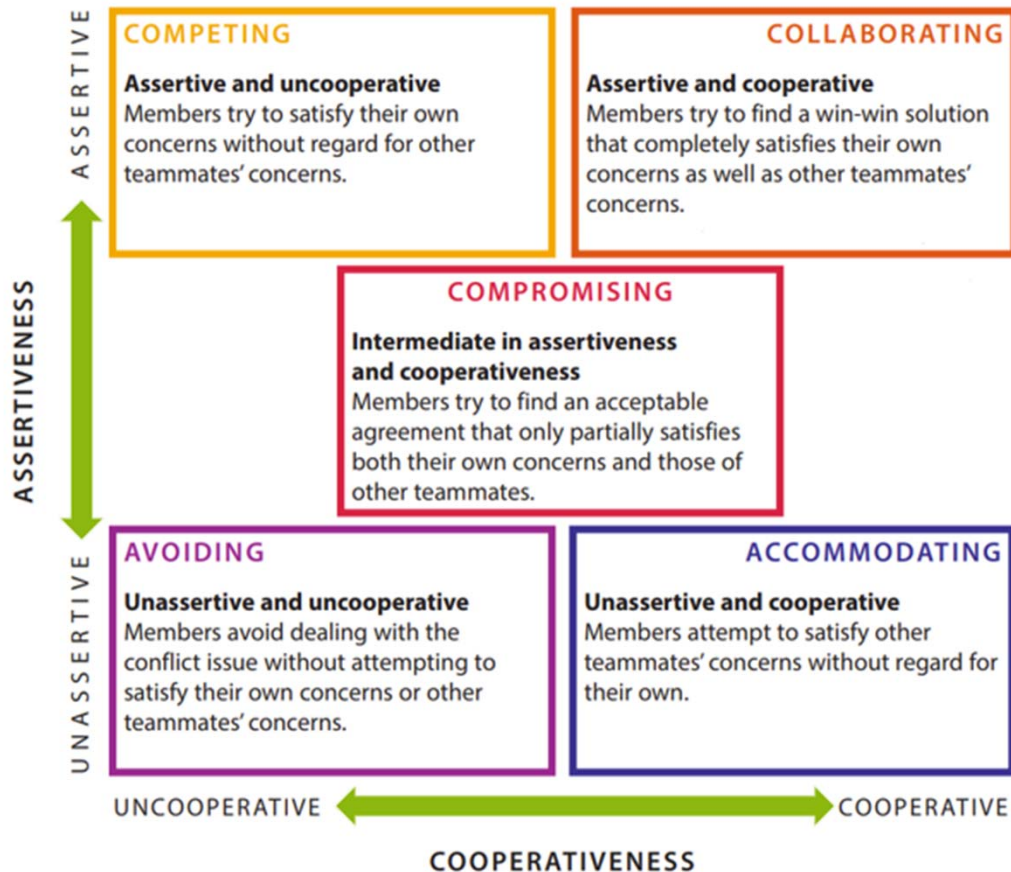
- A. Understand the TKI conflict model and the five conflict-handling modes
- B. Discuss the team's conflict-handling profile
- C. Identify the strengths and development opportunities related to the team's conflict management approach
- D. Agree on an action plan to improve the team's conflict management approach

Setting Ground Rules (Example)

- Treat one another with respect
- Listen to others before offering your own perspective
- Be open to different perspectives
- Involve everyone; no side conversations
- Provide useful and constructive feedback
- Encourage everyone to contribute
- Stay on topic



Conflict Handling Basics



- Conceptual model
 - Assertiveness
 - Cooperativeness
- The five conflict-handling mode choices
- Overuse and underuse tendencies
- Best use of the modes (situational)



Advantages and Disadvantages of the Five Modes

Conflict-handling Modes	Advantages	Disadvantages
Competing		
Collaborating		
Compromising		
Avoiding		
Accommodating		

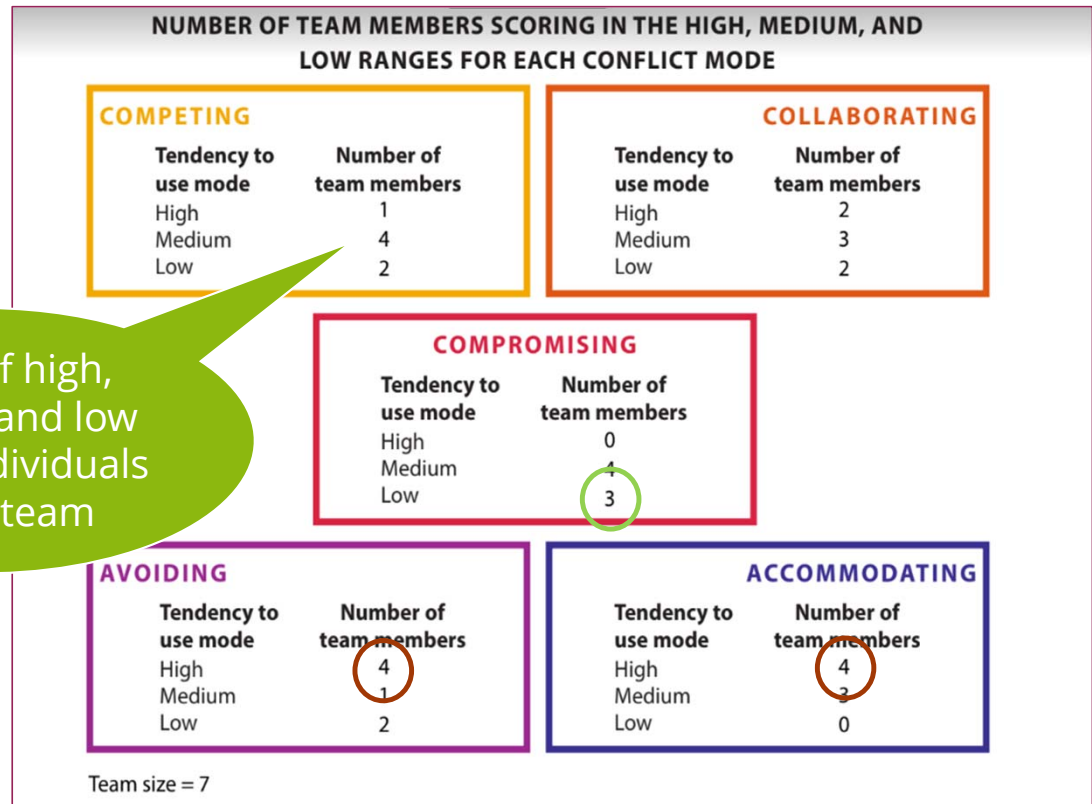


Team Profile

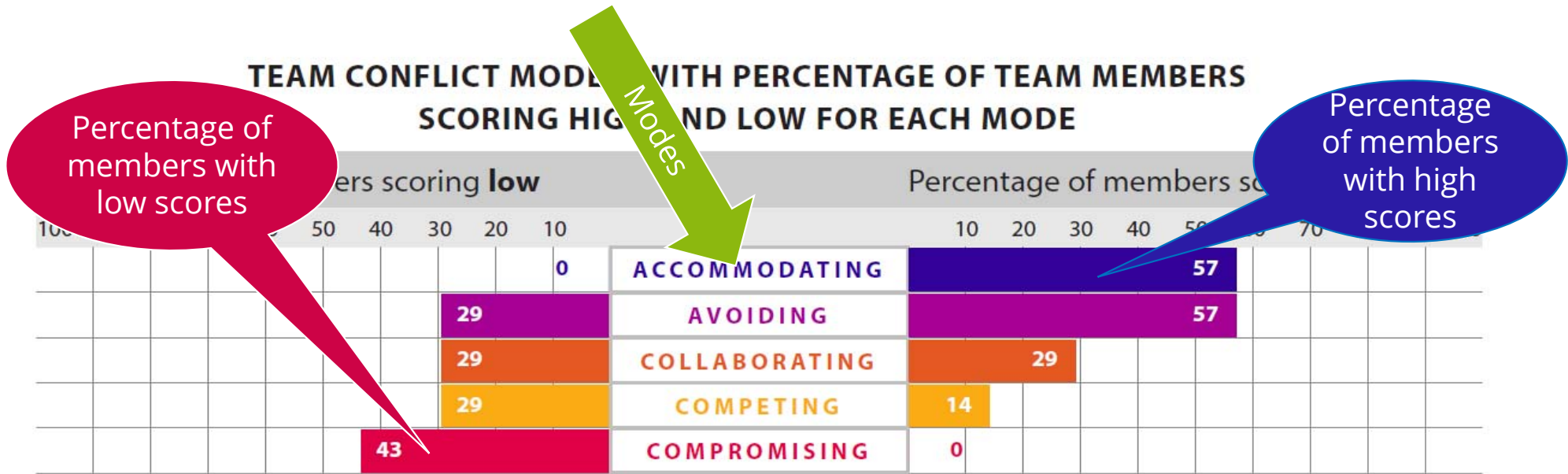
Which mode scores highest?

Which mode scores lowest?

Count of high, medium and low for the individuals on the team



The TKI Team Tendencies



Team size = 7

The TKI scores are converted to percentages of team members who scored high and low on each mode to portray the team's conflict-handling tendencies





All Members' TKI Individual Results

(Only in TKI Facilitator's Report)

MEMBERS' PERCENTILE RANGE FOR EACH MODE

Team size = 7
H = high; M = medium; L = low

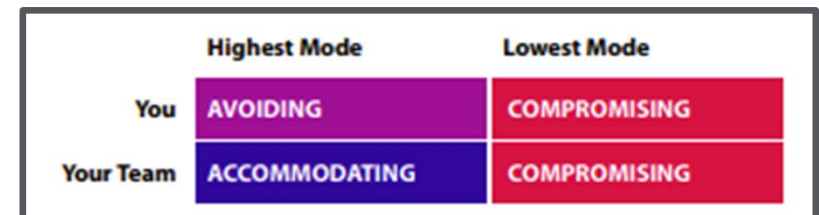
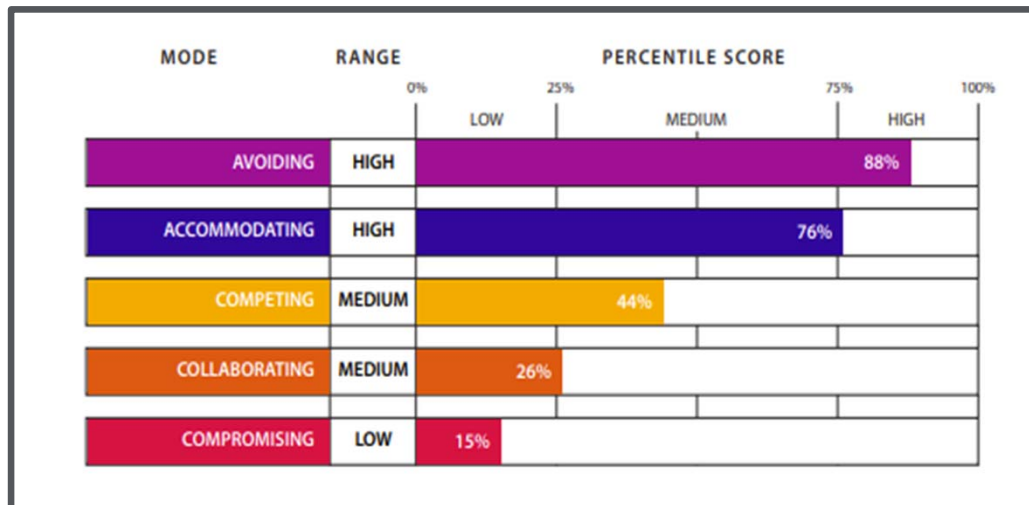
Member	Competing	Collaborating	Compromising	Avoiding	Accommodating
Beau, F.	M	M	L	H	H
Bernstein-Hankelman, V.	M	L	M	H	H
Langenheimer, C.	L	H	M	M	M
Muñoz, P.	M	H	M	L	M
Takamura, J.	L	M	L	H	H
Smith, B.	M	L	L	H	H
Wyar, K.	H	M	M	L	M

Team leader

Senior team member

Individual Profile

- Focal member's individual TKI scores for the five conflict modes.
- Individual's highest and lowest scoring conflict-handling modes compared to team's highest and lowest-scoring modes.
- Individual challenges and remedies.



Challenges and Remedies

- For highest-scoring mode
- For lowest-scoring mode
- For interpersonal relationships
- For decision making

CHALLENGE	REMEDY
<p><input type="checkbox"/> Tolerating negative behavior. Out of a desire not to be rude or inconsiderate, members may put up with behaviors from one or more team members that damage relationships within the team. For example, team members may accept one or more members being late to meetings, engaging in excessive domineering behavior, or not listening to other members.</p>	<p>Offer feedback and coaching. Take responsibility for coaching or giving constructive feedback to other team members after meetings. "Would you like some constructive feedback?" "Here is another way to handle that."</p>
<p>Members who are not assertive or do not speak up about what they are</p>	<p>Emphasize appreciation and equity. Public and private acts of appreciation are especially important in teams scoring highest</p>

Remedy for overuse of accommodating

Example for a high-accommodating team
Interpersonal relationships

Possible challenge for high-accommodating

Gap Analysis



Team's Current Conflict Handling



Desired Future State

- Tendency to overuse accommodating and avoiding; underuse collaborating
- Limited skills in collaborating
- Limited skills in giving and receiving feedback about conflict-handling behavior
- Few discussions about team process
- No team standards

- Individuals are self aware of their approaches to conflict can adjust to improve team performance
- Positive team norms that contribute to team performance
- Regular discussions among team members about ideal approach for the situation
- Strong skills in feedback and collaboration

Action Planning

Delivery



Team SMART goal: By the end of the month, the team will be able to assess a range of situations and determine the most appropriate conflict-handling mode to use for each one.

Specific	Set up weekly team meetings to discuss the choice of conflict-handling modes for each stage of the project—especially the choice of collaborating or compromising.
Measurable	The workshop facilitator will attend two team meetings to observe interactions between team members. She will assess these interactions and provide feedback on the team's use of the five conflict-handling modes.
Achievable	Team members will review the TKI Team Report to make sure that they understand when to use the five modes. They will also explore the pros and cons of collaborating and compromising.
Relevant	Effective collaboration skills will be needed to achieve the organization's goal of developing a new company policy. Team members will also need to use their collaboration skills as they interact with their departments and provide input to the task force.
Time-bound	By the end of the month, team members will be able to discuss their abilities to deal with conflicting opinions about the guidelines they are developing. Feedback from the facilitator will provide interim checks to help the team develop this skill set.



Suggested Activities After the Workshop

- Get feedback from client, senior leader, and/or team member evaluations
- Meet with client 1-3 months after workshop for progress check
- Offer individual coaching sessions for team leader and/or members
- Explore opportunities for related training (e.g. giving and receiving feedback, building collaboration skills)



AGENDA

- Conflict Basics for Teams
- Key Steps for Designing a TKI Team Workshop
- Q&A



Upcoming Webinar

October 26 – Managing Conflict for Three Types of Teams (*Webinar 3 of 3*)

We'll discuss three types of teams that benefit from understanding their approach to conflict and how the TKI Team Report can help them handle conflict more effectively – new teams, struggling teams, and hybrid teams

<https://www.themyersbriggs.com/en-US/Connect-with-us/Events>



 The Myers-Briggs
Company



Q&A





Backup Slides



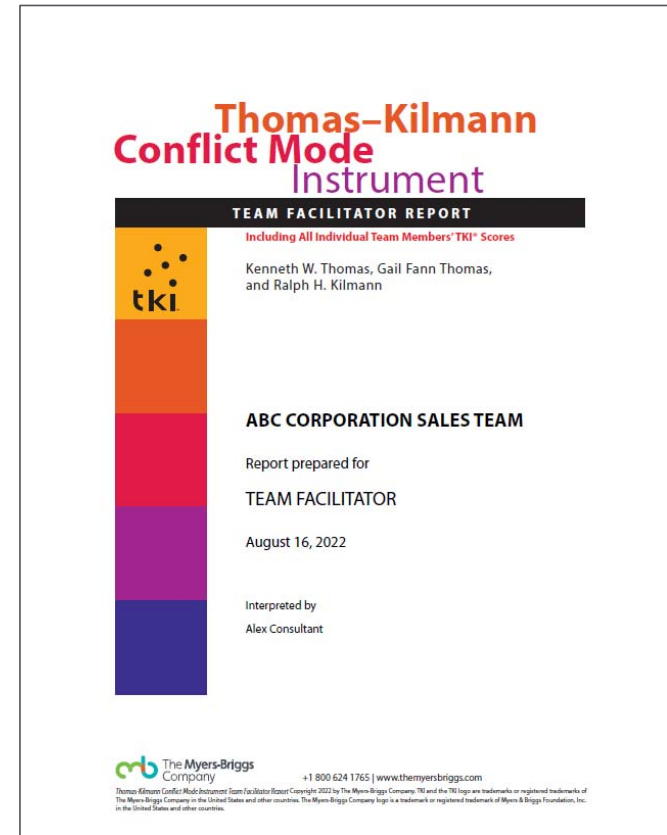
Sections of the TKI Team Report

- The Thomas-Kilmann Conflict Model
- The TKI Team Profile
- The TKI Team Tendencies
- Challenges and Remedies
- The TKI Individual Profile
- All Members' TKI Individual Results (only included in the TKI Facilitator's Report)



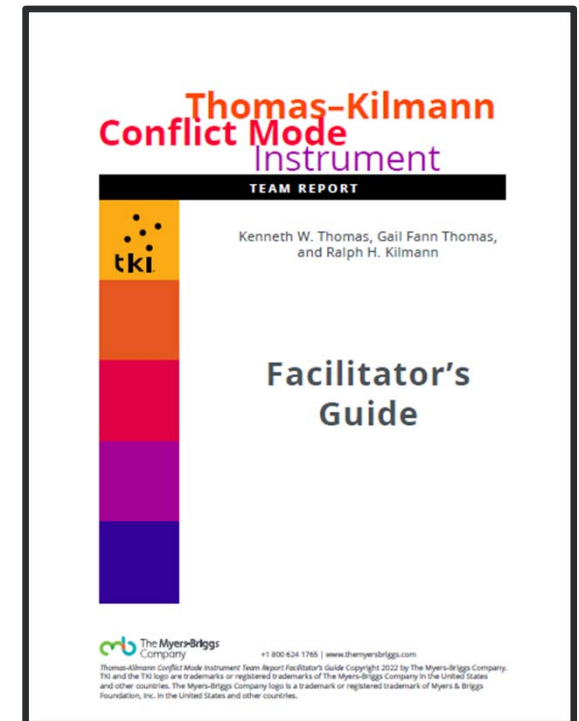
Facilitator's Report

- A TKI Team Report is generated for the facilitator
- Team section is the same material for all
- Individual section includes a sample individual profile
- All members' TKI individual results (in facilitator's report only)



What's included in the Facilitator's Guide

- General information about the TKI Team Report
- When to use the TKI Team Report
- Comparison with the TKI Individual Report
- Scoring methodology
- Recommendations and cautions associated with using the TKI Team Report
- Assessment instructions (standard and modified)
- Workshop recommendations
- Case studies (new team and struggling team)
- Additional resources for workshops





Ethical use of the TKI Team Report

1. Designed for personal and professional development only
2. Do not use it for recruitment strategies, selection purposes, or promotion decisions
3. Instrument controls for social desirability, but a respondent could over- or under-endorse a conflict mode