

Understanding the Team Dynamic

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SPEAKERS

Warren Barry, Halie Morris

- H** Halie Morris 00:30
Hello, everyone, and welcome to Everyday Business Solutions. My name is Halie Morris. I'm your podcast coordinator and host and welcome to season two of our show. Today, I have with me Warren Barry, and he's going to tell you a bit about what he does. And his own podcast, which is really incredible, actually. So if you don't mind, Warren. Thank you for coming on. I'm super excited to dive into our episode. But I do want everybody to hear more about what you do specifically, because it's been super fun to learn about it for myself.
- W** Warren Barry 01:17
Yeah, so I am. So my company is called Instinctive Solutions. And I use a tool called Kolbe. K-O-L-B-E. And the tool itself measures the what's called the conative aspect of the mind. So don't get into that mistaken with the cognitive. So the conative aspect of the mind is your instincts. It is your natural drive. It's your innate way of doing things. So it is your problem solving strategy. And so the work that I do is working with individuals, of course, in coaching and whatnot, but I work with companies and organizations to help them really build solid, dynamic teams. And we make sure that when we align people that we're aligning them with the jobs, they do best that they're natural to them, we align them to how they can communicate with others better. And then you know, and then when we're building teams or projects of how do you align those people to make sure that we get the best out of those people, and for what they do naturally. So it's not really a forced effort.

And then one of the things I'm working on right now I'm doing research on cognitive stress and chronic pain. So my my belief is, is that people will you know, that if they're up against themselves, where they're in their job, and their whatever their environment may be, and I've worked with COVID, we're dealing with a whole different spectrum of a change environment. But you know, people will make a choice. And they'll make a cognitive choice. And they all say, you know what, this isn't working for me, and I'm going to leave and I got to do something different, because I know this isn't working, or their body will take them out. And they'll get sick. And basically they'll go and stress leave, and all those kind of things like that. So that's the research that I'm doing right now. To be able to, again, hopefully, we can help people. So they don't get to that point. And and then they can be successful in their careers.

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Halie Morris 03:09

So you are absolutely like the most perfect guest we could have on at this point in the show, because we are coming off of probably one of the most stressful times in the last several years. And we're also seeing shifts in work environments that are both reflective of the unique remote situations and economic stresses that we've seen, but also just a natural order of we're starting to see that destabilization of the pyramid format within business, we're starting to see things become more flat and more emphasis on the team unit, which for our continuous connections theme for season two is the perfect place to start. And it's that team, because I think most of us right now, unless we're independent contractors, or we're in a smaller business unit, we're probably even then probably working very heavily in a team. And so I really wanted to dive in with you and talk about how we play a role as an individual in the team, and then how we look at the formation of the team as a whole so that we're actually maximizing potential, and that we're not leaving somebody off or putting undue stress on another person. So what is your take on what you've seen for the team units over the last couple months in particular?

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Warren Barry 04:26

Well, I mean, definitely, with the shift, obviously with COVID. And for people having to go remote. There has been such a massive shift in that team. Because you know, people aren't they're not in the boardroom anymore. They're not, they're not. They don't have the watercooler talk like they used to. They're not you know, they're not collaborating in somebody's office and brainstorming and coming up with new ideas. So, you know, we are seeing that everybody's sort of divided and not divided per se, but divided you know, from, from a personal perspective, wherever he's now working via zoom And that has had, I've seen a really huge shift, not only when zoom fatigue, but for the pump for how people have had to work. And so from a team perspective, that, you know, that, because of that

sort of division, where we're not pulling people together, you're not feeling that energy. And again, even that even that water cooler talk, which I think, you know, it used to be looked at as wasting time. But really, he was actually a great place for people to collaborate. And you know, somebody can throw out an idea, and then other people can run with it. And I think that's a really big shift that I've seen occur. Especially since, you know, the March, April when things got shut down.

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Halie Morris 05:42

Yeah, and I mean, if you look at situations like that, like the water cooler talk, or just the casual chats in between cubicles, and stuff in the office, they helped relieve stress, they helped break monotony and do a lot of things like that mentally that was just needed. And then like you said, it was this impromptu roundtable where sometimes you came away with an idea or an actionable thing, or you remembered something you needed to get done. So the fact that we don't have those anymore, can be very strenuous. And I know, I had a co worker that when I was like, Oh, I'm going to remote again, because, you know, we need to be safe in this just a precaution that that's the natural next step again, she, I was like, Don't forget, like, let's chat on teams, or let's have a zoom call that I want to keep seeing your face. And she's like, I hate that. And she's one of those people I've seen over the last couple months, like five or six of us that are actually in the office. And so people don't like it, people don't like to zoom and it can be, it can be stressful, because now the physical divide has become like a team divide to Mm hmm.

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Warren Barry 06:44

And, you know, one of the things that, that I've been talking to a fair amount of people now, I don't know, we'll see if your some of your listeners can appreciate this. But there's some people you know, that are on the team, that do not like structure, believe it or not, there's people that don't like I am one of those people i'm not i'm not a structured fan. So I'm not a person who likes to work by the hour, or to put things into into a sequence where there's there's structure out I, for me, my world is Take, take all the fences off, let me loose, let me multitask. Let me do it all at once, and I can shuck and jive, and I'll get where I need to go. I'm just gonna have a really squiggly line to get there. So I don't live by the, by the straight line, by what we've seen. Interesting enough, in the top of the stress piece, is when we look at, you know, with everything through zoom, right? How has it been done? Well, I have an appointment at eight, and nine, and 10 and 11 and 1130. Right, and they've been placed in this, in this world of structure, which I found has been really, really stressful for them. You know, you'd think that well, you know, isn't much easier. And it's actually for them, it's not, it's actually a bit of a nightmare. And when people are put up against themselves like that. They're not at their best, they're not productive, they're not efficient,

and their work quality actually decreases. So they're not really contributing to the team to the, to the best of their ability. And it's not for lack of effort. They're putting in the effort they're putting in the time, but their mental energy just isn't there to give. And so, you know, we were having to figure out strategies and whatnot for those people were back when they were in the office. You know, if you think about it, you didn't run hourly meetings in the office all day, every day, ever. And they're having to now so it's been a really, really big shift. And so definitely from the individual side, but also that is also having an effect on the team.

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Halie Morris 08:45

Oh, well. And I know, I was talking to somebody the other day, and I was like, Hey, can we just jump on a call, like, I just want to talk to you real quick. And they're like, oh, we'll put it on my calendar for tomorrow. Cuz I don't really want to. You know, that's the problem. Because even when we're at home, it's always like, even if you're not doing something that moment where normally you would have sat stopped and taken a moment to talk to them beside your desk or whatever else. Now it's just throw it on my calendar for like 1520 minutes, or whatever. And it becomes it's like you said it becomes a meeting on the calendar. And before the only time you had meeting after meeting after meeting lined up was when you couldn't help it. And now it's those casual conversations are meetings and they're conflicting with, like for me booking with guests and talking with various people and partners and customers of ours that we could bring onto the show or work with for other productions. It's okay, well now my team members are that same level of stress and that's hard to cope with, especially when you're at home and you've got who knows what dog crawling all over you and what kid at your feet who made a four out of your table and everything else so and that was me the last couple days.

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Warren Barry 10:01

And I, again with you know, I can just speak from my own, you know, my own personal experience of you know, just being sitting in four walls. You know, I've never worked in a cubicle, I never will work in a cubicle. Bless the best the hearts of the people that do. But no real bidding working, I was working from home originally and being in my four walls in my office and I would work for so long and I was starting to crawl, I was really starting to crawl the wall. So I was like, I gotta get out of here. I can't I can't do this. And it's just, you know, we talked to you earlier before we got on this, and we were talking about mental health and those kind of pieces. And I think this is really vitally important that the people have the freedom to be themselves, we can't we, the environments changed, right, we have no control over our environment, right. But what we do have control over is our reaction to the environment. And, and, you know, we want to come in so we'll see some of

these mental health pieces. And again, from my own experiences, like I had to get out of the house, I had to get away. And so I have my car. Now it's winter, so it's not really as easy but in the summertime it hot my car and I would drive for an hour just to get out of there. And then kind of reset myself and then really come back in again. And as we lead to earlier saying about people being on the you know, that structured side on the zoom call, and yeah, let's have a meeting. Right? Not, not an impromptu, hey, let's hang out and chat is now become a meeting with change it in my opinion, changes the whole energy of everything. And so we're not, we're not having that opportunity for that in prompt tour, I'm going to get away and go for a walk at lunch I'm going to take you know, is because we're sort of got into this whole structured piece of working, that may work really well for some and I've seen that and maybe not so well. For others.

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Halie Morris 11:47

I've definitely seen the people who enjoy that structure a little bit more, I'm across like I need some kind of structure, I do have to schedule my calls, or the introverted part of me rears my head and says we can't talk right now. But when it comes to people I know and team members, and just the way I work, I'm like you, I can't I can't do that rigid, hard to find. I mean, I literally work nine to five right now access the hours that make sense. And I'm like, Oh, I dislike it so much, sometimes. But it's you can't track and make sure that you are actually putting in the amount of effort otherwise, and stuff like that, especially, you know, from a supervisors perspective, it's nice to have those scheduled hours, it's just having the scheduled hours and then doing it from home and everything's a zoom call, and everything's a big production, versus just casually getting in the office and being able to buckle down and work for the day. It's so much different.

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Warren Barry 12:43

Mm hmm. So that's, you bring up an interesting point. And I've kind of you know, I saw you hate you hate to, to, to question the podcaster. But, you know, but But you made a great point, you're saying you know that, you know, you're having to work the nine to five, because, you know, you have to in the end, the supervisor wants to structure and you want to be able to, to measure and I understand that piece. But you even you said yourself I know, but I don't like that. Right? Yeah, there's a piece of you that doesn't like that. And, and it's not that you don't like your work, of course you love your work and you're very good at what you do. But that inner so when you think about there's an inner piece of you that's talking to you that says this doesn't feel right, this doesn't feel right. That's that instinctive, cognitive aspect of the mind, that's talking to you. And, and that's the piece I want to get on with the Louisville listeners to get to get across is that that's the piece I want people to listen to. Because instinct number one, your instincts don't change number

one, and number two, it's subconscious. So they're actually talking to you and I said I just I was telling you earlier I just wrote an E book yesterday and you know, transition stress and those kind of things right? But the thing is that we tend to shoot on ourselves and so you know, well I should I should be like this because I have to and you know I always tell people don't show it on yourself and yes, you you you need to sometimes you we have to shift gears and move with what is but we can't sustain it over time if it's not working well. So you have to give yourself that freedom you have to listen to it and and acknowledge and honor it because that is who you are. And so when use when you get to that nine to five hour by hour, right and you're feeling that that poll right listen to it because it's talking to you and and yeah, I think you have to honor it.

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Halie Morris 14:35

Yeah, I know for a while I'd started to figure out ways to break it up and shift things around so that it wasn't so I come into work at this time, a work work work and then I leave at this time because then it's set on off switch which can be really good to separate yourself from work but can be really bad. When it's such like for me it's such a has to be a hard on or it's it doesn't feel like it turns on like if I don't get a good start to The day I can kind of drag my feet. And it's not that I don't have the energy, it's that I didn't quite get into. So it's very interesting. But I'm very curious from your side as well, just talking about what all of these things like the struggles that we're having, as being part of a team and how it ties in, what do the end to kind of bring us back to that team to start rebuilding and strengthening that team, or building up from the first time if maybe we didn't leave the office on the best foot? So yeah,

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Warren Barry 15:30

I think, you know, the so during the field, when we come back to that old team piece, I think that we have to, we have to, number one, understand, number one, we have to understand ourselves first. So that's then what that means, to me, that's the number one thing, we also have to understand the people around us and how they work. So when we're looking at, you know, even right now, let's see, from a team perspective, let's say we you and your company, you're going to come up your marketing team was going to get together, right, is to pull those those people together a Garcia is going to be on zoom, we don't have a choice there, right? But to you know, to sometimes take the time, to, to, to brainstorm, right? Like take the structure away, and just let loose and start to brainstorm and, and have that time and have some fun with it, and and leverage it. And then and then you know, then people can sort of work together and then turn around and go back home and then work individually and bring it back together work individually. So you're not feeling like it's a such a box, but you get to actually play with it. And then there's other

parts where there's other people on the team, who were let's say, or the the like yourself, you talk with your algebra and the number crunching right? But is to again, but it's to throw that bag and say, Hey, you know, I've been thinking about this, what do you think about that, and, and then try to leverage those things. And I think to be able to not just structure where the whole team gets together a lot of the time is to make it into smaller bites and smaller chunks, so that we're getting the integration, right. And then we can sort of bring it back as a whole at the end, whether that be once a week, or once every two weeks, or once a month, whatever that however the organization works.

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Halie Morris 17:15

tying together, I know the one thing, we have our marketing team meetings, which actually ends up being our marketing team, and plus everybody else who has influence on the marketing or might be on the receiving end of the marketing efforts. So we pull in a larger group for it. And one thing I want to start doing now is just seeing how can we bring us together as a team where we have those ideas that come forward, but that we can just kind of goof off and be ourselves too, because I I love our team. We're kind of cool. We have one guy in Texas, actually. And I'm in Ohio right now. So that's kind of cool to have somebody so far. And then everybody else is sort of local, pretty, pretty close to this office. But some of us are super, like super nerdy, the others just super nerdy in a different way. And then we get together as a team. It's it's literally like the funniest little sitcom you've ever seen. So, you know, we've talked a lot more in our marketing chats and things like that have helped. But it can be stressful, because then the last couple days was like I haven't talked to anybody from the team. And it kind of bums me out. Because even though I'm introverted, I also feed off the energy that other people have. And so, you know, being at home, I, like I said, we have, we have a six year old at my house. And so she has to get school done. So a lot of time, she's gonna be in a separate space, because that kid is like, I don't 100 on a scale of one to 10 at any given time. So I do have to be isolated from her. And the other one that I feed off of is a 30 pound golden Doodle, who will literally throw up into my lap and sit there and be like, you're gonna pat me. You don't want to work today, you want to pet me today. So I don't have anybody to like feed off of in the way I would my coworkers. And it hit me like I would say yes, the other yesterday, I was kind of settling. And I was like, Oh, I missed those guys.



19:11

Mm hmm.



19:12

So,



Warren Barry 19:13

but you know, it's interesting that, you know, pre pre COVID if you were doing a zoom call, because zoom did exist before then. Right. But if, you know, before, though, if the dog crawled up in your lap, or the kid was running around, or you know, something was happening, it would be Oh, you know, oh my lord, like, you know, I can't believe they made such a mistake. And you know, and now it's become actually quite, you know, quite common and, but I think that, you know, the the piece of that too, is to take it with a sense of humor and have some fun with this because I think everybody is so serious. And everybody is just so on. And I think to have those moments where we can break it up and have some fun and, you know, talk about you know, the team piece whatnot and, you know, the organizations that I work with where they're having cocktail parties, you know, to club in the afternoon a little bit early. But you know, 430, right. And they all like they're shutting down and like, Hey, we're switching gears, and we're having a cocktail party, right? And have those, but have those fun moments with it too, because I think it's become so serious. And it's become so demanding that we need to give ourselves a break. And we need to, to, we need to also have some fun.



Halie Morris 20:25

Yeah, because our home now is our office sometimes, and the kids office and everything else. So it can be a bit stressful at home too. So having your work buddies actually be here, at least stressful part of your day might be kind of nice. I mean, we're arguing about putting up Christmas lights this year. So you know, if we've been around each other too much at my house.



Warren Barry 20:47

Yeah, that's exactly. You know, but you know, so you were saying earlier that you're, you're an introvert, and so which is a different aspect of the mind than the work that I do. But they're always there, they're combined, so you're an introvert. So you can be at home, I'm, I'm a complete extrovert, I need human beings, I need to be around people. And so, which makes it really difficult, especially if you're, you know, around the same people all the time around around the house. So you know, but that's where I think sometimes, you know, is just having whether you whether it's gonna be in zoom or something, yes, we're not in person, but at least you're still getting that human interaction. And, and you can, you

know, have a story, tell some jokes or, or have cocktail parties, or just do something different or, you know, I guess I found out you can do a watch party, I guess, with Netflix or something. So you know, those other inter those other team interactions, I think are vitally important to, to help in the success of the team. And the one of the thing I was going to mention to you is just you know, if your listeners to when you think about when you think about team, what what, what would you What would your image of a team be?

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Halie Morris 21:58

That's a great question. Um, I guess I'm gonna answer just because I'm right here in our listeners will hear this later. But for me, team came back to I've had a couple different instances where I've been on a team, right, and I did track for five years a while ago. And we were a team. But then, like, usually operated on smaller groups, or you were very independently, like goal driven. I tried out her volleyball wads. And I was like, all these girls were like, coming together, congratulating each other Pat's in the back type thing. And I was like, Oh, my gosh, is actually pretty cool. And then I actually got to a point in college, I joined an academic fraternity and I spent three years with the quirkiest, coolest people I've ever met in my entire life. And we became so close to that we like refer to ourselves as a family. And so my definition of team eventually evolved to fit you know, we had when I left about 100 people, but did I know most of them? Yes. And ultimately, like that was like the kind of team environment I wanted to be part of. We did group into smaller things, we broke up for committees and stuff, it was a sales and management. So very typical of what you actually might see in the certain teams in your work environment. And the way we could play off each other, like professionally, we could meet each other brainstorm, like roundtables were such a part of what we did locally and nationally. And then we could break at the end of the day, go have drinks at a bar, I mean, we had our names on, we still have our name on a breakout bar locally. Because that's where we met after meeting every Tuesday night is you have a meeting, you get things done, and you chat. But then everybody who's legal will go head over there and have drinks and play pool and darts and whatever else and you get really close to those kind of people. So that for me started to embody what I want in a team is somebody that you can both work super hard and grind with. But at the end of the day, it's also those people you can relax with. I think. So,

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Warren Barry 24:00

yeah. And so we all have this idea of team being everyone's together, and everyone's collaborating. And I like that wouldn't be no one would disagree with that. But there but also, sometimes you need to frame it in a way when it comes to teamwork. is are we are we are we a volleyball team, where everyone is relying on everyone else to perform as a team. Right? But or are we a swim team, where everyone's individual, and then we bring

them to that but that but individual action brings to the whole as the team, right? If you look at baseball, right, there's the the defense on baseball, everybody's relying on one another, but the offense you're at, right. And so sometimes when it comes to teamwork as soon as just a softening reference, what kind of team are we? Because once I'm wrong, what is not right, but there are different but it changes your thinking. So sometimes even now with teamwork, you can look at and say hey, well are we going to be you know, are we going to be offense on the football team? Or are we a swim team? Or are we a bowling team right



25:04

now?



Warren Barry 25:04

What are we, which can change your thinking as to, you know, instead of, Hey, we all have to collaborate all the same time, maybe not, maybe we need to break off, right, and we're gonna do our own thing, we're gonna be our little swim team, right, and then we're going to come back when we then we're gonna be part of the bigger group after. And I think that shifting and thinking also helps. Because, you know, everyone, if you're an individual, let's just use the, let's use the bowling team as an example, right? Each person brings something to the table, they bring something individual and unique and different. And so in my metaphor, the whole duck, duck goose, right is, but it's talking about, you know, if you're the odd duck, you're the Miss, but you're but you're it, that's what you bring to the table. It's your talent. And so you know what that is utilize it, but then you bring that forward, right, and then the next person, the next person is bowling also, then they have their talent, and the next person, but then as you build, when you pull it all back together, again, you become become a team. So again, it was just coming back to that shifting and thinking of what kind of team are we, instead of always thinking that we always have to collaborate and be the big group.



Halie Morris 26:16

I guess I've never thought about it that way. But I'm from marketing team now. And I've worked with our sales team a lot, and typically start to see more of that, like on a swim team mindset where everybody's got their projects and their things, they're in their lane swimming. But at the end of the day, it's a team that goes forward together, so and that that might be a good conversation for us to sit down and have or for any team to sit down is like, what kind of team actually are we? How do we work around those to start having

those conversations out loud versus just trying to be you know, do it until you get it type of thing?

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Warren Barry 26:51

Right. And so that, you know, in the days now, we're talking earlier about, you know, being on zoom, and we think, well, we have to we all have to collaborate, and we all have to the big how the big zoom calls, and I mean, which are great, don't get me wrong, they're all good. Right? But I think you still need to come back and really look at it and say, Yeah, what kind of team are we in? have those conversations, right? Because it does change a little bit of the dialogue. And it just, it does also provide some individuality, where people are bringing, you know, I was thinking when you bring yourself when you bring your talent to the table, it's not about ego, it's not about pride, right? Is this is what this is what you bring, and this is what you're offering to the group, and have other people valid, not that they validate, but appreciate it and respect it. Right. And that's how you really start to move together as a whole. So, again, as you know, isn't it wouldn't be you know, as a baseball team on offense, when you're, when you're up to bat, right? You want you want everybody behind you rooting for you that, you know, you're going to hit one over the wall. But you're on your own, right, there's no one, there's no one there to help you, you're at, right. But you know that you have all these people behind you. So again, sort of sometimes just re reshape this or rethink as of what what are you, and then you can change the dialogue around it.

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Halie Morris 28:07

I like that, I think it puts it into a really good perspective to as those of us who are shifting back and forth from remote or are totally remote or not, I mean, you could be in the office right now, most of these problems, whether you add the distance and zoom to it or not getting to work as a team, that could be the root problem of teams working really well. And they came into the situation with a strong head, they're probably doing a lot better right now than a team that already had their own issues going into a remote situation. So

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Warren Barry 28:38

yeah, absolutely.

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Halie Morris 28:41

So with that, I guess I'm very curious for somebody who's joining a team as a new person. I know we're seeing a lot more employment shifts right now, due to just high unemployment

and the fact that businesses are starting to actually have to reevaluate their structures and what they can realistically do. So if you're joining a new team, and things like that, how do you go about getting to know the team and figuring out how you bring your own assets and strength to it, you know, so that you get to that point where you're starting to work cohesively, but everybody's playing up their opportunity, so to speak.

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Warren Barry 29:20

Well, in my world, as I did when we started this conversation, it's not about Colby. So, Colby is the tool that's a tool that I use, again, measuring the cognitive aspect of the mind. So you might want to know, number one, when you when you use the tool, it's a great way to number one, understand yourself and then you know, first of all, and then what do you then again, what do you bring to the team? So just as an example, I'm working with a organization out of Cincinnati, Ohio, as a matter of fact, down in the US, right? But they're, they're looking for an HR director. And so what we do is we actually we're really looking at the job number once we're measuring the job. What it's not We thought about the personas, but what what is what are the expectations of that position? Right? Let's look at that first. And then we have the the and then you shortlist your candidates. And then you can actually measure that and then align the individual back to the expectations of the position itself. So we're gonna help them set them up for success, rather than have them set up for failure thinking, you know, because they may have, they may have lots of experience, and they may have be wildly educated, and they may be a really good human being. But the fact is, if they're not cognitively aligned to what the expectations of the job are, we're gonna see a lot of stress and strain, using the beginning. It's wonderful. And it's great, because we all get along, and it's fun, and I'm learning new things. I'm learning those people, but six months down the road, it's like, oh, why did this go south? So sort of, I'm kind of gonna take in a roundabout way to ask your questions. Number one, I think it's really important, though, to understand, number one, what is it that you bring to the table? What is what are those gifts and talents that you naturally provide? And then from there, when you come into the team, is where do you fit? Where do you what what box? Do you fill? Right? And so then, when I know that, you know, for myself, I bring a ton of, you know, creativity and ideas and, and, you know, I like to throw glitter on stuff. That's just kind of my thing, right? But, but that's what I bring. And so then when other people understand that about me, it's like, hey, okay, I know that that's what you're actually bringing to our team or to our organization, then we can actually sort of now now we're the people that are rooting for you in the back. So it's how so when you when you start to know these pieces, it does change the dialogue, when you're coming into the team, because you're being embraced for the for who you are not just what you do.

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Halie Morris 31:55

I was very curious, but that sounds, I mean, it makes sense. It's always kind of like, okay, when I have to do it type of thing. But it would make you feel a lot more secure about your position and your place in that team. I know that's a huge thing is I moved from HR to marketing here. And shortly after, I think that's when you and I met because I was looking at starting the podcast at that time. And one of the first things I did was starting to just get to know my team, because after the research on the podcast, so I come at it and be like, Hey, you know, you have an idea for me, here's what I could actually be doing type of thing, because at first it was just like, Can you can you start podcast. So we started shaping, I actually had got to help shape my job description, but then it was getting to know my team and who does what. We've got a voice actor who does a lot of our animated videos. And now we've brought on a videographer. And we have a marketing specialist who helps with a couple different things like newsletters, emails, social media and things like that. And we my boss, who ties all the loose ends and oversees like the major marketing efforts. And then, of course me. So it's very interesting, because we think marketing is very niche, as far as you you know, your team, everybody definitely has your your particular specialties, so to speak, I would be interested to see it with the team like sales where you might actually be selling the same products or similar products with similar job descriptions. So what are so I guess my next question kind of leading into it, is what are some good ways after you kind of know yourself, and you know, what perspective you're coming at? What are some good ways to go about getting to know your team and knowing you're fit within that team?

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Warren Barry 33:50

Well, this is a bit of a bias. But number one is number one, I will say and you know, again, it's knowing phenomenon. This isn't a sales pitch, but it's about knowing somebody Colby. So you brought up a really good point when we were talking earlier. And you were saying you have a friend of yours who was a teacher, and she likes to have everything like organized, it's got to has got to have structure, like I got to know what's gonna happen next. And I got to put things in order and right everything is very, very sequential. When I know that so then, you know, if I was working with somebody that right I want to know that about that person, because number one, how they're going to communicate with me is they're going to just be kind of funny, because you'll hear from your friend, and she'll say, okay, what's the plan? Right? And so it'll be okay. Why? Because just because she needs to have everything in order. So here's the interesting thing I always like to take and put in turn for kind of procrastination on its head. So we'll use we'll use your teacher friend as an example of that. If they don't see a start a middle and an end. They won't start. It looks like procrastination, but it's not procrastination. It's I don't see a start a middle and end. Why would I start sooner? I don't understand that about that person, I'd be like, well,

what are they waiting for? Why can't you say let's Okay, let's get going, let's go, let's go. Let's go. Let's go. Right. And so your intention is really good to get them moving and motivated. But you're actually causing well harm your, your, because then all you're doing is you're pushing them up back up against themselves. And they're like, well haven't got this figured out, I'm gonna figure it out. What do you mean, we got to figure it out? Come on, let's just, you know, why don't why don't why can't you just wing it? Right? And so and because they never will. It's just not, that's not who they are as a person. So again, when I say about, you know, talk about it, I don't know, how do you know those to those people on your team? I want to know that about that person. Right? There's other people who they're called lungo. The fact finders, so they, they want to have the research, they want to have the data they want to have, they want to know they want to they want to be right. They want to know why they if they don't have they don't have enough information to move forward. They won't move forward. Right? And they look like they're dragging their feet and said, Well, come on, let's just let's get this get on with it. Yeah, but just wait, I just want to find a little more research, right? I want to know that about that person. Because then I know, it's not about motivation. It's about it's about helping them leverage what they need instincts or needs, not wants. So they need more information, or they need more data. Okay, well, how can I help you get what you need? And then we'll, then we'll come to that together. Right. You know, and then you have the top of the salespeople with us, quickstart trader who were like, just talk over top of each other, and, and, and it's all about fun, and, and, you know, we got a million different ideas. And, you know, and the funny thing is about about us and told us instinctual aspect of us is that we think out loud, we think outside of our heads. So so if you have a boss or direct report or something, and they're coming up with all these ideas, right, and then what they're doing is they're thinking outside of their head. And then and then what happens is other people say, well, but you said, Oh, well, I didn't mean that. What I What I meant was right. And because that's how they're problem solving. So they're coming up with all the ideas and the thinking outside of their heads, they're not actually saying they're going to do it. They're just thinking about it. And they're brainstorming outside of their minds, right? And then other people say, Well, what do you what are you doing? I want to know that I want to know that about that person. Because it sure helps me communicate. You know, we talked with a long fact finders earlier, who they they use the past, they'll always use the past as their as their sense of time. So they'll go back, okay, what are we done before? what's the what's, what's the history? What what's, you know, what's been done? Do we have the budget to look backwards? Where the top of the lawn quickstarts they move? They're always about the future. They're like, what Mike, what are we gonna do next? Where are we going to go? What's gonna happen, Hey, I got this idea. We can go here we go there, they're moving actually in two different directions. Right. And I and again, then it's, it's not, when we look at sometimes with with the struggles in a team or struggles with people working together, it can look like a personality conflict. A lot of times, it's not a

personality conflict, it's a component of conflict, because you're coming at the problem from a different perspective. And it has nothing to do with emotion. It has nothing to do with personality. It is that's how you're approaching the problem. And, and so it's not an it's not a power struggle. It's like, well, this is just this is my way of problem. This is well, why can't you Why can't you just come along with me, then? Well, because I need this. Now. You don't need that. Right? And this is where we start. This is where we start to have the conflicts or, you know, I can't they just always fill in the blank, right? We're just worked with an organization here just recently and one of the, one of the girls and those what are the modes again, going back to this whole Colby piece, but it's really important to know that she is what we call a long implementer and implementers how we deal with space and tangibles. And so for her, that she she lives in the in the tangible world, she like she needs to see it to believe it, she has to touch it and feel it and be in the space of it. Right. So she would have been called a tomboy growing up. So had nothing to do with being a tomboy at all and had everything to do with being a female who just had who hadn't who actually lives and problem solvers in the tangible world. Right? And so for her, you know, not be able to see things or not be able to touch things. She wants to be able to try to demonstrate, you know what, what she's what the point she's trying to get across. That's her way of communicating. Right? So now in the in the in the in the in the zoom world, it's very difficult because you can't get the body language you can't feel the energy you can't see those you know, well try to try doing with masks on is even worse. But you know, but uh you know for her You know, like, have your screen on a whiteboard, draw stuff out, make it into something or do a demonstration of what your the point you're trying to get across, because that's her way of trying to solve the problem and trying to communicate. And when you're talking, so sometimes you have people coming out from a different perspective, you have two ships passing in the night. I want to know what that is. I want to know what those people bring to the table, because then I'm armed with information, right? That I can say, Okay, now I know. So Haley, I know what you bring to the table. Right? I can actually ask for that. Because I know that's what you'll do. And then, you know, number one, I'm getting what I need, because I can, because we're trying to solve the problem. And number two, I'm giving you the opportunity to to give of yourself, and why wouldn't you when it becomes that sense, it's a natural thing that you do.

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Halie Morris 40:53

It's kind of it's, it's fun to hear you describe like these different types of people. Because as you're doing it, I'm like, Oh, yeah, like thinking of types of people I know that fit each of those bowls, especially on my team, knowing how different people think it's like you said, my friend, she has to have a plan. We all put five girls in tent and Tennessee for an entire weekend, weekend. And she was the one like we need to plan we need to have the schedule and blah, know what we're gonna do when we had a giant Google Doc, or a

Google Sheet that had everything listed out and I was sitting there like, I can make it pretty. I basically I yeah, I will tell people I don't like Google Google Sheets and do Google Docs because you can't make them as pretty as you can like an Excel sheet. Even though share wise, it's just more functional. So it was like if it doesn't look pretty, I can promise you I won't be in this doc. Now if it looks pretty, I will be the only one updating this doc. But it has to look pretty first. So it's very interesting as you're talking about that, and then I was always like the tomboy growing up to and I'm very hands on like that, like physically being able to mess in touch with stuff like failed. So bio did really great. It's all biolab hands down. I mean, I may ask pro sneaking on snacks too. But besides the point but no i hands on was like I could learn so bio, try to teach it to me and concept. Know.

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Warren Barry 42:15

Exactly. So my history of history back in the massage therapist. And I do what's called myofascial release. So it's another part of my backstory. But anyway, I failed physics in high school. And to the point I tried to drop it, he wouldn't let me drop it. And so I got 25%. And I walked away. I said, I don't I don't get it. This makes no sense. And then he was trying to teach it to me from a textbook and I just couldn't grasp. It had nothing, you know, I have no, I'll have to say this, that, you know, I thought myself as reasonably smart. She wasn't the top of the class, but but it was nothing to do with intelligence, and had everything to do with how I was trying to learn it. So. So I went from failing physics in high school, because it made no sense to me. And yet, when I got into massage therapy college, I graduated top of my class. And human physics was as easy as pie. Right? It's like, well, this is easy, right? It's the physics or physics or physics, right? But it was my way of trying to learn in my way, Ben way, another way of being taught, right. So one was theoretical textbook, one was physical, three dimensional. And, and for me, that's what I needed in order to actually understand and problem solve and move forward and be successful. So and that's the same thing that happens in the work environment. It's no different. You know, I love working with kids. Because, you know, as adults, we have a choice, we can quit. Kids camp.

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43:50

Right? Kids are my sister.

W

Warren Barry 43:54

Right? So again, but if you know, if you understood if you understand that piece of how they're problem solving, how they're how they're trying to figure out the world, right? Then

let them do it their way, versus the way that you know, that I would do it. And because my weight on may work for them. It's could be could be complete opposites. And it's not again, it's no different than on a team. Right? When you say well, so you have the the boss or the the CEO or the director, whoever it is right is saying, you know, okay, we got a we got to stick to this. We got to stick to the plan. We got to you know, and everything's rigid, and there's no room for movement. The people around them are like, well, you're strangling me. Right. Yeah. And it's and it's the fact it's not intentional, right? It's with its with good intentions, not without effort. It's good effort. But the fact is you're not you're not giving the people that the be that have the freedom to be themselves and doing problem solving their way. As long as we in my world I called the Golden Pond, right? So in my metaphor, right if we all know what the Golden Pond is, right? You know, we sometimes we're gonna, we're heading for the, you know, for the lake, but we ended up in the field or and there's storms, and there's hunters, and there's all sorts of things that can that play out. And you know, but the fact is, as long as we know where we're going, does it really matter how we get there, as long as we know where we're going. And so, in my analogy with, you know, when geese fly in a V, they fly in a V for a reason, right? If you watch, if you watch nature, nature will teach you a lot about business. And so geese flying a V, because each one helps the one behind it, it actually helps to draft the wind, right? So when the thing is that the lead goose never stays lead goose, they're always changing. They're always evolving, because you can't be at the front all the time, you will burn out, it just doesn't work. So you need so there's times in the marketing say, Well, okay, that we hear Haley, why don't you take y into the podcast, you know, you're the lead goose and do things that are that you shine out that you that you do really well at? And then you can you know, when it comes to Okay, well, now we got to produce it. And we got to do the editing, and we got to do all whatever else, right? You get the new step back in the flock, and let somebody else be lead goose.

H

Halie Morris 46:12

Right? Yeah, my hands are up for that.

W

Warren Barry 46:14

Right? Well, that's exactly it. But there's your teamwork, right? And it's handing off. And it's saying thank you. And it's handing off and being Oh, I really respect you for what you bring to the table. And I really appreciate what you have to offer. Right? And I'm gonna, I'm gonna let you have i'm not i'm gonna let you take it. And that whole pyramid thing you're talking about earlier. I mean, the Wii does look like a pyramid. But the fact is that, as it's all revolving, it does actually kind of flatten out where everybody's doing their part. But everybody is also bringing their natural talent to the table to get there. And again, you

can't make it right or wrong, good or bad. It, it just, it just is so that each team member has something to contribute, but it's just knowing what that is. And then how do we how do we leverage that? Hey,

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Halie Morris 47:03

I love your physics class example. I had a physics class. Well, I had one freshman year, and I had one senior year and the freshman was like the intro, freshmen science type thing. And freshman year, I was sitting in that class, I came to him in tears, because I didn't know what I was doing. And he looked at me, Haley, what are you talking about? You're the highest, highest person in my like, top performer in all my classes. I was like, I don't understand it. I don't get it. And I got to I think it was like, I might not I might have been regular. I played a few games because I wanted to go on the physics trip. And only we have a partner school. So I transferred for that class. So I can go on the physics trip because our school didn't typically happen during attract me and our teacher was also a coach. So he was like, No, no trip. But I remember I was this, this crazy, disorganized, hyperactive student, I would get up to go to the restroom and disappear for 30 minutes and come back. And you could tell I clearly wasn't doing anything I should. But I always have answers for all of the questions. I knew exactly what was going on. I participated. Even if I was sneaking food into the labs. I was chaotic. But I was on top of it. And that worked for me. And the teacher at first was like, Haley, you gotta stop. But I was like, I've got the string from the lunch, the lunch line. Um, my other friend, on the other hand, who I would love to class with, she needs to have like, the extra little bit of structure, she gets completely off like she'd be struggling and she was good at it. Because she wasn't focused. So he always knew like, he'd have to keep her in line. And then like, whatever I did, as long as I always came back and was on top of things and didn't miss stuff. It was fine. He did really good. And when you're like, kind of guiding that curve, and you're coming at it like that, you know, knowing who you're working with and how they work well is so big, it made such a difference to how we performed in that class versus freshman year where it was like, he just threw it at us. And I was like, and I still did well, I learned nothing. I was like, I retained nothing from that class. And I came away like in tears. And I remember I had to walk home because I had to stay late for the final. And I it took me so long I had to walk home because I missed my bus. He told me he's like, you got to finish it. And it took me an hour to walk home and I cried the entire time.

W

Warren Barry 49:31

But I want to think about that though, is when you think about you know how you didn't understand and you say what so when I say well, you but you're the you're the you're the you're the smartest kid in the class, you're the you know you're you're exceptional. Why

can't you get it? So if you think about the story that you might tell yourself in your mind, right maybe like it really would hit on your self confidence, your self esteem and think, well, maybe I'm maybe I'm not as smart as I think I am and you start to think Tell yourself a story. But the story isn't true. And that's the funny thing about it. And so it had nothing at all to do with your intelligence.

H

Halie Morris 50:10

Yeah, I, I thought I was doing so bad. And I set the curve for all of those tests and stuff like that, I still left that class in tears.

W

Warren Barry 50:18

Right. So you know, if I was to say to you, Haley, you know, you have to just sit in your desk and toe the line, and then stick with it and stick it till it's till it's done. Don't move, just, you know, I mean, so what I've done, right, so really, you're not the problem. I'm the problem. Because I've put you in a situation where you're not going to function as yourself and problem solve your way, because I think that's the best way, right? And then, and then blame you for not performing. And it's no different than in business. It's no different than being on a team. So I put you in a spot and say, Good, just get this done, and sit there and don't leave your desk until it's complete. You know, I become the problem. But if I say so it's so funny, because so I was saying to you earlier, I, I changed my office, and I made it into a coffee shop. And I you know, I have my coffee makers. And but I put but I have my guitar here too, right? So when I get stuck in a problem, either I'll pace and I'll walk, or I'll play guitar. Right? And which seems like I'm not working. But I really am. Because what I'm doing is I'm putting my mind in a different direction, right, and I'm recharging my batteries. So I can come back at the problem again and go again. Right. And so instead of trying to sit there and try to push through, it just doesn't work. I mean, you know, when I'm when I talk about the instinctive aspect of the mind, it's mental energy. And when your battery's dead, your battery's dead. So good thing God gave us rechargeable batteries, right? Well, we could, but you need to recharge, you need to do something else, you need to recharge and do it your way. So I'll pace or walk or play guitar or whatever. And then I can come back to the problem. And then I can go again, you did the same thing by going to the lunchroom and getting snacks and doing all those things. Right? That was so you were you were fighting for the freedom to be yourself. You just didn't know why you're doing it.

H

Halie Morris 52:16

I'm a very chaotic student, but I love being a student. So you know, when I had teachers

that embrace the fact that I was not going to be the perfect student, I usually did well in that class, especially if the work was harder. If I could, if I had no problem with the work like math, I would stop doing the homework because it just was like I know it, you know, what's the point? I know it, but it's the same with your team members there, there are things that trigger the creative juices and relieve stress are going to be totally different than, you know, mine, or the bosses or whoever the team lead happens to be. So

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Warren Barry 52:52

absolutely. So what stresses you, right? Maybe the the thing that the other person actually thrives in? If you don't understand it's like, well, I don't I don't understand you. Like, I don't get it? Like why would why why would that? Why would that stress you out so much? Right? Well, it just does. And you know, and I want to point this out too, which is really fascinating is when you get down into neuroscience is that this is coming from the subconscious part of your mind. And the interesting thing, the subconscious, subconscious part of your mind, there's no words. Your subconscious mind thinks in pictures and feelings. There's no words, so you can't express it. So when you say, Well, why do you do that? Well, I just I,

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53:33

well,

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Warren Barry 53:34

I just just cuz why, like, I need you, I need you. I need you to tell me why, what I did. Because there's no words there for it. And so you can't express. So again, on the team side, we'll walk, you know be so for your teacher, friend, well, why can't you just wing it? Like,

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53:51

why can't you just

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Warren Barry 53:52

What do you mean, you don't even know Google Docs. So we don't need the Excel. We don't need the plan.



53:57

Just let's just go have fun.



Warren Barry 53:59

Right? And she's freaking out. So well. What are you freaking out about? Right? Well, but I need I need no, you don't need a plan. Right? And so she's trying to she'll try to express but there's no words to express it. And so it's a feelings. And usually that's when emotion comes out. So on a team when you start to see the emotion start to come out, right. It's the only way for that person to try to express themselves for something that they have no words for.



Halie Morris 54:24

All right. All right. Well, I think this is a fantastic place to wrap it up because we've gone a little bit longer than I intended. But the topic of our teams and how we work together is so vital and important, especially right now that I'm glad we touched on everything we did. So I want to thank you again for coming on to our show. I want to remind everybody that he does have a fantastic book ebook that just came out. So we'll link that of course in our BIOS and our blog posts that you can go ahead and find that yourself. And then for now, thank you for tuning into everyday business solutions and have a great rest of your week.