

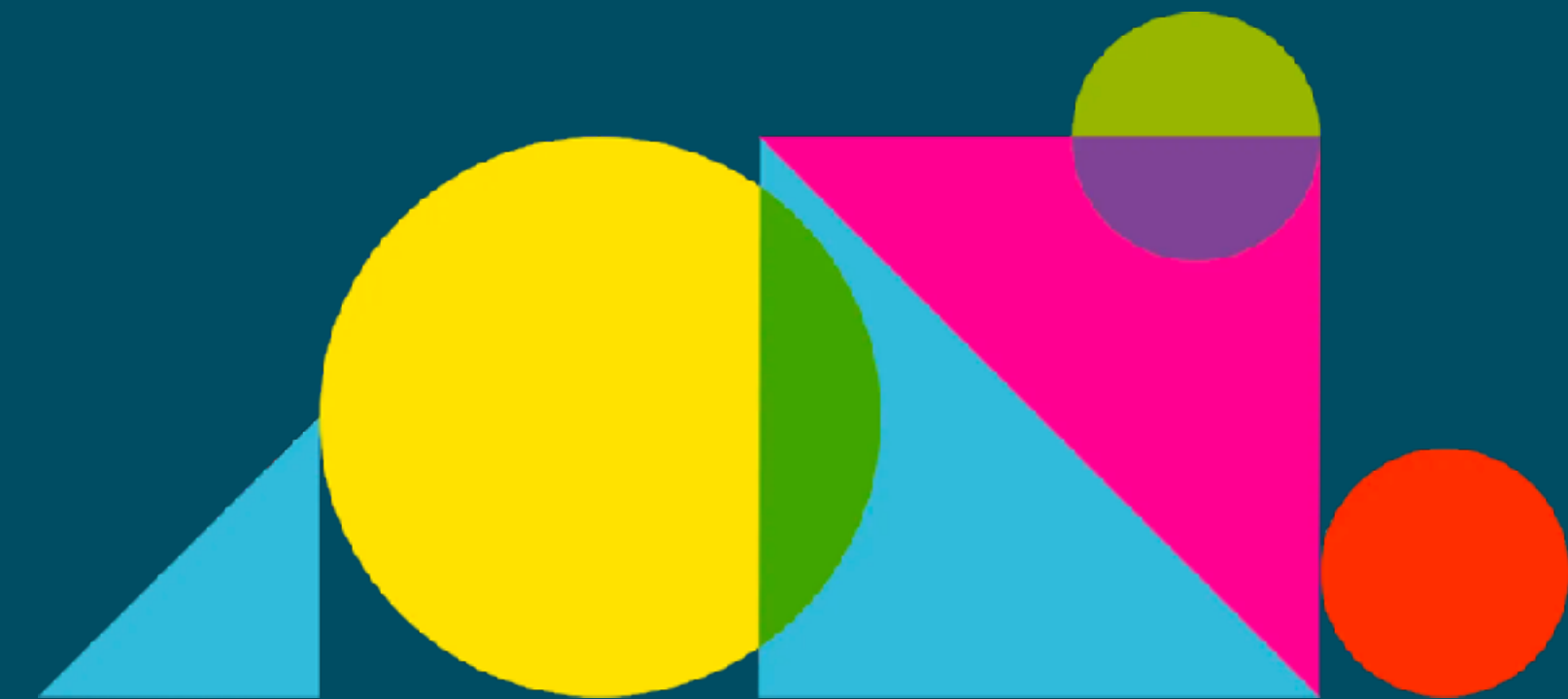
Building team connections and empathy, quickly

Emily Webber

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Socials: (mostly) ewebber



Hello, I'm Emily

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[@ewebber.bsky.social](https://bsky.social/@ewebber)

Emily Webber



How were you
onboarded to the
last team you joined?

Think and write 2 mins

How does **a team**
become **a team**?

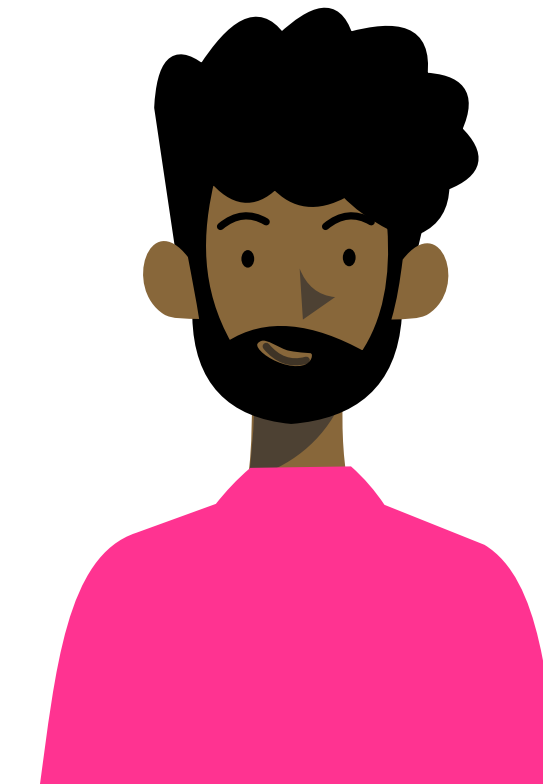
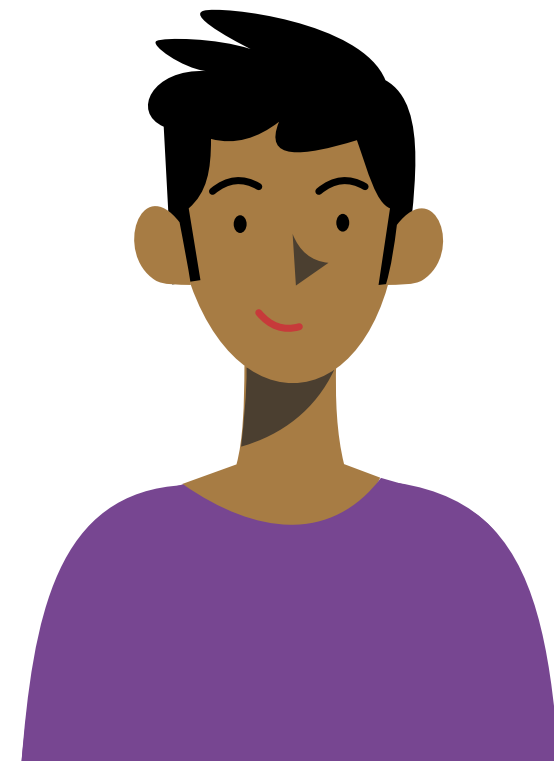
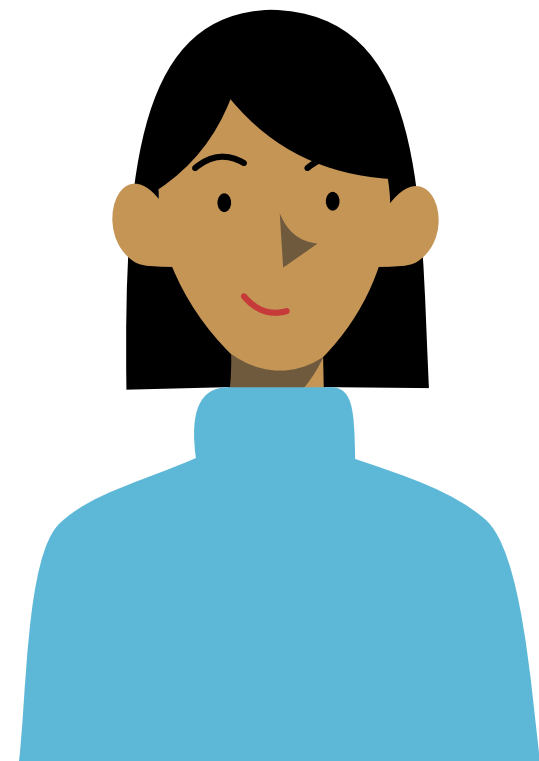
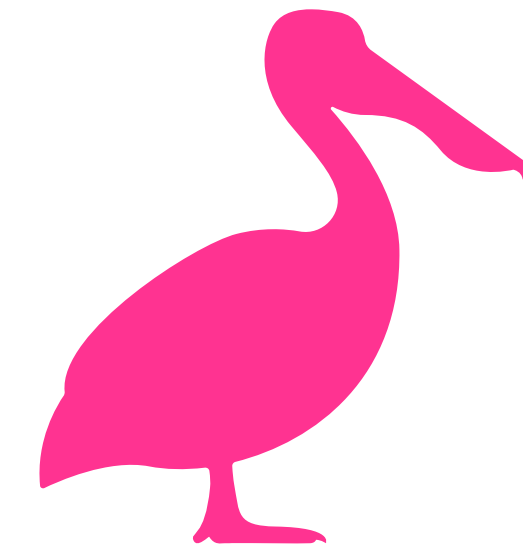
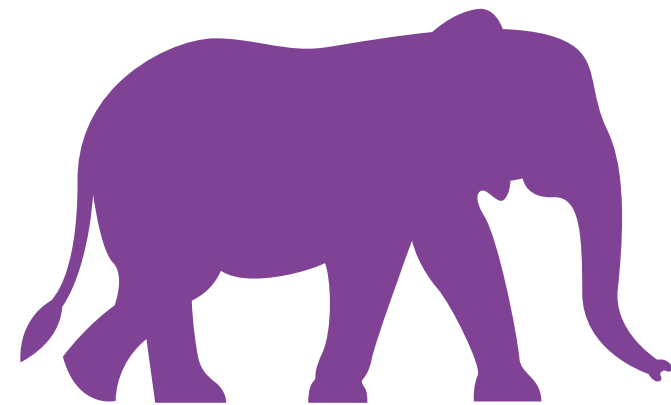
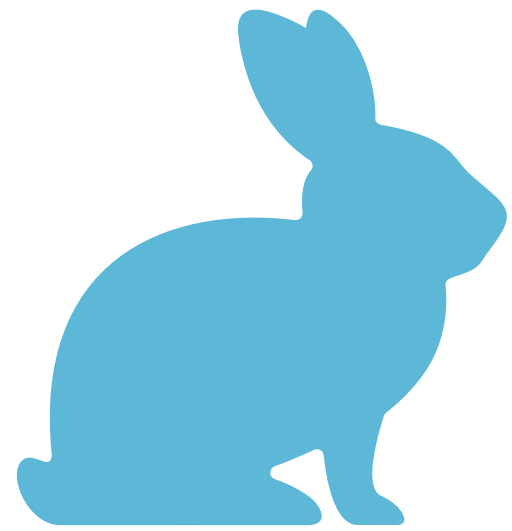
Empathy

The ability to take on another's perspective, to understand and respond to their experience.

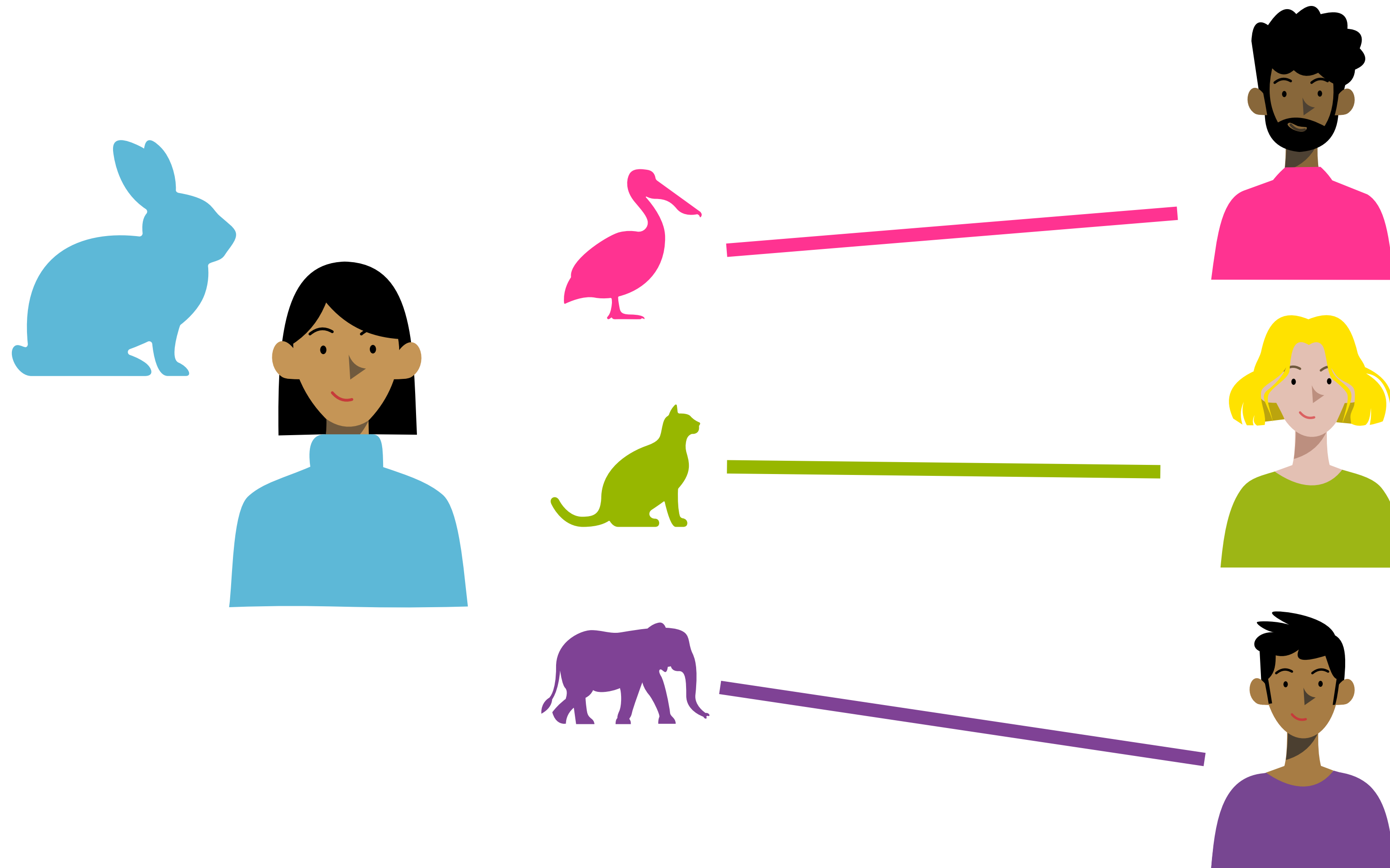
Transactive memory system



Transactive memory

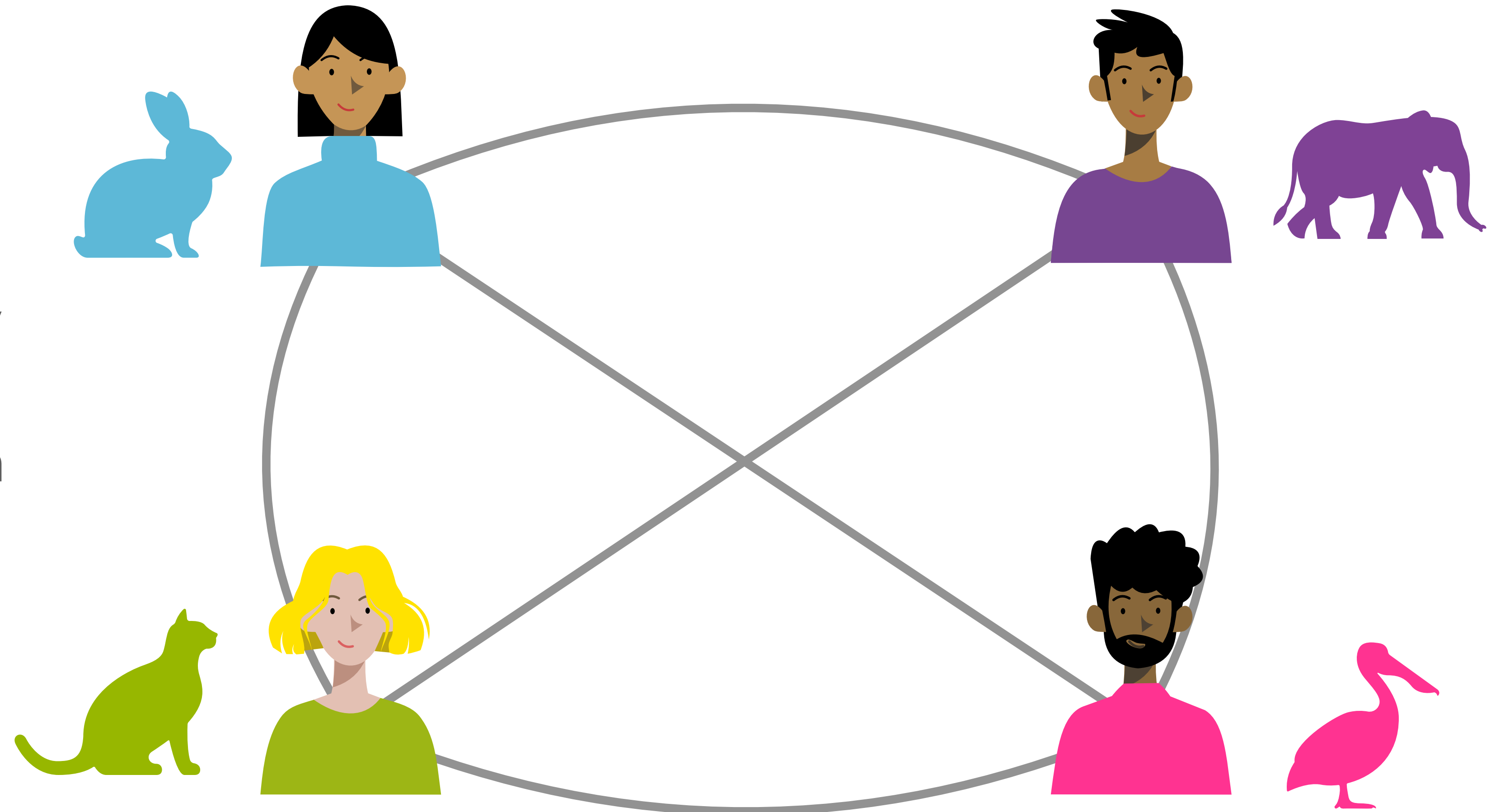


Transactive memory



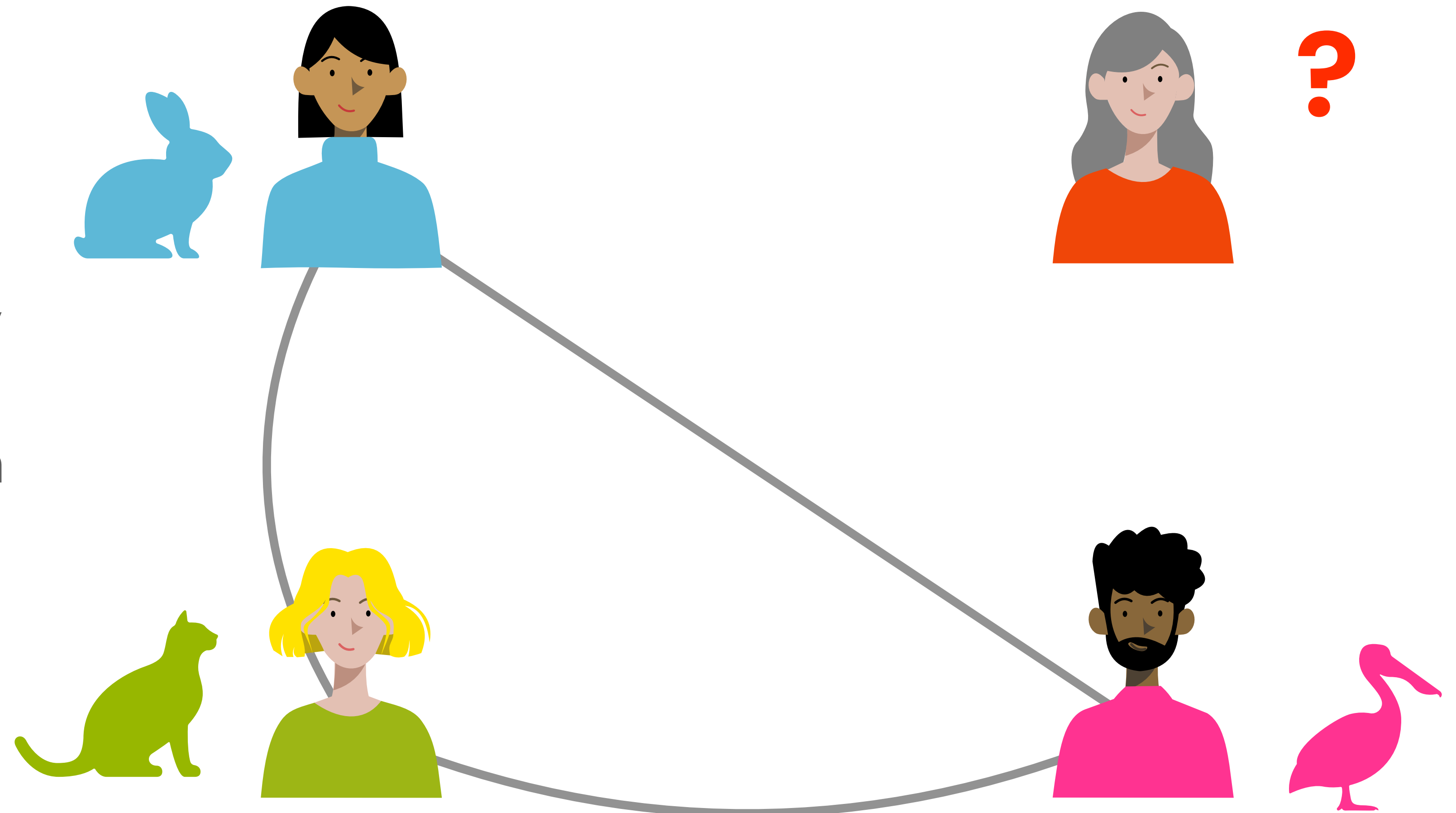
Transactive memory system

A collective system for encoding, storing, accessing and updating information in social systems



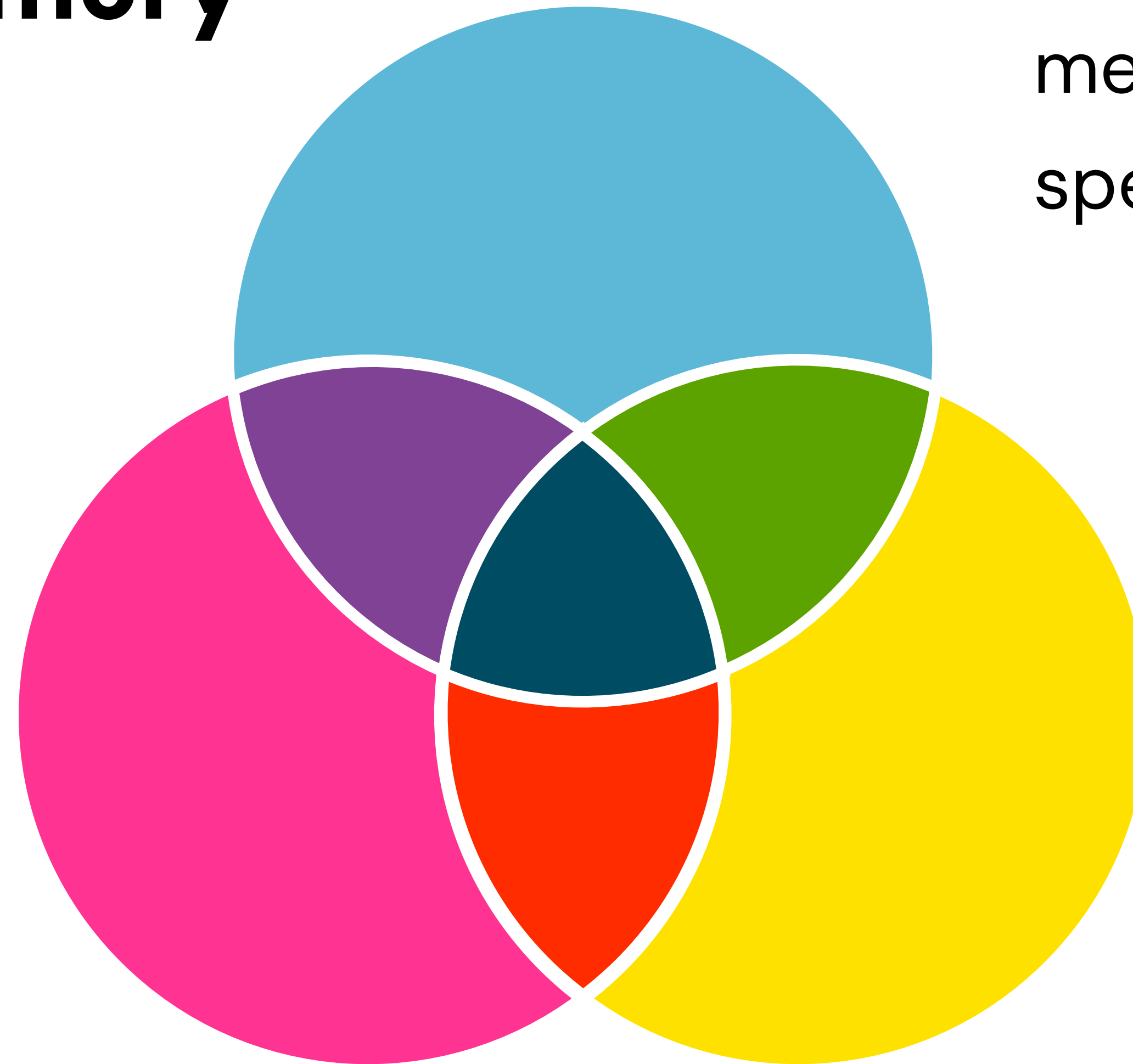
Transactive memory system

A collective system for encoding, storing, accessing and updating information in social systems



Three indicators of transactive memory systems

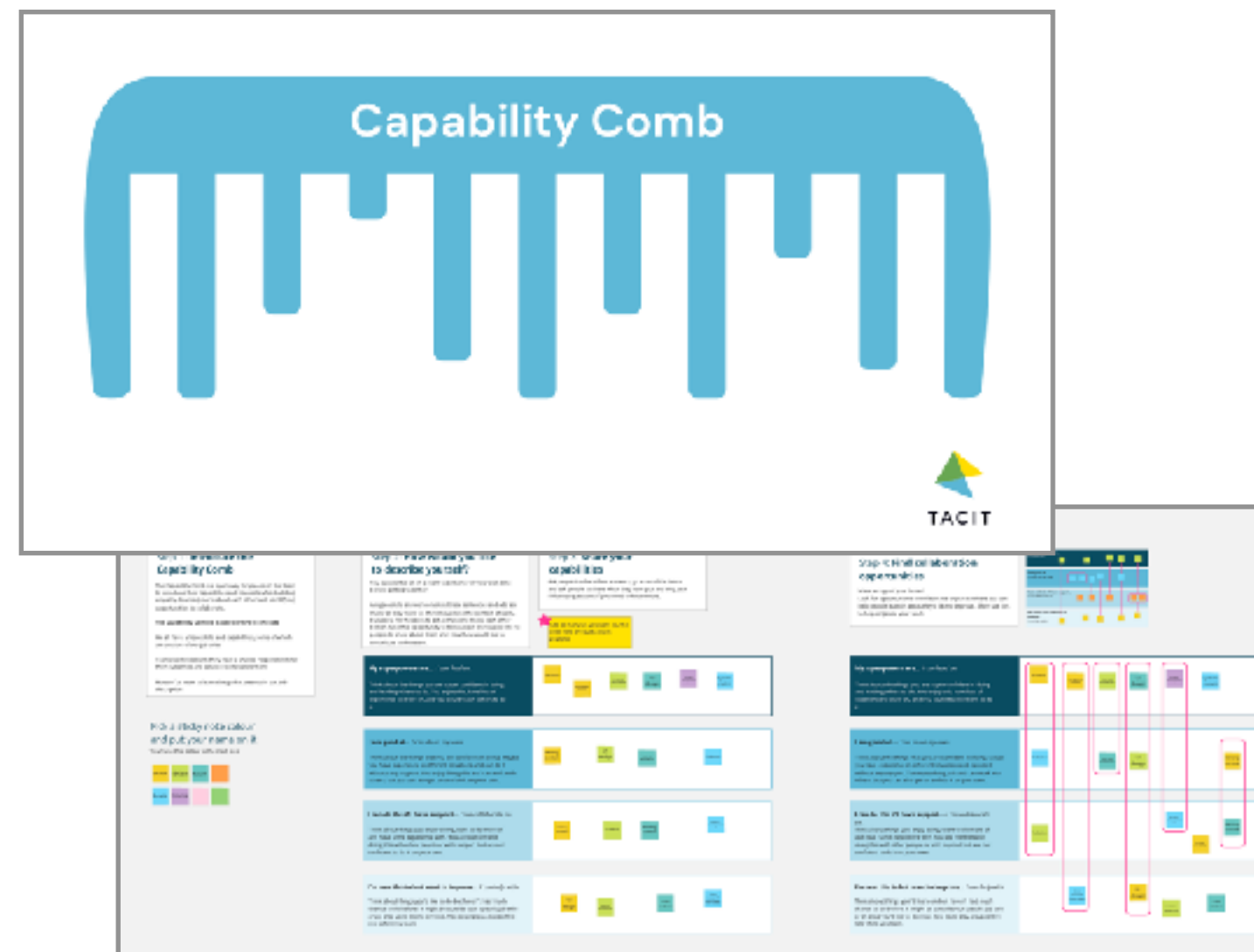
Team coordination
and collaboration



Knowledge or
memory
specialisation

Team
members
credibility

Capability combs



emilywebber.co.uk/capabilitycomb

Team manuals

Team manual		
This is me (drawn by me)	The conditions I like to work in	The times/hours I like to work
The best ways to communicate with me	The ways I like to receive feedback	Things I need to work well
Things I can struggle with	Things I love at work	Other things to know about me

A user manual for me, Cassie Robinson

emilywebber.co.uk/teammanual

Deliberate practice



From Global Aegon Hackathon, 2018

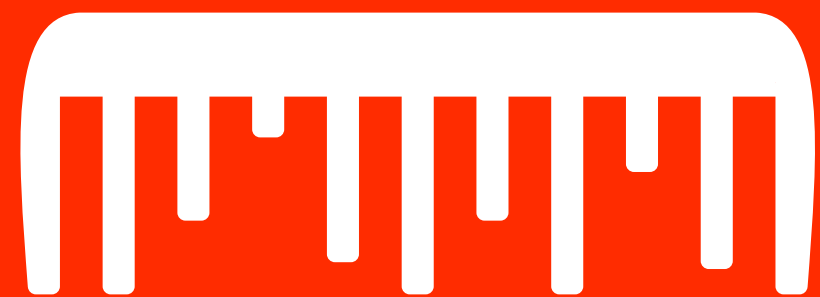
Emily Webber





The Team Manual

A focus on the people



The Capability Comb

A focus on contribution



The team manual

A focus on the
people

“Sometimes you just learn to work together through doing and getting on with stuff but there are some basics that it is probably helpful for everyone to know.”

A user manual for me



Cassie Robinson. · Follow

2 min read · Aug 27, 2017



1.7K

User Manual for Cassie Robinson

Conditions I like to work in

I like a quiet working environment. I find it hard to do work that requires my concentration if there is a lot of noise and distractions

I like having my own desk space

I find it hard to work in heated rooms, and love fresh air (windows open etc)

The times/hours I like to work

I am trying to start my work day at 10am so that I can have 2 hrs from 8-10am in the mornings to do things like exercise and meditation etc.

I work best in the evenings

I don't mind being contacted at any time but I will likely only respond during week daytimes and evenings

My diary is open and accessible so everyone can see my availability. I don't mind people booking things in my diary if I am free

The best ways to communicate with me

Slack is the quickest way to get a response from me

I will never answer my phone, but I look at text messages

I keep on top of my emails each week and usually respond within a few days at the latest.

The ways I like to receive feedback

I'd rather have difficult conversations than things be unspoken or inauthentic, so just be straight with me

I like receiving feedback face-to-face

I see all feedback as a learning opportunity so I like any feedback to include examples and also suggestions on how I / it could be better/different

Things I need

I love ideas sessions with people, where we can freely think about what is possible without the if's and but's

I need time to reflect

Authenticity - I find it really hard to be around bullshit, inconsistency or incongruence

Things I struggle with

I'm an introvert so working "in the open" is something I have to work hard at

Too much critiquing and logical reasoning drains my energy

If I don't understand the wider purpose behind why we are doing something, I find it hard to engage with

Unnecessary process - I love agile and design-lead process however, it's not always necessary. I like minimum-viable-process - what is enough?

Things I love

I like hearing what others are working on and connecting up the dots of what we are doing

I love organising team things - birthday gifts, evenings out etc.

A generative, risk-taking culture that has a flag in the ground about what it stands for

Quarterly team away days

Other things to know about me

I use my intuition a lot to make decisions

My favourite saying is "the sum of the whole is greater than the sum of the parts."

I am an INFP / INFJ cusp

I don't like or drink tea

I bring my whole self to work (we should chat about what this means to me)

cassierobinson.medium.com/a-user-manual-for-me-d3a851fbc694

Emily Webber

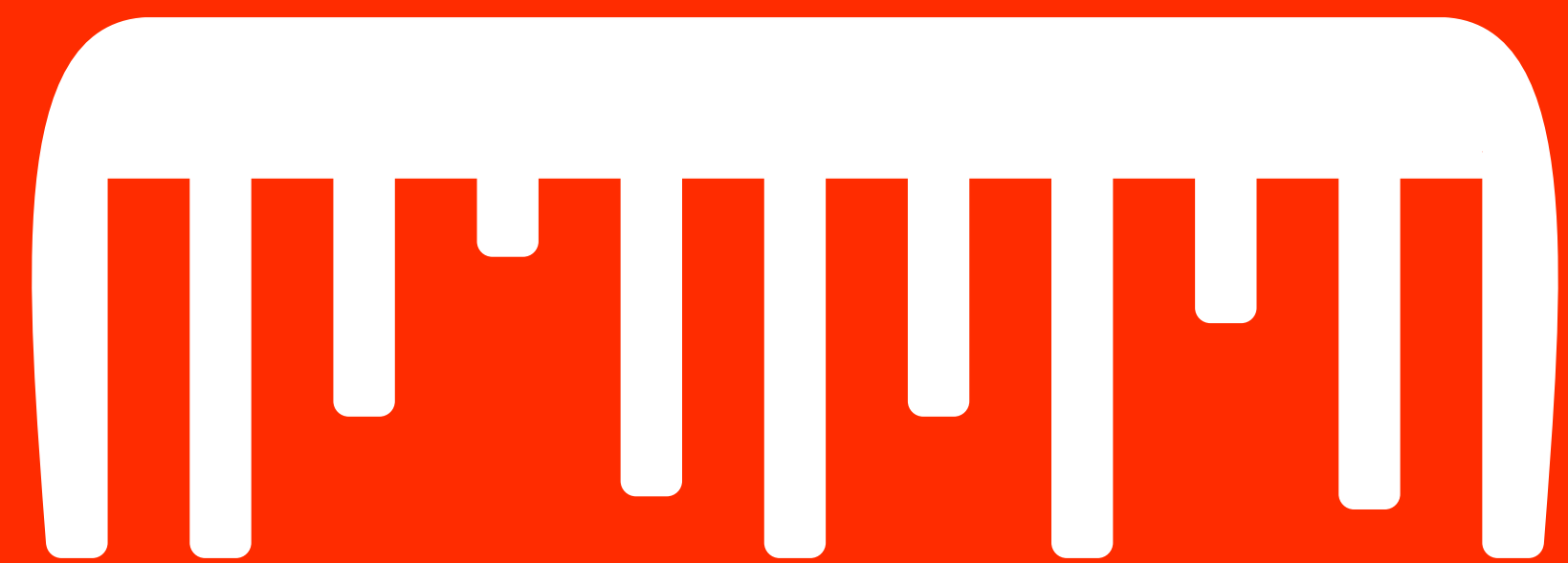


TACIT

How can we use the user
manual of me to help
create empathy and feed
into **team norms**?

The team manual

This is me (drawn by me)	The conditions I like to work in	The times/hours I like to work
The best ways to communicate with me	The ways I like to receive feedback	Things I need to do my work
Things I struggle with / don't like	Things I love at work	Other things to know about me

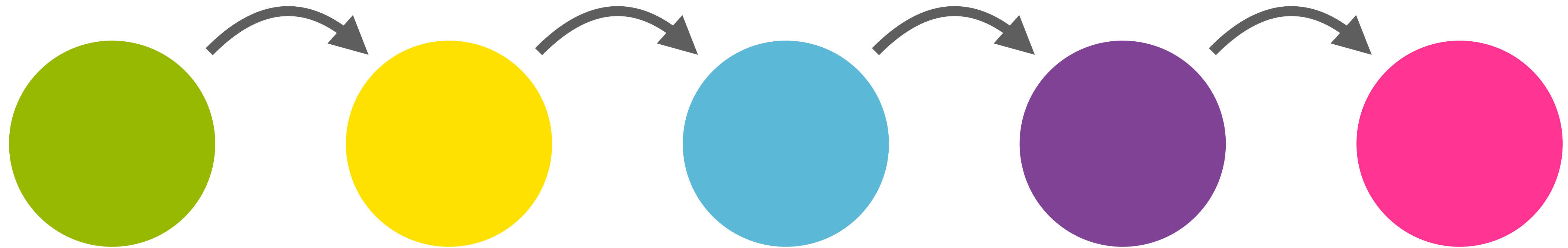


The Capability

Comb

A focus on
contribution

In-team silos



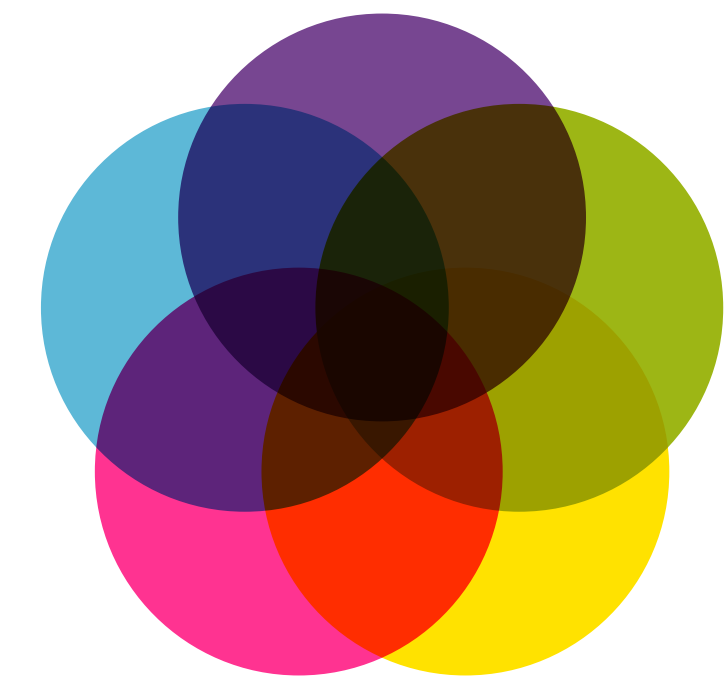
Models of team-working



Multidisciplinary



Interdisciplinary



Transdisciplinary

Interdisciplinary teams



Members work towards a common goals. They collaborate, learn from each other and blur some disciplinary boundaries but still maintain a discipline-specific base.

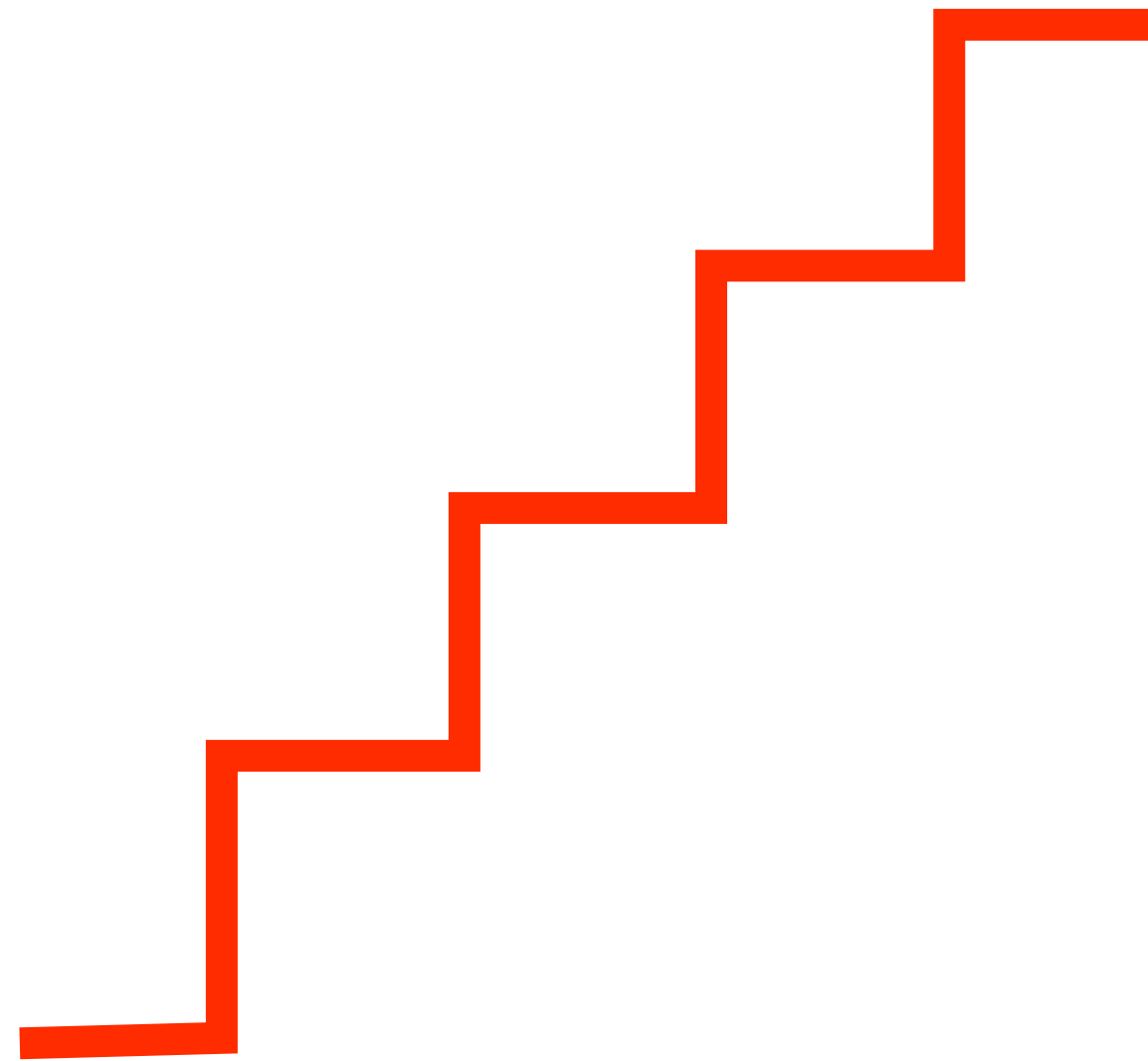
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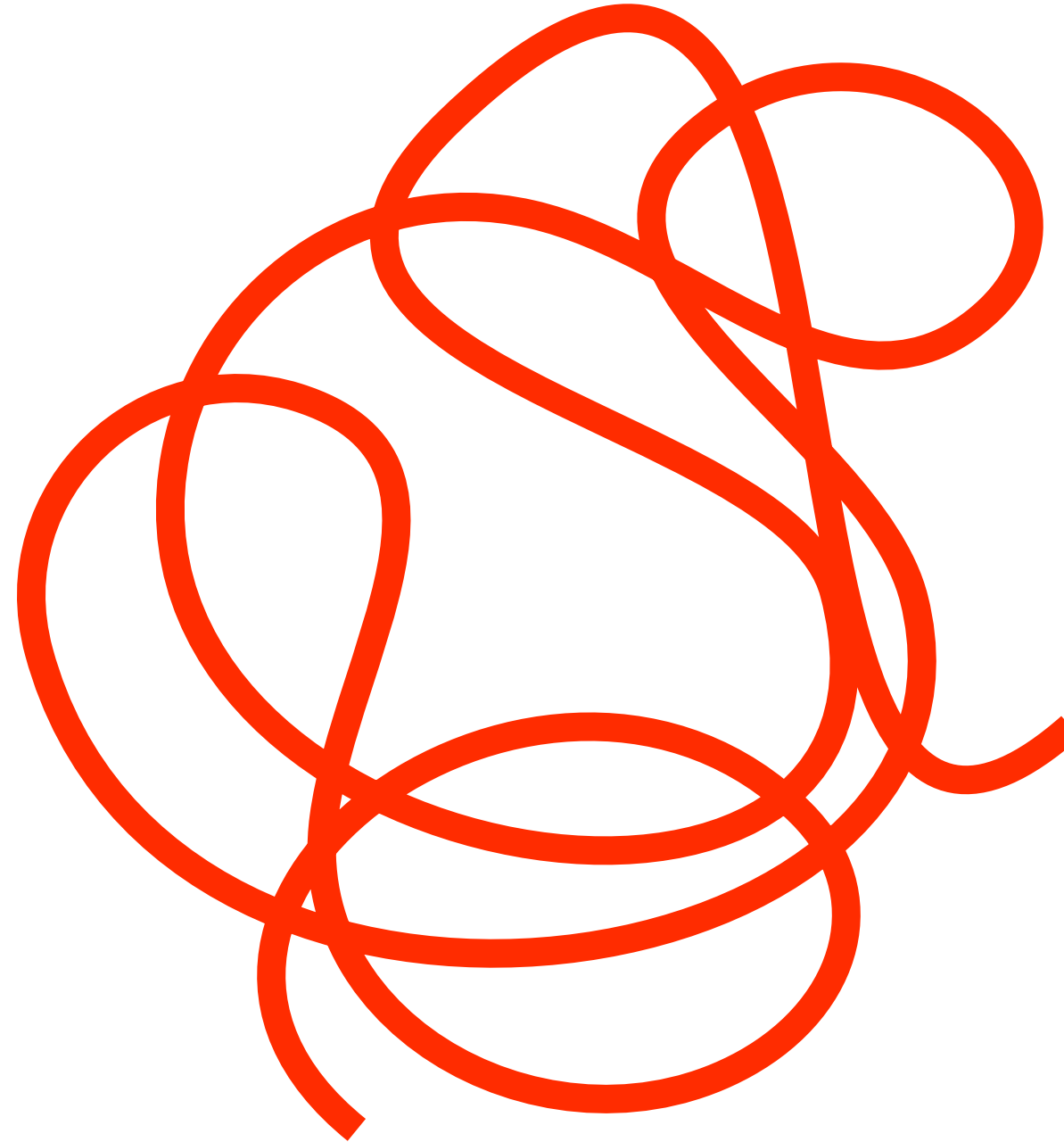
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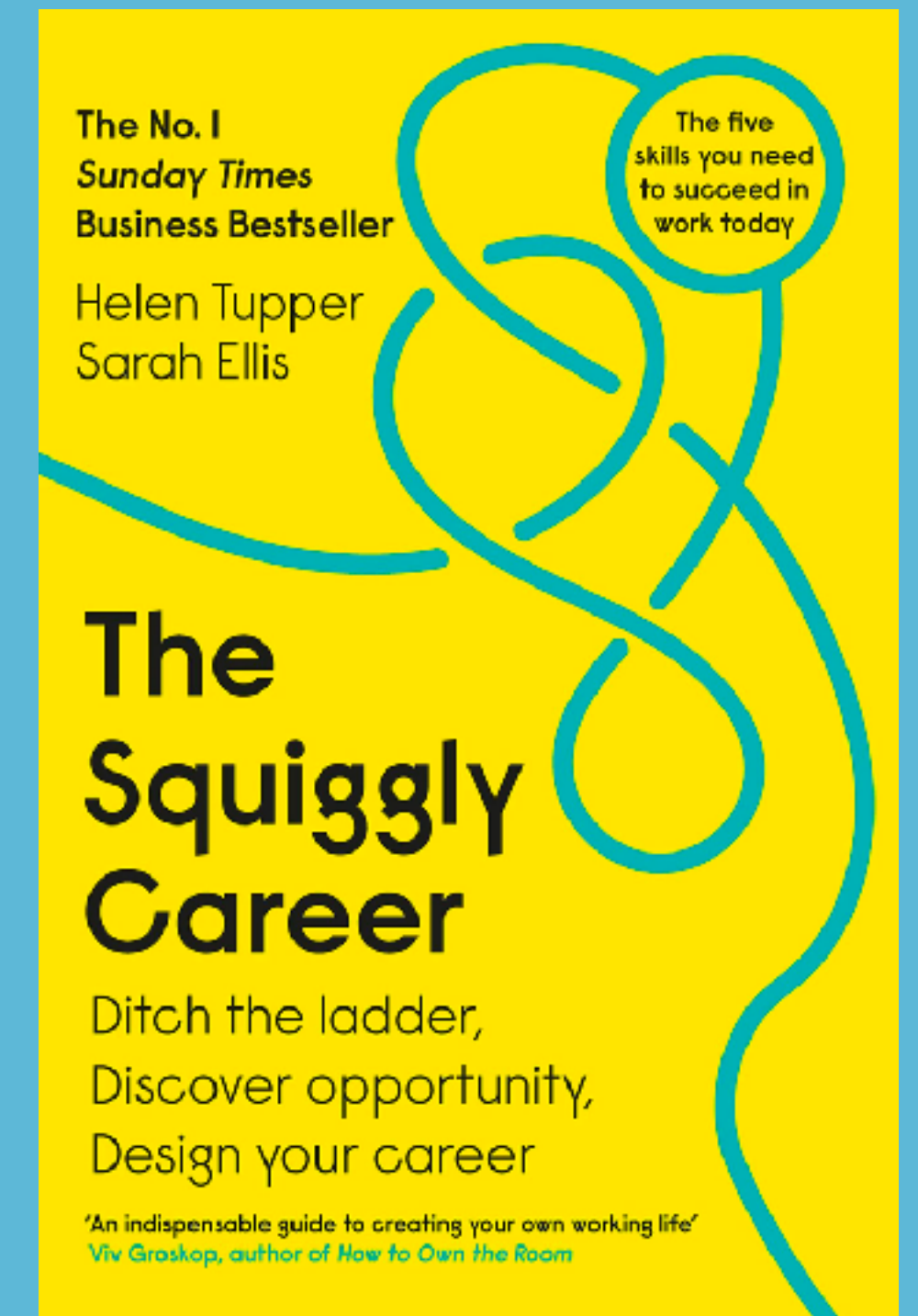
We have capabilities outside our job titles



Traditional career



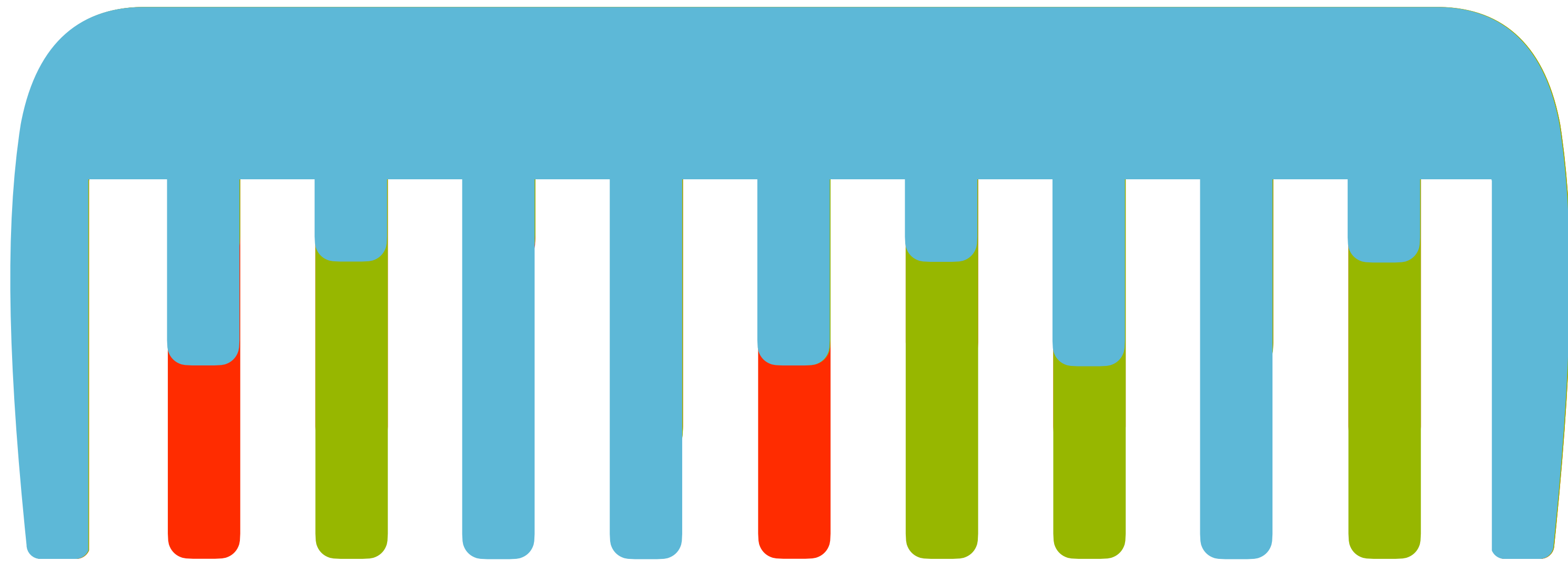
Squiggly career



Three important concepts

1. **We all have unique skills and capabilities**
some of which are outside of our job titles
2. **Teams work best with they have a shared responsibility**
for their outcomes and collaborate towards them
3. **Many of us want to learn things**
that are not in our job description

The capability comb



Building your comb

My superpowers / **I can lead on**

I am good at / **I can do on my own**

I can do, if I have support / **I can collaborate on**

I'm new to, but want to improve / **I want to help with**

Building your comb



My superpowers / **I can lead on**



I am good at / **I can do on my own**



I can do, if I have support / **I can collaborate on**



I'm new to, but want to improve / **I want to help with**

Thank you

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