Level 5 – Continuous Improvement with Industry 4.0

Define 8 - Team Working

WHO ARE YOU?

Who are you?

Several Personality Theories and Types…

- The Four Temperaments / Four Humours
- Carl Jung's Psychological Types
- Myers Briggs Type Indictor
- David Keirsey's Personality Model
- Keirsey Temperament Sorter
- Eysenck's Personality Inventory
- Katherine Benziger's Personality and Brain-type Theory
- DISC
- Belbin Team Roles
- The 'Big Five' Factors Personality Model
- Birkman Method
- Cattell's 16PF
- PRISM Brain Mapping…. And more

Myers-Briggs Type Indictor

Based on Carl Jung's theory of psychology types.

Jung theorized that there are four main ways in which we experience or come to know the world:

1. **Sensing**, or knowing through sight, hearing, touch and so on;
2. **Intuition**, inferring what underlies sensory inputs;
3. **Feeling**, focusing on the emotional aspects of experience; and
4. **Thinking**, reasoning or thinking abstractly

Myers-Briggs Type Indictor

Myers-Briggs Type Indicator (MBTI) is an instrument for measuring a person's personality.

It uses four basic scales with the opposite poles.

The four scales are:

1. Extraversion/introversion
2. Sensate/intuitive
3. Thinking/feeling
4. Judging/perceiving.

The various combination of these preferences result in 16 personality traits.

Katharine Cook Briggs
1875–1968

Isabel Briggs Myers
1897–1980

Myers-Briggs Type Indictor Scales and usefulness

1. Where you like to focus your attention?
2. How you prefer to take in information?
3. How do you like to make decisions?
4. The lifestyle you prefer?

- Understanding and developing yourself
- Understanding and developing others
- Understanding what motivates others
- Understanding others' strengths and weaknesses
- Working in teams - by ensuring that all relevant necessary capabilities are represented in the team
- Allocating and agreeing tasks and project responsibilities
- Agreeing roles and development with others and for oneself

Myers-Briggs Type Indictor

Belbin Team Roles

- Belbin developed team roles model in the late 1970s.
- Belbin's work demonstrated that balanced teams comprising people with different capabilities performed better than teams that are less well balanced.

- Belbin's key book 'Management Teams - Why They Succeed or Fail', was first published in 1981.

Meredith Belbin initially identified a set of eight roles, which, it is argued, are all present in a team provide good balance and increase likelihood of success.

The eight roles were later increased to nine, with the addition of the 'Specialist' role.

Belbin Team Roles

- There are no 'good' or 'bad' roles.
- People are as they are, and all roles play important parts in successful teams.

- Belbin suggested that certain roles tend to be more extraverted (outgoing, proactive, outward-looking) while other roles tend to be more introverted (inward-looking, reactive).

- These days less emphasis is placed on whether a role was considered extravert or introvert, but for the record, the roles originally presented as extravert are indicated with an asterisk* within the roles listing and descriptions below

Belbin Team Roles

Coordinator (CO)*	able to get others working to a shared aim; confident, mature - (originally called 'Chairman' by Belbin)
Shaper (SH)*	motivated, energetic, achievement-driven, assertive, competitive
Plant (PL)*	innovative, inventive, creative, original, imaginative, unorthodox, problem-solving
Monitor-Evaluator (ME)	serious, prudent, critical thinker, analytical
Implementer (IMP)	systematic, common sense, loyal, structured, reliable, dependable, practicable, efficient (originally called 'Company Workers')
Resource Investigator (RI)*	quick, good communicator, networker, outgoing, affable, seeks and finds options, negotiator
Team Worker (TW)	supportive, sociable, flexible, adaptable, perceptive, listener, calming influence, mediator
Completer-Finisher (CF)	attention to detail, accurate, high standards, quality orientated, delivers to schedule and specification
Specialist (SP)	technical expert, highly focused capability and knowledge, driven by professional standards and dedication to personal subject area

GROWTH
TOGETHER
TEAMWORK
HELP!
SUCCESS
Vision
PARTNER
30%
10%
Ideas!
Brainstorm

Psychologist Bruce Tuckman first produced the memorable phrase ***"forming, storming, norming, and performing"*** in his 1965 article, "Developmental Sequence in Small Groups."

He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning").

Forming

- In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.
- As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.
- This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

Storming

- People start to push against the boundaries established in the forming stage. This is the stage where many teams fail.
- Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.
- Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.
- Some may question the worth of the team's goal, and they may resist taking on tasks.
- Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues.

Norming

- Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.
- Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.
- There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behaviour from the storming stage.

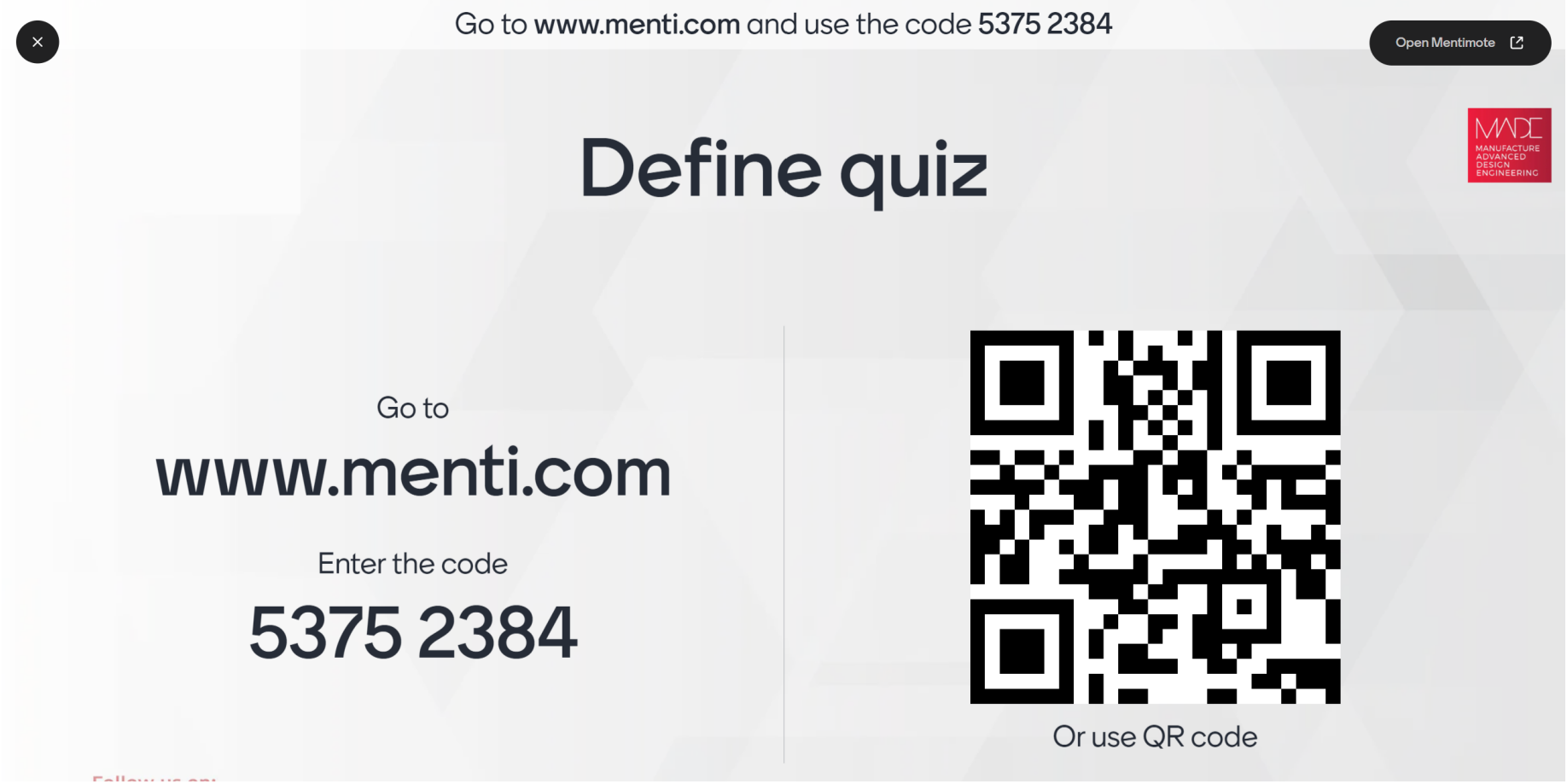
Performing

- The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.
- As leader, you can delegate much of your work, and you can concentrate on developing team members.
- It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

Adjourning

- Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.
- Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

Quiz Time!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