



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Essential Skills

Working with Others

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

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During this session we will...

- explain behaviours that influence team effectiveness,
- evaluate the difference between individual contribution and effective collaboration
- evaluate how different behaviours can help or hinder team effectiveness;
- identify behaviours we can develop to improve our effectiveness as a collaborator

Who Would You Want on Your Team?

- Remember our candidates from week 1?



Alex — The Expert

Highly capable, high standards, prefers working independently.



Morgan — The Enthusiast

Energetic, volunteers for tasks, Morgan's energy can quickly move the group towards action.



Sam — The Quiet Professional

Reliable and thoughtful, but when Sam raises a concern, colleagues usually listen because previous concerns have proved important.



Taylor — The Independent Worker

Works efficiently alone, but is reluctant to ask for help, has strong relationships with experienced colleagues outside the immediate team



Jordan — The Team Player

Supportive and encouraging, but may avoid disagreement.



Casey — The Learner

Less experienced, asks questions and responds well to feedback

Select three candidates to complete a project as a team. Nobody has all the knowledge needed. The team will have to solve problems together and learn as they go.

The project.

The project: Establishing a new supply chain.

Due an increase in demand for services at TeamHQ, a new supply of vital products is needed.

Your chosen team will have two weeks to locate and visit six potential suppliers in Europe. The team will need to:

- Review six potential suppliers.
- Arrange to visit the six locations.
- Assess the capacity and reliability of the six suppliers.
- Write a report evaluating each supplier and email the UK head office.
- All travel and accommodation must be planned as a team.

What does the situation require, and therefore who do you choose for the team? Select three people.



**The
Expert**

Alex



**The
Enthusiast**

Morgan



**The Quiet
Professional**

Sam



**The
Independent
Worker**

Taylor



**The Team
Player**

Jordan



**The
Learner**

Casey

Debrief



**The
Expert**

Alex



**The
Enthusiast**

Morgan



**The Quiet
Professional**

Sam



**The
Independent
Worker**

Taylor



**The Team
Player**

Jordan



**The
Learner**

Casey

- Who did you choose?
- Did we choose the same people?
- What made you choose your selection?
- Did you choose individuals or think about the team as a whole?

From Contribution to Collaboration

In a professional team, completing your own work is important, but it is not always enough. Your work may provide information that someone else needs, your decisions may affect another person's task, or a delay may prevent the whole team from moving forward.

Effective collaboration means understanding these connections, communicating with others and thinking beyond “Have I done my part?” to “Have I helped the team achieve our shared outcome?”



Contribution

You might contribute an idea, complete a task, ask a useful question, solve a problem or support a colleague.

Collaboration

Collaboration means recognising that our individual contributions need to connect. We may need to share information, coordinate our work, respond to changes and consider what other people need from us.



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[How To Fit in at The Workplace](#)

Scenario discussion

Scenario 1

Everyone in a meeting uses an abbreviation you do not understand. At the end of the meeting you are asked if you would like to join the ROI advisory committee.

- What might collaboration look like?
- What assertive response could you make?



Scenario discussion



Scenario 2

You notice a possible problem with the team's plan, but you are the newest person.

- Is it appropriate to stay quiet as you are new?
- What could be the impact of challenging the plan?

Mini-sort activity : Does This Help Collaboration?

Read the behaviours listed below: sort these into the relevant categories of fitting in.

**HELPS
COLLABORATION**

**HINDERS
COLLABORATION**

I complete another person's work because it is quicker

I share unfinished work for feedback

I offer to take over an unfinished task

I change an agreed approach

I finish my own task early

I challenge the group's decision

I ask another colleague for help

I refuse additional work

I tell the team they cannot meet an agreed deadline

The impacts of your behaviours

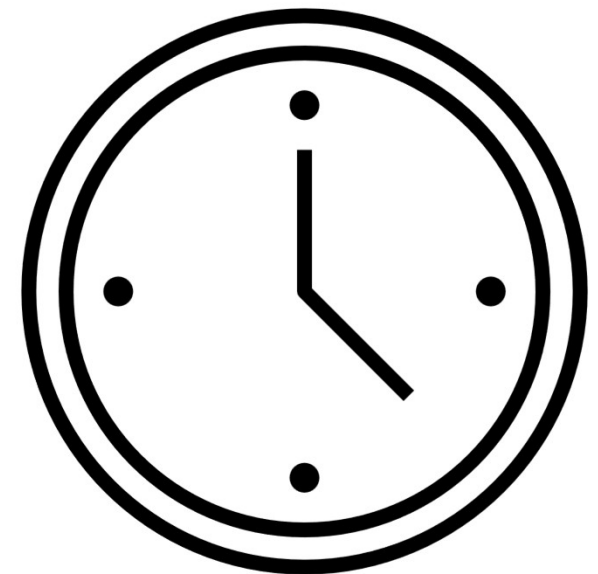
Example
behaviour –
Being Late for
work.

Poor time
keeping can
become a major
drain for team
morale. So why
do people do it?



Reflect

- How do you approach time keeping?
- How do you feel if a colleague is late?
- How can poor time keeping affect collaboration?
- What reasons might someone have for being late frequently?



The Team Trust Account

Trust in a team is built through what people repeatedly do, not simply what they say.

Imagine that every working relationship has a Team Trust Account. Our everyday behaviour can either add to it (deposit) or take away from it (withdraw).

Not every deposit or withdrawal is the same size. Being five minutes late once is different from repeatedly missing deadlines. Making an honest mistake is different from discovering a mistake and hiding it.

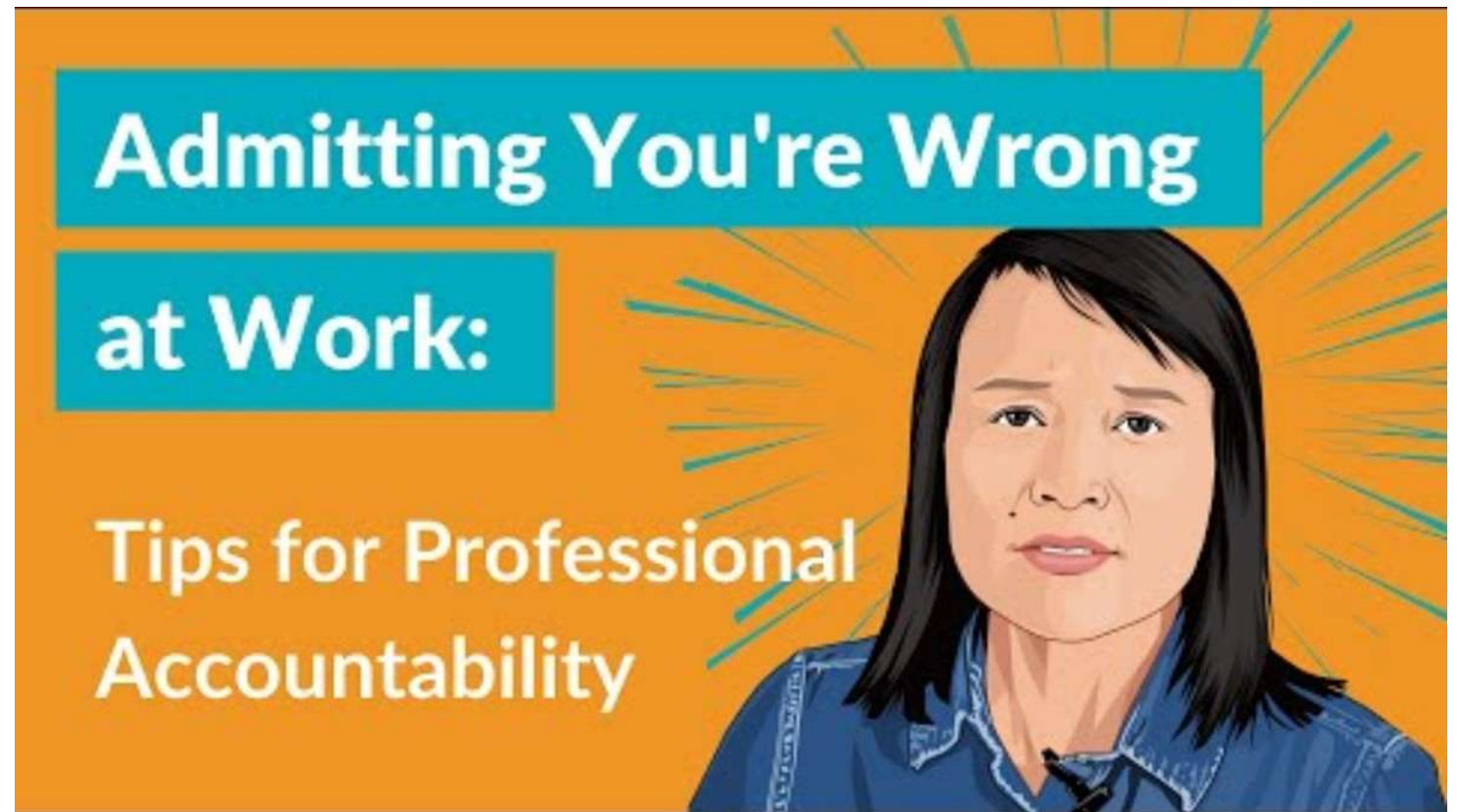


Deposits are behaviours that build trust

Withdrawals are behaviours that reduce trust.

The impacts of your behaviours

Admitting mistakes at work is important and helps you develop trust from your team.



Deposit or withdrawal?

For each of the behaviours listed below, decide if they are a deposit or withdrawal from the team trust account. Think about how significant the impact on trust will be.

1. You agree to help a colleague but then complete the whole task for them without discussing it.

2. *You realise you will miss a deadline and tell the team early.*

3. You regularly arrive late and expect the team to wait for you

4. *You take credit for an idea that originally came from a colleague.*

5. You change an agreed plan without checking with the rest of the team

6. *You complete your work by the agreed deadline.*

7. You give someone credit for their idea.

8. *You interrupt the same colleague repeatedly during meetings.*



The impacts of your behaviours

If you make a withdrawal, can you put something back?

Being professional does not mean never getting things wrong. What matters is what you do next. When your behaviour has affected another person or the team, use this sequence:





Acknowledge:

Be clear about what happened. Take responsibility rather than ignoring it or making excuses.

Apologise:

- Recognise the impact your behaviour had on someone else. A meaningful apology is more than simply saying “sorry.”

Correct:

- Ask what you can do now to put the situation right. Focus on practical action.

Communicate:

- Make sure the people affected know what is happening next. Don't leave them guessing.

Change the behaviour:

- Show what you will do differently in future. This is where trust really starts to be rebuilt

Discussion Scenario

Scenario: Taylor makes a withdrawal

Taylor is responsible for updating an important section of a shared team document. During the afternoon, a colleague sends Taylor some new information that changes part of the work. Taylor updates her own section but does not tell the rest of the team about the change, assuming everyone will notice it in the document.

The next morning, another colleague presents an earlier version of the information in a meeting. They are embarrassed when the mistake is pointed out and frustrated to discover that Taylor had known about the change

What has Taylor done that may have made a withdrawal from the Team Trust Account?



Discussion

Evaluate what could Taylor say or do at each stage to start rebuilding trust?

Discuss as a group and develop a response.

Stage	Question for Taylor
Acknowledge	What should Taylor take responsibility for?
Apologise	What impact should Taylor recognise?
Correct	What could Taylor do to put the situation right?
Communicate	Who now needs to know about the updated information?
Change	What should Taylor do differently when information changes in future?



What Can I Control?

I can control...

- my preparation;
- my effort;
- how I communicate;
- whether I listen;
- whether I ask questions;
- whether I ask for help;
- whether I keep commitments;
- whether I include people;
- whether I admit a mistake;
- how I respond to difficulties.



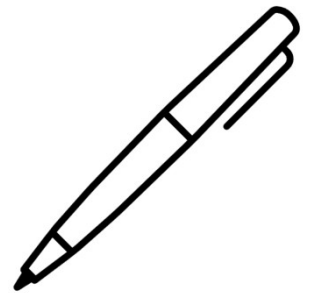
I can influence but not control...

- whether everybody likes me;
- other people's effort;
- whether someone agrees with me;
- another person's behaviour;
- every team decision;
- the entire workplace culture.

My Team Effectiveness Profile

Take time to reflect and consider how you behave when working in a team.
Try to complete the following sentences.

- One way my work can affect other people's work is...
- One behaviour that helps people work effectively with me is...
- When a colleague is struggling, before responding I should...
- One boundary I may need to communicate is...
- One contribution I need to use more deliberately is...
- In my next professional team, I will improve collaboration by...





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