



EFFECTIVE TEAM WORKING

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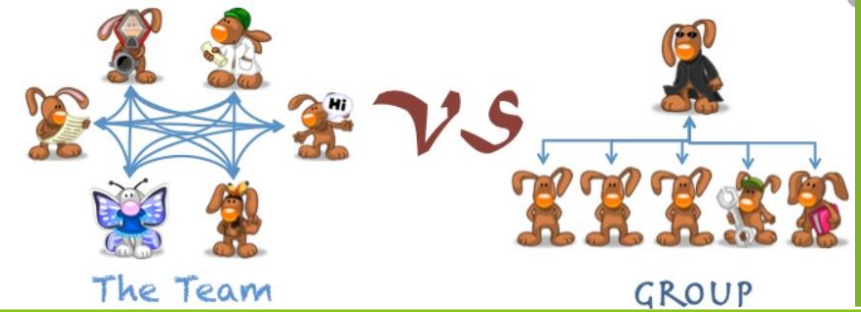
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What is Teamwork?

- ▶ Teamwork is when two or more people work together cohesively, towards a common goal
- ▶ Creating a positive working environment
- ▶ Supporting each other to combine individual strengths to enhance team performance



Teams versus Groups



Team Characteristics	Group Characteristics
Shared Leadership	Individual Leadership
Individual, collective and mutual accountability	Individual Accountability
Collective Performance	Individual work products
Encourages active problem solving	Share information
Individual skills are random and varied	Individual skills are complementary
Members feel a sense of ownership	Members are focused on themselves and their own abilities
Members work in a climate of Trust	Members tend to mistrust one another
Members make an effort to understand each other's point of view	Members are less committed than a Team
Members work to resolve conflict	Members are often unable to solve their conflicts

Ineffective Teams

- ▶ Ineffective groups establish an agreed viewpoint quickly and defend it against any new or original idea. Task-completion can thus be achieved quickly, although this often means that the symptom has been treated rather than the underlying cause. Such groups are characterised by:
 - a lack of agreed objectives and an atmosphere full of tensions – these tensions are sometimes held in check, but on occasions flare into destructive conflict, and there are clashes of personality, with members not really listening to what others are saying;
 - decision making through voting, but with little effort to win round the minority who vote against the idea; avoidance of assessing and discussing its progress and performance.

Why is Teamwork Effective:

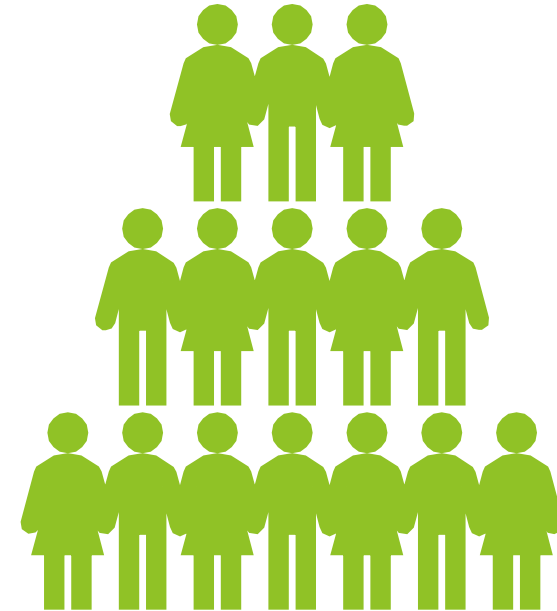
- ▶ Teamwork allows work to be done faster and better
- ▶ Teamwork allows each person to work in the area which they are better
- ▶ Teamwork has a combination of strength, so for every situation there should be at least one person who knows how to deal with it
- ▶ Teamwork provides the group with different opinions

Teamwork Skills Involve:

- Good Leadership
- Clear Communication
- Role Establishment
- Support
- Respect
- Trust

Psychologist Bruce Tuckman first came up with 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"

Forming	Team meet and establish ground rules. Formalities are preserved and people are treated as strangers.
Storming	Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.
Norming	People feel part of the team and realise that they can achieve work if they accept other viewpoints.
Performing	The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.
Adjourning	The team conducts an assessment of the year and implements a plan for transitioning roles and recognising members' achievements.



Examples of an Effective Team:

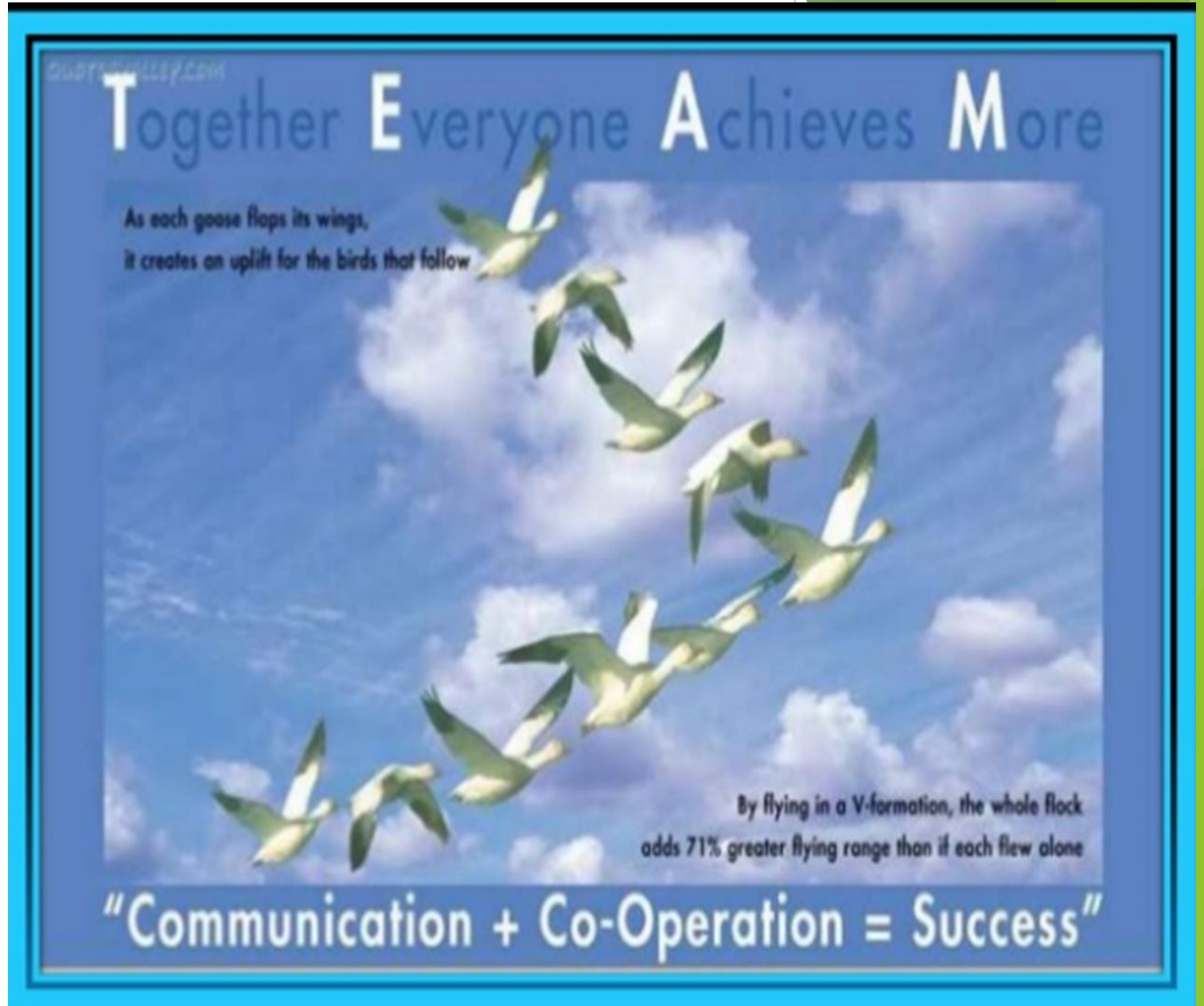
(1) The 'A' Team

- ▶ At the end of their stint in Vietnam, Col. John "Hannibal" Smith and his team were framed for robbing the Bank of Hanoi (which they had done, but under orders), and sent to a US military prison. They escaped and went on the run, pursued first by Col. Lynch and later by Col. Decker. While on the lam, they became heroes for hire, working as good-guy vigilantes around the US or the world. Hannibal was their leader and an expert at disguises. Face was the team's con artist and ladies man. BA (officially "Bad Attitude") was their mechanic, but also took care of mayhem and intimidation. The final member of the Team, "Howling Mad" Murdock, was an expert pilot, and a certified lunatic--they broke him out of a mental hospital whenever they needed him for a mission.
- ▶ The Episode would always end with Hannibal saying 'I love it when a Plan comes together'



(2) Geese

- ▶ By Flying in a V Formation the whole flock adds 71% greater flying range than if one flew alone.
- ▶ As each Goose flaps its wings. It creates an uplift for the birds that follow.



THE 9 BELBIN TEAM ROLES

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Team Role Contribution

Allowable Weakness

Thinking	Plant	PL		<i>Creative, imaginative, free-thinking. Generates ideas & solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	ME		<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	SP		<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
Action	Shaper	SH		<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	IMP		<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	CF		<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
People	Coordinator	CO		<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	TW		<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	RI		<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

Belbin Team Roles Self Perception Inventory

After completing the Questionnaire, my results for the Self Perception Inventory was TW - Team Worker followed by RI - Research Investigator.

TW: Characteristics Socially oriented, rather mild and sensitive.

Function: The role of the Team Worker is to prevent interpersonal problems within a team and allow everyone to contribute effectively. Since they don't like friction, they will go to great lengths to avoid it. The diplomatic and perceptive skills of a Team Worker become real assets, especially under a managerial regime where conflicts are liable to arise or to be artificially suppressed. Team Worker managers are seen as a threat to no one and therefore can be elected as the most accepted and favoured people to serve under. Team Workers have a lubricating effect on teams. Morale is better and people seem to co-operate better when they are around.

Strengths: Ability to respond to people and situations and to promote team spirit.

Allowable Weaknesses: Indecision at moments of crisis and some failure to provide a clear lead to others.

‘The strength of the team is each individual member.....the strength of each member is the team.’ - Phil Jackson

RI: Characteristics Extroverted, enthusiastic, curious, communicative.

Function: Resource Investigators are quick to open up and exploit opportunities. They have an ability to think on their feet and to probe others for information. They are the best people to set up external contacts, to search for resources outside the group, and to carry out any negotiations that may be involved.

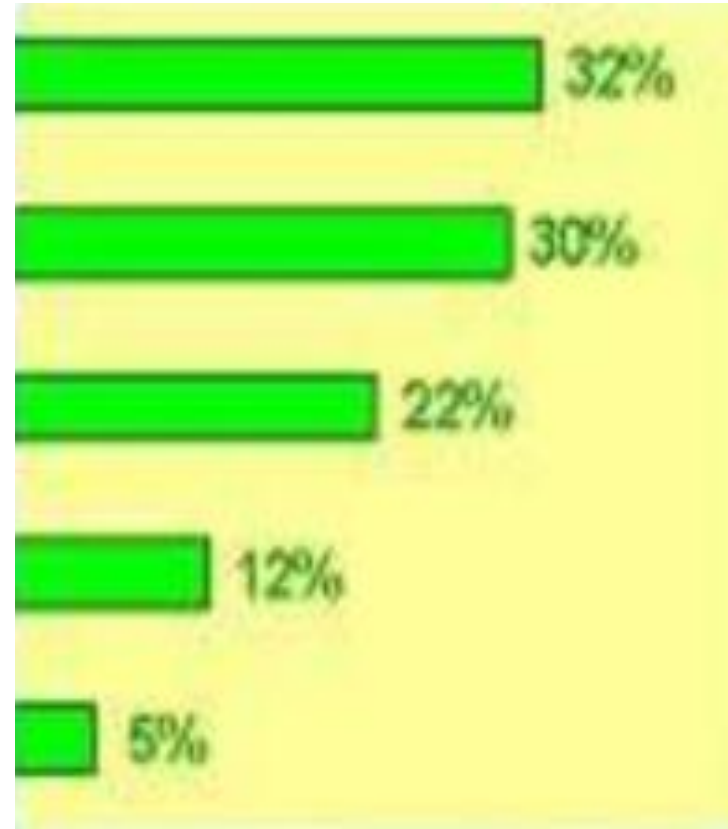
Strengths: A capacity for finding useful people and promising ideas or opportunities, and a general source of vitality.

Allowable Weaknesses: Liable to lose interest once the initial fascination has passed.



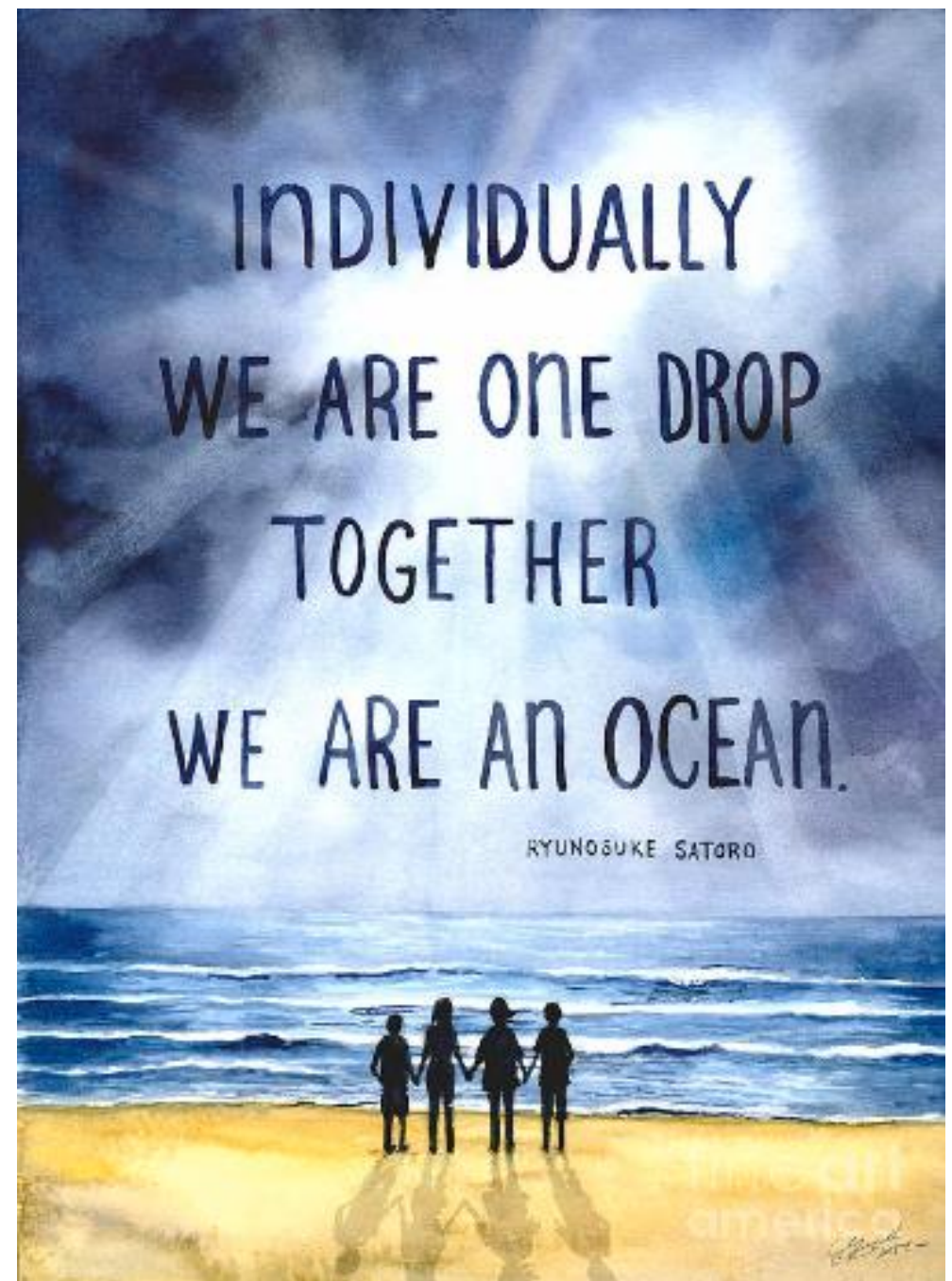
THE KEY TO A TEAM'S SUCCESS IS:

- ▶ Shared Values
- ▶ Mutual Trust
- ▶ Inspiring Vision
- ▶ Complementary Skills
- ▶ Rewards



There are 4 Things Team Members need to feel great

- ▶ Appreciation and Recognition
- ▶ A Sense of Belonging
- ▶ Responsibility and Assurance that their voice matters
- ▶ Incentives and Rewards



‘Teambuilding is a set of activities whereby members of a work team (1) begin to understand more thoroughly the nature of group dynamics and effective teamwork, particularly the interrelationship of process and content (Task); and (2) learn to apply certain principles and skills of group process toward greater team effectiveness” - William Burke

Team Work

Coming together is a beginning, keeping together is progress and working together is success.

Team Work

A powerful fuel that allows common people to attain uncommon results. Members create an environment which allows everyone to go beyond their limitation.

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