

Speaker notes
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As Chris has outlined, it is of utmost importance that strong teams are formed within the Army...

There has been a huge amount of research into what makes a successful team...

One company that have invested a lot of time and energy into the research of effective teams within the workplace is Google.

A large project in this area was Project Aristotle which started in 2012.
This project was lead by Google's director of HR, Abeer Dubey.

It involved a number of statisticians, psychologists and researchers including Julia Rozovsky, HR strategy leader.

Dubey was looking for the formula for creating a 'super team'

This study lasted 2 years and involved the study of 180 teams and over 200 interviews of team members.

After the 2 years of thorough research and investigation there was still no straightforward answer to this.

However, Rozovsky used the research to conclude the 5 key characteristics of a successful team.

All of these characteristics are crucial within an Army team.....

1 - Dependability

All members of an army team need to be able to rely on each other to keep each other safe and to alert each other to any dangers they may face. In a life or death situation, dependability is vital.

2 - Structure and clarity

Goals need to be clearly defined and understood.

They also need to all have the same goal in mind, again to be clear that they can complete a task thoroughly whilst staying out of danger.

3 - Meaning

The work they are doing needs to mean something to each member.

Meaning is very important, the team must have a common knowledge of the goal and to believe in each other as well as the importance of the best outcome possible.

4 - Impact

Does each member feel that the task is purposeful?

This is quite similar to the meaning as if they believe that the task has a strong meaning, then they should entirely believe that their task will achieve the best result and be worthwhile.

5 - Psychological safety

Finally, the psychological safety, a fundamental characteristic, each team member needs to feel confident that if they see any flaws or dangers in any plan that they can speak up. In an army environment it could make the huge difference between the team leaving alive or being injured, or worse still being killed.

(Duhigg (2016))

Another large piece of research was carried out by Meredith Belbin 1981.

This involves a questionnaire, that once completed, will categorise team members in order to create the right balance within a successful team.

The 9 categories are:

Resource investigator

Always looking for new ideas to introduce to the team.

Outgoing and enjoys creating new connections and contacts.

However, may be too enthusiastic initially which can fade fast.

Team Worker

Works hard to get along with all members of team and will avoid confrontation.

Will listen well but may not give opinions willingly.

Co-ordinator

A delegator in the team trying to ensure every member has the task, sometimes seen as manipulative.

Plant

Very creative and good at looking for new and inventive ways to solve problems.

Has many ideas, however may not be good at communicating as too busy in their own world.

Monitor evaluator

Very logical in their approach to problem, takes into account all options before making a decision.

Specialist

Has specialist knowledge of a specific area that the team is working on or towards.

Shaper

Keeps the team focussed and motivated to ensure all team members stay on track.

Implementer

Is able to find a practical and efficient strategy. Organises team well.

Complete finisher

Looks for any errors within the final product of the task and ensures everything has been done to the highest standard.

All of these individuals within a team in the Army will ensure the team will be as successful in their task as possible.

Belbin (2004)

Upon applying the questionnaire to myself, I found that I was a team worker, which I would agree with as I find I can work well with others and I certainly avoid conflict within a team as it makes me uncomfortable.

As well as the individuals, the group dynamics are very important too....

Charlene will now tell you about this in a bit more detail

Reference list

Belbin, R. (2004). Management teams. Oxford: Butterworth-Heinemann.

Duhigg, Charles. "What Google Learned From Its Quest To Build The Perfect Team." Nytimes.com. N.p., 2018. Web. 28 Oct. 2018.

Rollinson, D. (2008). Organisational Behaviour and Analysis 4th ed. Essex: Pearson Education, p.338-339.