

SCRIPTS – DEVELOPING AND WORKING IN TEAMS

Cover Page – Slide 1

I welcome you all to this exciting session on Developing and Working in Teams.

Learning Outcomes – Slide 2

At the end of this session, it is my belief that we would have achieved the following:

- Describe the concept of Teams and Teamwork.
- List the benefits of Teamwork.
- Discuss the hazards to Teamwork, and,
- Explain how to build High Performance Teams.

What is a Team? – Slide 3

- ***A team is a group of people who work together toward a common goal.***
- Teams have defined membership (which can be either large or small) and a set of activities to take part in.
- ***People on a team collaborate on sets of related tasks that are required to achieve an objective. Each member is responsible for contributing to the team, but the group as a whole is responsible for the team's success.***
- Organizations use many kinds of teams, some of which are permanent and some of which are temporary.
- ***Teams are used to accomplish tasks that are too large or complex to be done by an individual or that require a diverse set of skills and expertise.***

Types of Teams – Slide 4

Teams may be permanent or temporary, and team members may come from the same department or different ones.

Common types of teams found in organizations include

- project teams.
- virtual teams, and
- cross-functional teams.

Project teams are created for a defined period of time to achieve a specific goal. Members of a project team often belong to different functional groups and are chosen to participate in the team based on specific skills they can contribute to the project. Software development is most commonly done by project teams.

Virtual teams have members located in different places, often geographically dispersed, who come together to achieve a specific purpose. Academic researchers often work on virtual teams with colleagues at other institutions.

Cross-functional teams combine people from different areas, such as marketing and engineering, to solve a problem or achieve a goal. Healthcare services are frequently delivered by interdisciplinary teams of nurses, doctors, and other medical specialists.

It is common for an organization to have many teams, including teams of several types. Effective teamwork depends on choosing the type of team best suited to the work that needs to be accomplished.

Teams in the Workspace – Slide 5

Sports teams are a good example of how teams work. For instance, a basketball team has individual players who each contribute toward the goal of winning a game.

Similarly, ***in business settings most work is accomplished by teams of individuals who collaborate on activities with defined outcomes.***

Because teams are so prevalent in business organizations, it is important for employees to have the skills necessary to work effectively with others.

Organizations typically have many teams, and an individual is frequently a member of more than one team. Some teams are permanent and are responsible for ongoing activities.

For instance, a team of nurses in a maternity ward provides medical services to new mothers. While patients come and go, the tasks involved in providing care remain stable.

In other cases, a team is formed for a temporary purpose: these are called project teams and have a defined beginning and end point linked to achieving a particular one-time goal.

The Purpose of Teams - Slide 6

Organizations form teams to accomplish tasks that are too large or complex for an individual to complete.

Teams are also effective for work that requires different types of skills and expertise.

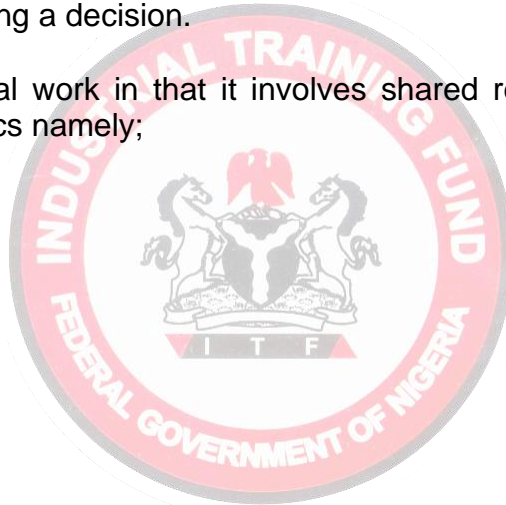
For example, the development of new products involves understanding customer needs as well as how to design and build a product that will meet these needs. Accordingly, a new product-development team would include people with customer knowledge as well as designers and engineers.

What is Teamwork? - Slide 7

Teamwork involves a set of tasks and activities performed by individuals who collaborate with each other to achieve a common objective. That objective can be creating a product, delivering a service, writing a report, or making a decision.

Teamwork differs from individual work in that it involves shared responsibility for a final outcome. Teamwork has five characteristics namely;

1. shared values.
2. Mutual trust.
3. Inspiring vision.
4. Skills, and,
5. Reward.



Benefits of Teamwork – Slide 8

The primary benefit of teamwork is that it allows an organization to achieve something that an individual working alone cannot. This advantage arises from several factors, each of which accounts for a different aspect of the overall benefit of teams.

Teamwork creates outcomes that make better use of resources and produce richer ideas.

- Higher efficiency: Since teams combine the efforts of individuals, they can accomplish more than an individual working alone.
- Faster speed: Because teams draw on the efforts of many contributors, they can often complete tasks and activities in less time.
- More thoughtful ideas: Each person who works on a problem or set of tasks may bring different information and knowledge to bear, which can result in solutions and approaches an individual would not have identified.
- Greater effectiveness: When people coordinate their efforts, they can divide up roles and tasks to more thoroughly address an issue. For example, in hospital settings teamwork has been found to increase patient safety more than when only individual efforts are made to avoid mishaps.
- Mutual support: Because team members can rely on other people with shared goals, they can receive assistance and encouragement as they work on tasks. Such support can encourage people to achieve goals they may not have had the confidence to have reached on their own.
- Greater sense of accomplishment: When members of a team collaborate and take collective responsibility for outcomes, they can feel a greater sense of accomplishment when they achieve a goal they could not have achieved if they had worked by themselves.

The total value created by teamwork depends on the overall effectiveness of the team effort. While we might consider simply achieving a goal a benefit of teamwork, by taking advantage of what teamwork has to offer, an organization can gain a broader set of benefits.

Hazards of Teamwork – Slide 9

The collaborative nature of teams means they are subject to pitfalls that individuals working alone do not face. Team members may not always work well together and focusing the efforts of individuals on shared goals presents challenges to completing tasks as efficiently and effectively as possible. The following pitfalls can lead to team dysfunction and failure to achieve important organizational objectives.

1. Individuals Shirking Their Duties.

Since team members share responsibility for outcomes, some individuals may need to do additional work to make up for those not contributing their share of effort. This can breed resentment and foster other negative feelings that can make the team less effective. One cause of this is the failure of the team to establish clear norms of accountability for individual contributions to the group effort.

2. Skewed Influence over Decisions.

Sometimes an individual or small number of team members can come to dominate the rest of the group. This could be due to strong personalities, greater abilities, or differences in status among members. When individuals either do not feel listened to or believe their ideas are not welcome, they may reduce their efforts.

3. Lack of Trust.

Effective collaboration requires team members to have confidence that everyone shares a set of goals. When that belief is missing, some individuals may not feel comfortable sharing their ideas with the group. Lack of trust can also lead to miscommunication and misunderstandings, which can undermine the group's efforts.

4. Conflicts Hamper Progress.

While conflicts are a common aspect of working together and can even be beneficial to a team, they can also negatively affect team performance. For instance, conflict can delay progress on tasks or create other inefficiencies in getting work done.

5. Lack of Teaming Skills.

When team members do not have the collaboration skills needed to work well with others, the overall ability of the team to function can be limited. As a result, conflicts may be more likely to arise and more difficult to resolve.

6. Missing Task Skills.

A team that does not have the expertise and knowledge needed to complete all its tasks and activities will have trouble achieving its goals. Poor team composition can lead to delays, higher costs, and increased risk.

7. Stuck in Formation.

Sometimes the group cannot move from defining goals and outlining tasks to executing its work plan. This may be due to poor specification of roles, tasks, and priorities.

8. Too Many Members

The size of the team can sometimes affect its ability to function effectively. Coordination and communication are more complex in a larger team than in a smaller one. This complexity can mean that decisions must take into account greater amounts of information, meetings are more challenging to schedule, and tasks can take longer to complete.

9. Groupthink

Outcomes can suffer if team members value conflict avoidance and consensus over making the best decisions. People can feel uncomfortable challenging the group's direction or otherwise speaking up for fear of breaking a team norm. This phenomenon is known as "groupthink." Groupthink can limit creativity, lead to poor choices, or result in mistakes that might otherwise have been avoidable.

While teams offer many benefits, their effectiveness rests on how well members can avoid common pitfalls or minimize their negative consequences when they occur.



Teamwork Processes - Slide 10

While the substance of the tasks involved in teamwork may vary from team to team, there are three processes that are common to how teamwork gets done: the transition process, action processes, and interpersonal processes. During each of these processes, specific sets of activities occur.

1. The *transition process* is the phase during which a team is formed. Activities include:

- Mission analysis: establishing an understanding of the overall objective.
- Goal specification: identifying and prioritizing the tasks and activities needed to achieve the mission.
- Strategy formulation: developing a course of action to reach the goals and achieve the mission.

2. *Action processes* comprise the phase during which a team performs its work. Activities include:

- Monitoring milestones and goals: tracking progress toward completion of tasks and activities.
- Monitoring systems: tracking the use of resources such as people, technology, and information.
- Coordination: organizing and managing the flow of team activities and tasks.
- Team monitoring and support: assisting individuals with their tasks by, for example, providing feedback and coaching.

3. *Interpersonal processes* include activities that occur during both the transition and action processes. These include:

- Conflict management: establishing conditions to avoid disagreement and resolving conflict when it occurs.
- Motivation and confidence building: generating the willingness and ability of individuals to work together to achieve the mission.
- Affect management: helping team members to regulate their emotions as they work together.

What is a High-Performance Team? – Slide 11

It is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results.

High-performance teams outperform all other similar teams and they outperform expectations given their composition.

How to Build a High Performance Teams – Slide 12

But building a high-performing team requires more than just pulling together a group of talented people with the right skills. It requires careful development and the nurturing of key characteristics, behaviors, and best practices.

High-performing teams have the following characteristics:

- Have clear goals tied closely to team and organizational priorities.
- Understand how their work fits into the organizational mission.
- Have defined roles and responsibilities.
- Communicate clearly and respectfully.
- Manage work and deadlines based on priorities.
- Trust and respect each other.
- Celebrate success together and recognize contributions, and
- Practice continuous learning.

Conclusion – Slide 13

Hey, so in the past few minutes, we have been able to look at:

1. Teams,
2. Purpose of Teams,
3. Benefits of Teamwork, and,
4. Building high Performance Teams.



So, I would like to conclude this session by borrowing the words of Harold S. Geneen, who stated that “The best way to inspire people to superior performance is to convince them by everything you do and by your own attitude that you are wholeheartedly supporting them.”

Thank you and Stay Safe. Bye