

Theory ← Research.

behavioural

→ Developmental
stages.

→ Role & behavioural
patterns

→ Issues

→ Overcome Issues.

Teams for Teamwork



Professional Skills
Lecture 03

What is a team ?



- ❖ “Two or more freely interacting people with shared norms, goals, and with a common identity“ (Kreitner & Kinicki, 2003)
- ❖ “A team is a group of people working toward a common goal.”

A team can be..

- Large – (20-30)

Ex: IT Department Lecturers, Senate

- Small - (2-5)

Ex: Board of Directors, Surgeons of a surgery

- Short Term

Ex: event committee

- Long Term

Ex: Parliament standing committee for Public Relations



Team Development Stages

- There are ^{Five}~~four~~ stages to group development

- Forming -
 - Storming -
 - Norming -
 - Performing -
 - Adjourning -
- Diagram illustrating the stages of team development:
-
- 1 ()
- 2 ()
- Deliver →

- Dr. Bruce Tuckman

Knowledge

Apply → experience → Skill

Team Development Stages

Bruce Tuckman(1965) five stages of group development

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members 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 realize 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 recognizing members' contributions.



What is a Team Role?

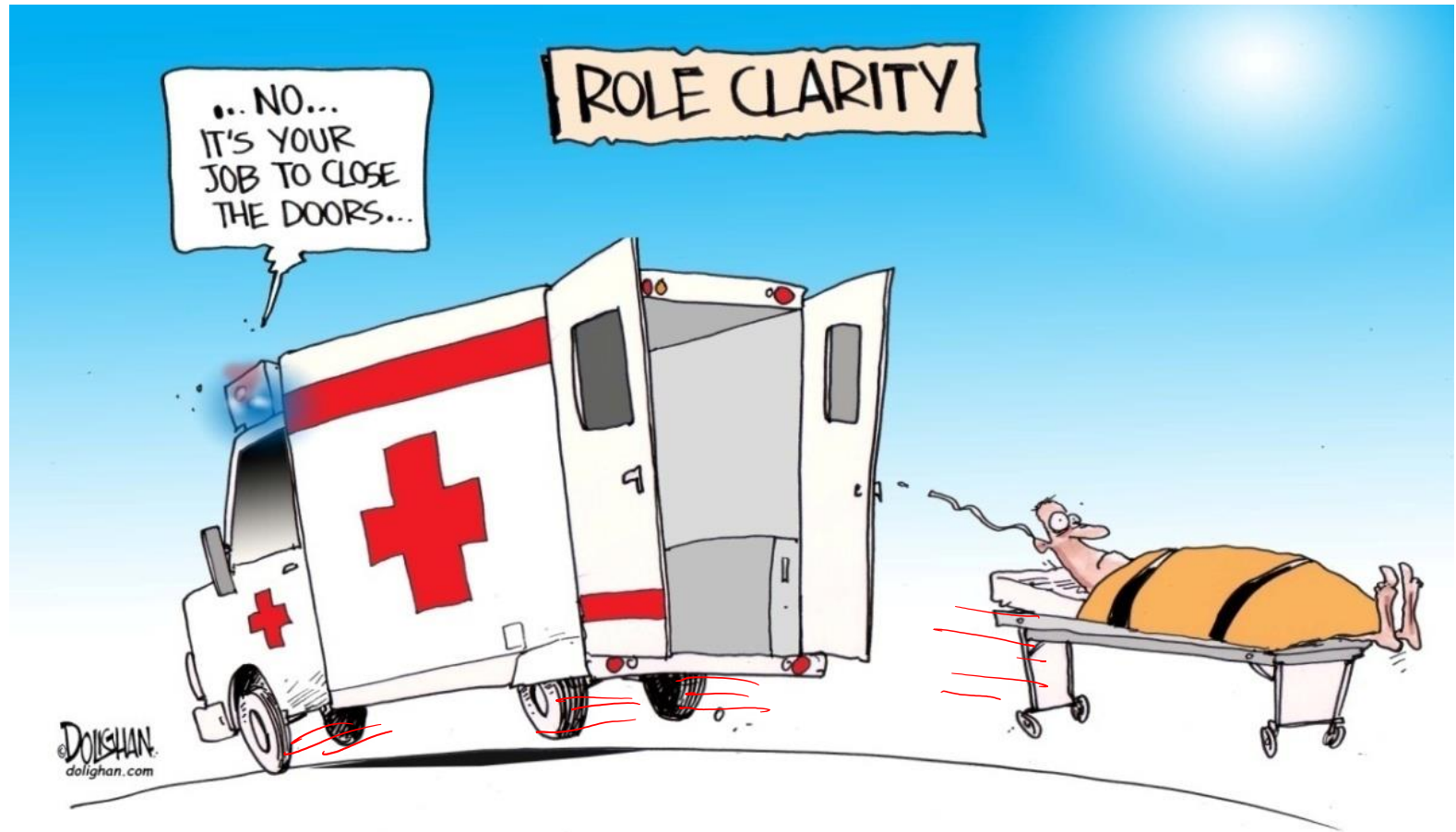
- A Team Role came to be defined as:

“A tendency to behave, contribute and interrelate with others in a particular way.”

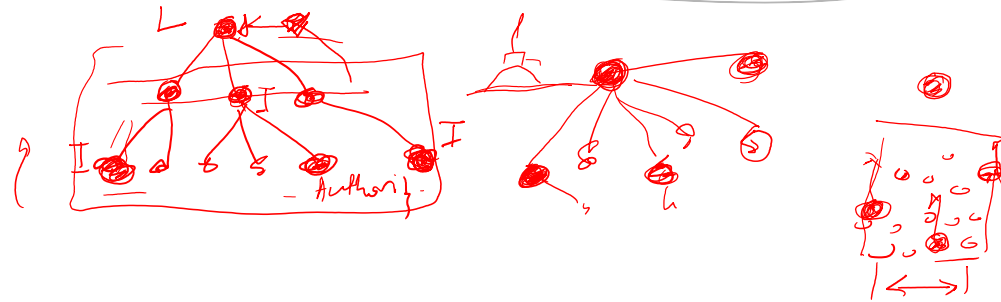
-Dr Meredith Belbin

belbin test → Self test
↑
collective → role.

Role



Role



- *Set of behaviors required or expected of the person occupying a certain position in a group.*
- There are two types of roles :
 1. Formal Role - dictated by the structure of the organizations (coach, team captain).
 2. Informal Role - evolve from the group's dynamics.
- Role Acceptance - important to enhance a group's structure.

Belbin Team Role Theory

- The nine team roles

1. Plant
2. Monitor Evaluator
3. Specialist
4. Coordinators
5. Resource Investigators
6. Team workers
7. Implementers
8. Shapers
9. Completer-Finishers

Thought Focused Roles



People Focused Roles



Action Focused Roles



Problems with Roles

- Role Overload
- Role Conflict
- Role Ambiguity
- Rigidity
- Territoriality
- Abdication
- Human Nature

Problems with Roles

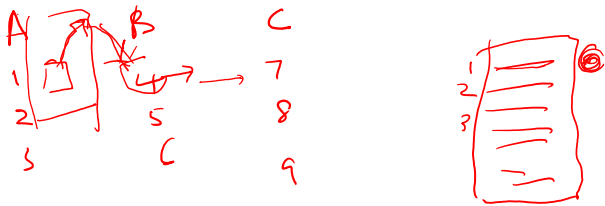
- Role Overload :
 - This can leave the member exhausted, attempting to get more done in less time.
 - Stress builds and productivity falls.
 - Personal defeat can isolate the member from the group and shatter communication.

Fair & Equal
=



Problems with Roles

- Role Conflict :
 - This is when the members of a group each have a different expectation of another's responsibilities.
 - This person will feel torn and unable to come to terms with the group identity, which can also occur when there is a moral or ethical dilemma with another of the group.



Problems with Roles

- Role Ambiguity :
 - This is when a role is left too vague or undefined, and the individual does not know what is expected of them by the group.
 - Members experiencing role ambiguity find their self confidence drops and due to that efficiency slows to a crawl.
 - Without an identity relative to the other group members, an individual cannot perform and they will often isolate and shy away from the other group members.

Problems with the Role Concept

- Rigidity:
 - Sometimes prevents flexibility, other potentials



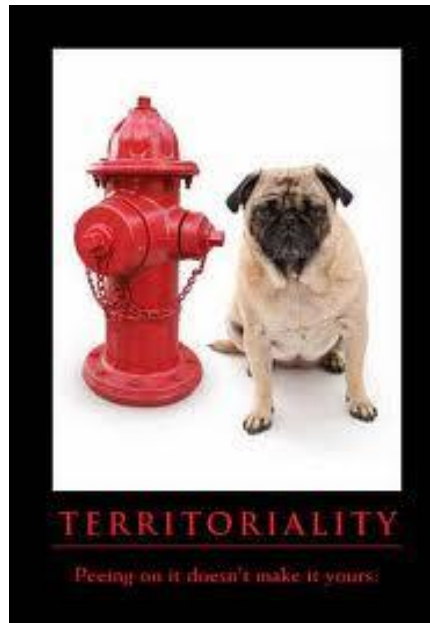
Problems with the Role Concept

- Abdication:
 - Avoiding contributing within another's role just because it is someone else's responsibility



Problems with the Role Concept

- Territoriality:
 - Reluctance to get contribution from others to the role assigned to someone, Guard his role/personal space



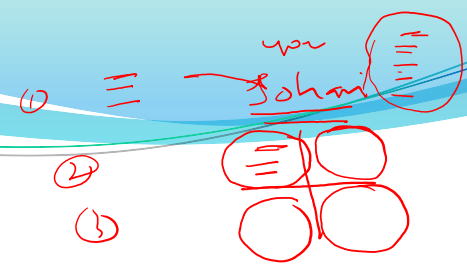
Problems with the Role Concept

- Human nature:
 - The annoying habit of being unpredictable, straying from expected role and inconsistency in same role across the individuals



Handling the problems

- Solid, unemotional discussion Objective
- Role re-delegation until responsibilities have settled comfortably on the correct person. listening
- Self-evaluation and Personality testing can also aid in correct role placement and determination, such as :
 - Howard Gardner's multiple intelligences test (Carter, Bishop, & Kravits, , Key 2.1, Key 2.2).



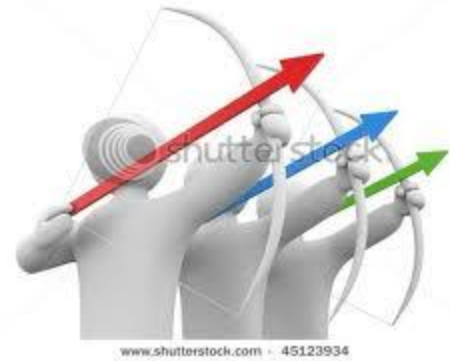
Alternative to the Role Concept

- Empowering
 - Focus on *Multiskilling* people (all-rounders)



Successful team

- Works together toward common goals
- Perceive relevance of the group tasks
- Mutual respect for members
- Diversity of member skills/experience
- Individual communication style



Conclusion

Team
Parameters.

Developmental Stages.

Role theory.

Issues → How to solve.

Vision

- When people come together as a team, share a dream, and focus on reaching their goals together, there's a very good chance they'll accomplish what they set out to do!

