

TEAMWORK SKILLS

EN1101 - Business Communications

Shashika Ruwanmini

GROUP VS. TEAM

- Team: A unit of two or more people who interact and coordinate their work to accomplish a specific goals.
- Group: A number of people or things that are located, gathered, or classed together.
- When a group develops a shared purpose and collective responsibility, it becomes a team.

TYPES OF TEAMS

- **Formal teams** – created by the organization
 - Vertical teams
 - Horizontal teams
- **Self-directed teams** – members of the team have autonomy to decide goals and have the responsibility of the outcome.
- **Virtual teams** – geographically dispersed teams linked through information and communication technologies.
- **Informal teams** – friendship based, interest based and reference groups.

STAGES IN TEAM DEVELOPMENT

- ‘Developmental Sequence in Small Groups’ by Bruce Tuckman (1965)

1. Forming

- The team members become familiar with each other
 - Team is polite and positive
 - The leader’s role is prominent as members are not certain about their roles
 - The manager should,
 - Facilitate interaction
 - Clearly identify the objectives of the team

2. Storming

- Team starts to question the boundaries/scope set at the forming stage
- Differences in individual personalities may lead to conflicts
- The team members may feel stressed and challenged
- The manager should,
 - Help team members resolve conflicts
 - Establish processes and structures
 - Remain positive and build trust

3. Norming

- The team establish practice and understand each other
- Adapt to the differences of others and socialize together
- Provide constructive feedback and learn to compromise
- Leader is accepted and respected
- The manager should,
 - Define roles and facilitate discussion
 - Establish values and allow the team to collaborate

4. Performing

- Members are committed to the goals and start achieving the objectives set for them
- Willingly assist each other and share work
- The manager should,
 - Delegate work and focus on team development

5. Adjourning/Mourning

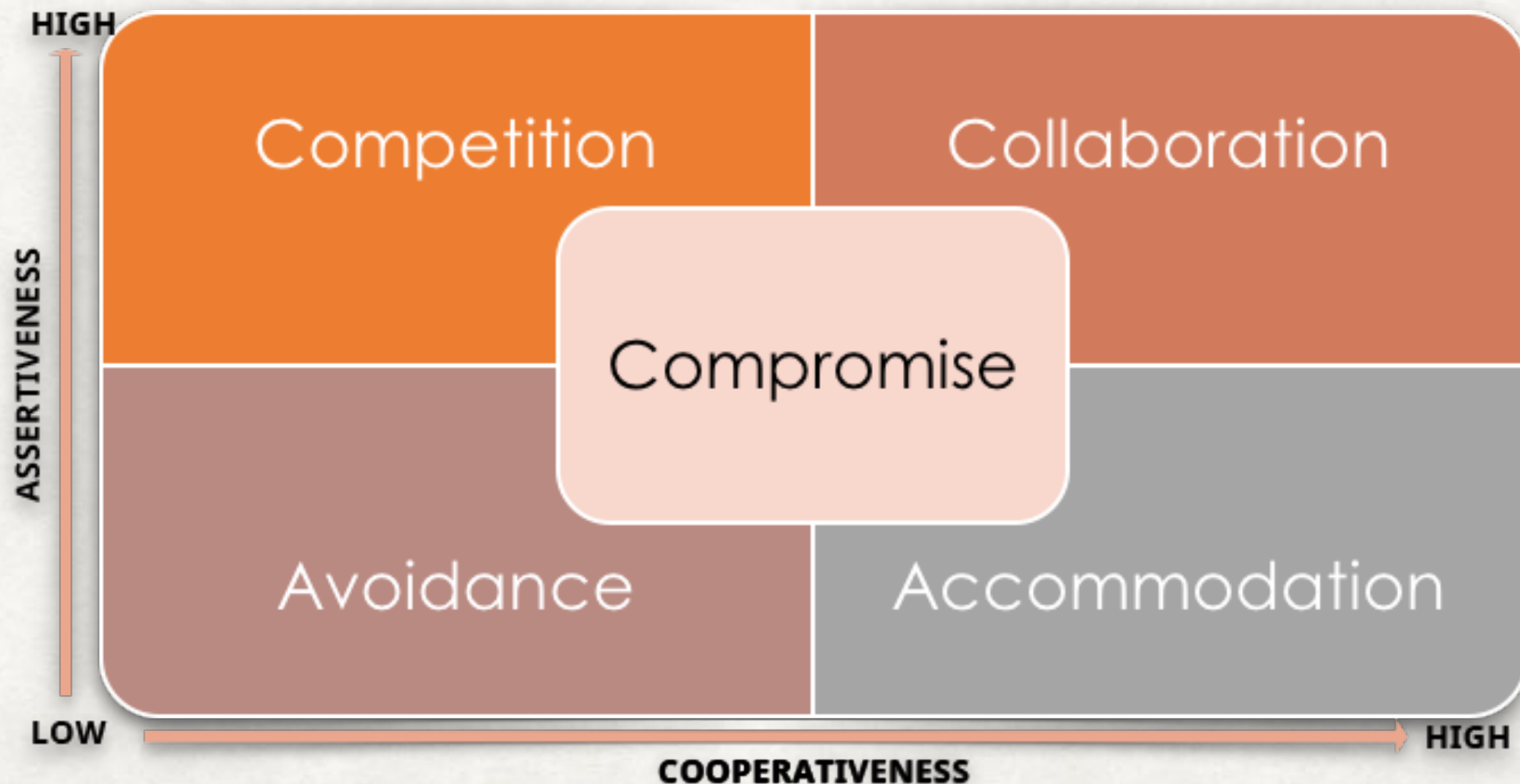
- Team is disbanded once the goals of the team are met
- Team members will be assigned to new roles/teams
- Members who have formed close working relations may find it hard to join new teams
- The manager should,
 - Celebrate and appreciate the team members
 - Reflect on experiences with the members/ give feedback

CONFLICTS IN A TEAM

- Conflicts occur when intentions of one party is blocked/perceived to be blocked by another party.
- Reasons for conflicts can be diverse:
 - Misunderstanding of job responsibilities
 - Misunderstanding of requirements
 - Feedback mechanism
 - Performance appraisal system
 - Poor planning
 - Blame Culture
 - Self-centered

NEGOTIATING & COMMUNICATING STYLES

- The Thomas-Kilmann model was designed by two psychologists, Kenneth Thomas and Ralph Kilmann, to illustrate the options we have when handling conflict.



COMMUNICATION ROADBLOCKS (GOTTMAN, 1999).

- Communication roadblocks are situations where neither party understands each other. Such negative styles of communication can be a result of;
 - **Criticism** – attacking the character/actions of the other person
 - **Contempt** – demonstrate disgust and lack of respect through body language (ex: eye rolling, sneering etc.)
 - **Defensiveness** – avoid listening to the other person and starts to protect themselves
 - **Stonewalling** – withdraw from conversation and refuse to engage

RICHARD HACKMAN'S 'FIVE FACTOR MODEL' FOR DESIGNING AND MANAGING WORK GROUPS (2002)

- **Real Team**
 - A stable group where members have shared tasks, and team boundaries
- **Compelling Direction**
 - The team has 'SMART' goals which are well known and understood
- **Enabling Structure**
 - The group's dynamic allows to achieve the goals of the team (ex: team size is manageable, variety in tasks, social skills of the members)
- **Social Support/Supportive context**
 - The group has a structure which allows to *reward* for good performance, *develop* team members and, provides easy access to obtain required *information*
- **Coaching**
 - Opportunities to identify areas of improvement and to address them

Now your turn!!!!

TEAM BUILDING EXERCISES

EXERCISES 1 : GAME OF POSSIBILITIES

- **Number of Participants:** Multiple small groups (4 members in one group)
- **Tools Needed:** None
- **Rules:**
 - A team should think about an object/person (Every member of the team should give their ideas).
 - Then team should describe/demonstrate object without telling entire information about it.
 - Other teams must guess what the person is demonstrating/describing.
- **Purpose:**
 - Motivate individuals to achieve the highest mark as a team.
 - Enhance team creativity

EXERCISE 2: BUILDING A FUTURE PLAN

- **Number of Participants:** Multiple small groups (4 members in one group)

- **Tools Needed:** None

- **Rules:**

Imagine that your team is going to start a new company.

- Which type of company you are going to start(Ex: IT Company, Event Planning Company, Customized Costume designing company)
- Which role that each team member plays in the company and reasons of appointing that person to the particular role (Based on what skills/capabilities.)

- **Purpose:**

- Enhance Communication skills between team members by motivating them to share their ideas with in the group.

REFERENCES

- <http://www.free-management-ebooks.com/dldebk-pdf/fme-team-development.pdf>
- <http://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>