



World Health
Organization

#Ready4Response

Tier 2: Ready4Response

Module 3: Response core skills

Working in a team: Team dynamics

Unit 3B

Photo: WHO / C. Cardenas

#Ready₄Response



Hi. I'm your facilitator –
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INTRODUCTION

It is essential that emergency responders are able to work as part of a team. Understanding how teams work can help you reflect on how your behaviour might impact other team members and how you support the team.

LEARNING OBJECTIVES

By the end of this unit, you will be able to:

- define a team;
- explain 3 elements of successful teams;
- describe the “life cycle” of a team;
- explain what is meant by the concept of proactive followership; and
- explain Maslow’s hierarchy and its relevance to teamwork.

A TEAM



“ is 2 or more people working together towards a common goal. ”

Understanding how teams work is important in response because:

- you may join a newly formed team or join an established team;
- you will be working in new conditions, with different people, perhaps in a new role and under stressful conditions; and
- teams can change frequently, rapidly and dramatically during response, adding to the complexity of teamwork.



Teams change and develop over time

There are 3 elements which determine how well a team will perform:

1. **Content:** what the team does
2. **Process:** how it does it
3. **Feelings:** how team members relate to one another.



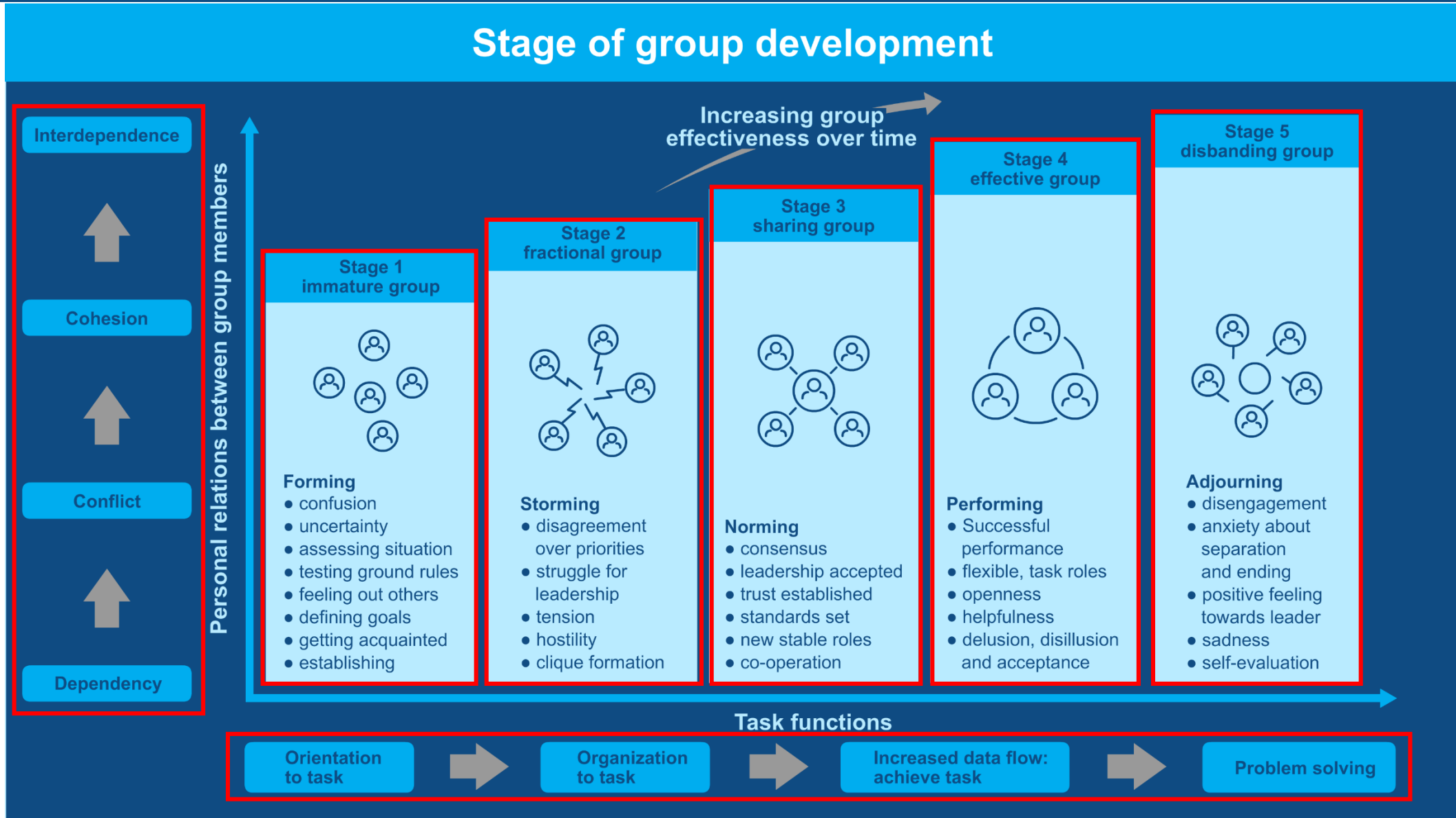
4 STAGES OF THE TEAM LIFE CYCLE (1)

	Forming	Storming	Norming	Performing
General observations	Uncertainty about roles, looking outside for guidance.	Growing confidence in team, rejecting outside authority.	Concern about being different, wanting to be part of team.	Concern with getting the job done.
Content issues	Some attempt to define the job to be done.	Team members resist the task demands.	There is an open exchange of views about the team's problems.	Resources are allocated efficiently; processes are in place to ensure that the final objective is achieved.
Process issues	Team members look outside for guidance and direction.	Team members deny the task and look for the reasons not to do it.	The team starts to set up the procedures to deal with the task.	The team is able to solve problems.
Feelings issues	People feel anxious and are unsure of their roles. Most look to a leader or coordinator for guidance.	People still feel uncertain and try to express their individuality. Concerns arise about the team hierarchy.	People ignore individual differences and team members are more accepting of one another.	People share a common focus, communicate effectively and become more efficient and flexible as a result.

Source: Bruce Tuckman's Team Development Model (Tuckman, 1965)

https://www.researchgate.net/figure/Bruce-Tuckmans-Model-of-Team-Development_tbl1_301549649

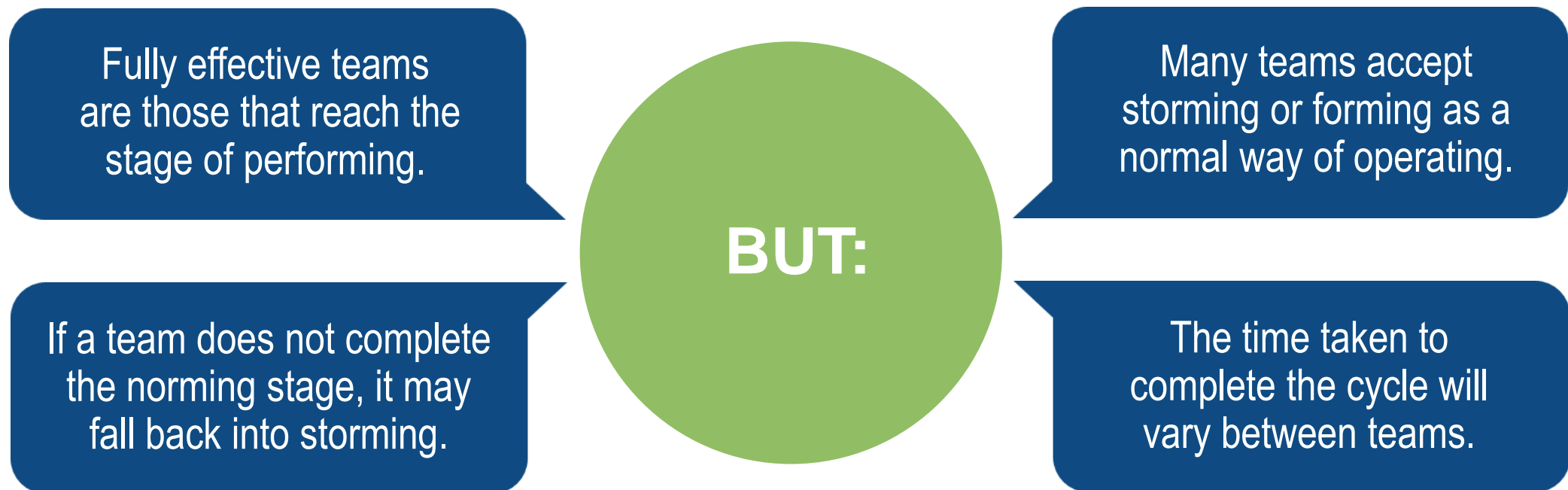
4 STAGES OF THE TEAM LIFE CYCLE (2)



Source: This graphic has been interpreted from the Bruce Tuckman's Team Development Model (Tuckman, 1965)
https://www.researchgate.net/figure/Bruce-Tuckmans-Model-of-Team-Development_tbl1_301549649

WHAT ARE THE IMPLICATIONS?

Many factors can determine how quickly a team will evolve towards performing – team size and composition, whether staff are together or spread out, frequency and duration of meetings, external influences and time pressures, and the type of work.



Source: Bruce Tuckman's Team Development Model (Tuckman, 1965)

https://www.researchgate.net/figure/Bruce-Tuckmans-Model-of-Team-Development_tbl1_301549649

You can help a team develop by:

- being a proactive team member and a proactive follower as needed (explained in a later slide);
- understanding what motivates and concerns you and your colleagues;
- being able to describe the potential impact of the environment (including stress) on your own behaviour; and
- recognizing, avoiding and managing conflict with colleagues.



FOLLOWERSHIP



“
is the behaviours one engages
in while interacting with leaders
in an effort to meet
organizational objectives.
”

*p.14 LaPierre LM and Carsten MK eds (2014)
Followership: What it is and why do people follow?
Emerald*

Working in response requires people to work in teams to share knowledge and expertise.

Teams will have leaders and team members who should support them.

Leadership is only possible when there is a followership.

Leadership and followership are dynamic during an emergency, depending on what is required at a particular point in time.

There are 3 types of followership:

1. **Passive follower:** believes that the follower role is best enacted by remaining silent and following leaders' instructions.
2. **Anti-authoritarian follower:** resists the opportunity to work with a leader.
3. **Proactive follower:** works with the leader – voices opinions, solves problems, takes initiative, thinks independently and challenges the leader when needed in the interests of the team and mission.



Proactive followers

- work in the best interests of the Organization and mission;
- know how to voice their concerns – they speak out constructively and challenge leadership when required, but balance this with supporting the mission;
- support the leader by accepting and supporting final decisions; and
- learn from the leader.

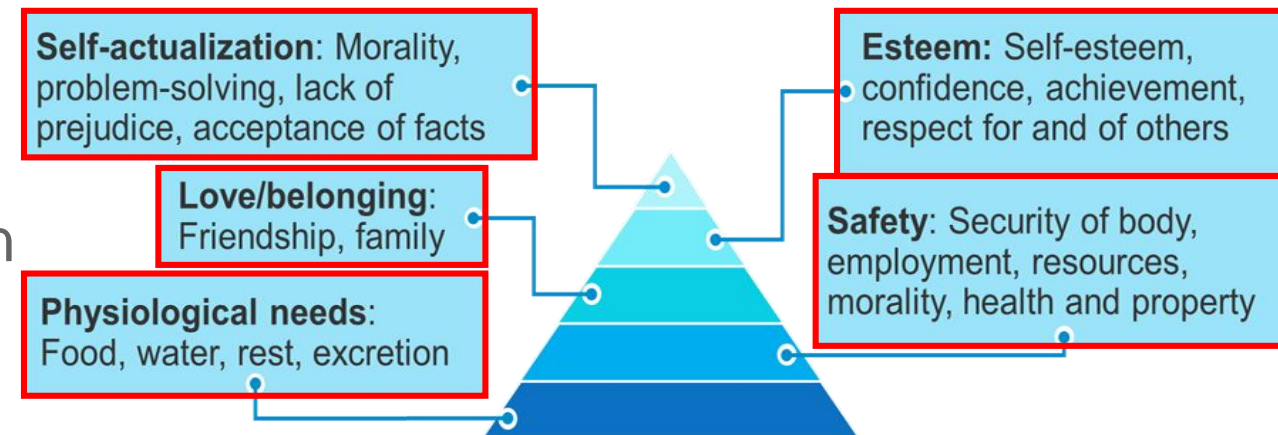


WHAT MOTIVATES PEOPLE?

Maslow's Theory provides a useful checklist for you to consider the welfare of your colleagues and how you interact with them. This triangle can help you remember what people's basic needs are and the impact of meeting or not meeting them.

Progress up the triangle is achieved by meeting the needs of the level below. The characteristics of responders are at the top of the triangle, so you should do all you can to provide those levels below.

During emergencies, the lowest level of need – physiological needs – may be lacking, thereby making team management and teamwork very challenging.





SUMMARY

- Team dynamics change over time.
- Being a proactive follower is the best way to support the team and team lead.
- Maslow's hierarchy can be used to help you support your colleagues.

Working in an environment that meets individuals' needs will improve their performance because they are able to concentrate on their jobs.



FOLLOW-UP TASK

Think about working in the response. How could you make sure that your colleagues are:

- working in a safe environment with the correct tools so that they are safe and have the equipment they need to do the job?
- getting enough rest, correct food and exercise, and maintaining hygiene?
- feeling psychologically supported by feeling valued, having a role, and feeling they belong to the team?

Use the models in this unit to help make a note in your journal.

Additional resources

- The UN Leadership Model:
<https://unsdg.un.org/sites/default/files/UN-Leadership-Model-Rev-Jun-2017.pdf>
- On followership:
https://www.researchgate.net/profile/Laurent_Lapierre/publication/262876734_FollowershipWhat_is_it_and_Why_do_People_Follow/links/598070a8a6fdcc324bbe57e4/FollowershipWhat-is-it-and-Why-do-People-Follow.pdf
- On Tuckman:
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