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## AWARE-AI Workshop on Teamwork and Collaborative Research

Dr. Joy Olabisi  
September 28, 2023

# Teamwork Workshop Agenda

- Introductions
- Differences in “ways of seeing”
- Mini Case Study
- Break
- Team Dynamics
  - Team Effectiveness Model
  - Team Processes



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# Opening Thoughts

Share a favorite team project or collaboration experience that you have had in the past. What made it a **success**?

Share with your team an example of when you worked **unsuccessfully** within a team. Why was the experience a failed one?

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## Advantages of Teams

Compared with individuals working alone, teams tend to:

- Make better decisions
- Make better products and services due to more knowledge and expertise
- Increase employee engagement
- Coordinate tasks better
- Provide better customer service



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## The Trouble With Teams

- Individuals are better/faster on some tasks
- Process losses – cost of developing and maintaining teams
- Companies don't support best work environment for team dynamics
- Social loafing
  - Occurs when individuals exert less effort when working in groups than alone

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## Ways of Seeing

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# Kim Cunningham Case

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## Case Study: Key Takeaways

- Our way of seeing orients us to the problem and focuses our actions.
  - Personnel problem? System problem? No problem?
  - Note: Our way of seeing impacts moral judgment
- Ways of seeing are not definitive. More than one can be true.
- But... seeing one way makes it difficult to see the other way.
- Seeing is believing (hard to describe the situation without first interpreting it!)

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## Relevant Case Debrief Issues

- Difficulty working with boss/supervisor
- Problems integrating new members to existing team
  - Overlapping territories, option to keep existing customers
- Complacency and routine maintenance preferred
- Role of nepotism and relationship history
- Lack of respect for established norms
- Personality vs. professionalism differences

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# Break

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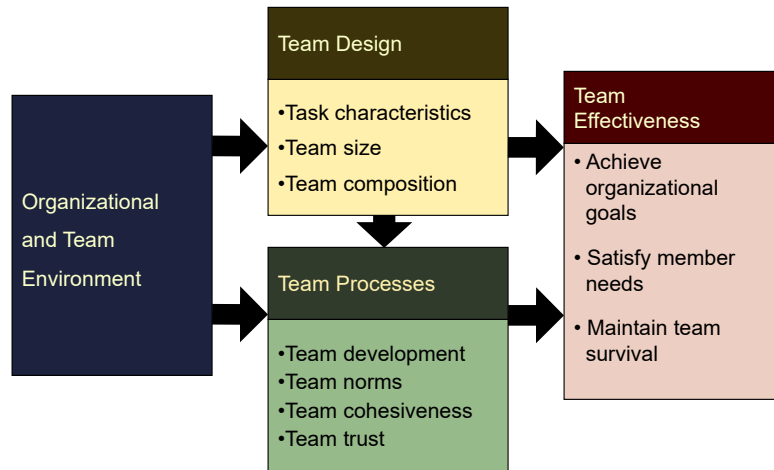
## Post-Break Warm-Up

Share a memorable team-building activity or exercise that you've participated in and how it impacted your teamwork skills.

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# Team Effectiveness Model



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## Organizational and Team Environment

- Reward systems
- Communication systems
- Organizational environment
- Organizational structure
- Organizational leadership

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## Starting off as a team...

- Everyone comes with their own “baggage”
  - Have a process of mutual discovery
- Clearly define what needs to be accomplished
  - What are some interim goals?
- Create a work structure, roles and norms
  - Does everyone buy in?
- Plan an agenda

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## Team Roles

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## Roles

- Sets of shared expectations about who should do what under a given set of circumstances
  - Assigned or evolve naturally
- Roles create a stable pattern of behavior in groups

## Belbin's Team Roles

	Team role	Strengths	Allowable weaknesses
Action oriented roles	 <b>Shaper</b>	<ul style="list-style-type: none"> <li>• Challenging, dynamic, thrives on pressure</li> <li>• The drive and courage to overcome obstacles</li> </ul>	<ul style="list-style-type: none"> <li>• Prone to provocation</li> <li>• Offends people's feelings</li> </ul>
	 <b>Implementer</b> (company worker)	<ul style="list-style-type: none"> <li>• Disciplined, reliable, conservative and efficient</li> <li>• Turns ideas into practical actions</li> </ul>	<ul style="list-style-type: none"> <li>• Somewhat inflexible</li> <li>• Slow to respond to new possibilities</li> </ul>
	 <b>Completer finisher</b>	<ul style="list-style-type: none"> <li>• Pains taking, conscientious, anxious</li> <li>• Searches out errors and omissions</li> <li>• Delivers on time</li> </ul>	<ul style="list-style-type: none"> <li>• Inclined to worry unduly</li> <li>• Reluctant to delegate</li> </ul>
People oriented roles	 <b>Co-ordinator</b> (Chairman)	<ul style="list-style-type: none"> <li>• Mature, confident, a good chairperson</li> <li>• Clarifies goals, promotes decision-making, delegates well</li> </ul>	<ul style="list-style-type: none"> <li>• Can often be seen as manipulative</li> <li>• Offloads personal work</li> </ul>
	 <b>Teamworker</b>	<ul style="list-style-type: none"> <li>• Co-operative, mild, perceptive and diplomatic</li> <li>• Listens, builds, averts friction</li> </ul>	<ul style="list-style-type: none"> <li>• Indecisive in crunch situations</li> </ul>
	 <b>Resource investigator</b>	<ul style="list-style-type: none"> <li>• Extrovert, enthusiastic, communicative</li> <li>• Explores opportunities</li> <li>• Develops contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Over-optimistic</li> <li>• Loses interest once initial enthusiasm has passed</li> </ul>
Cerebral roles	 <b>Plant</b>	<ul style="list-style-type: none"> <li>• Creative, imaginative, unorthodox</li> <li>• Solves difficult problems</li> </ul>	<ul style="list-style-type: none"> <li>• Ignores incidentals</li> <li>• Too pre-occupied to communicate effectively</li> </ul>
	 <b>Monitor evaluator</b>	<ul style="list-style-type: none"> <li>• Sober, strategic and discerning</li> <li>• Sees all options</li> <li>• Judges accurately</li> </ul>	<ul style="list-style-type: none"> <li>• Lacks drive and ability to inspire others</li> </ul>
	 <b>Specialist</b>	<ul style="list-style-type: none"> <li>• Single-minded, self-starting, dedicated</li> <li>• Provides knowledge and skills in rare supply</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes only on a narrow front</li> <li>• Dwells on technicalities</li> </ul>

## Types of Roles

Need a mix of **task** and **maintenance** roles for effective operation

- **Task functions** help team members organize themselves to **get work done**.
- **Maintenance functions** hold the team together so that members can continue to get along and have some fun.

Task-Oriented Roles	Maintenance Roles
Initiator-contributor Information giver/seeker Opinion seeker/giver Energizers Elaborator Building Coordinator Recorder Disagreeing (bringing in new ideas) Testing Understanding	Harmonizer Compromiser Encourager/Supporting Gatekeeper Group observer

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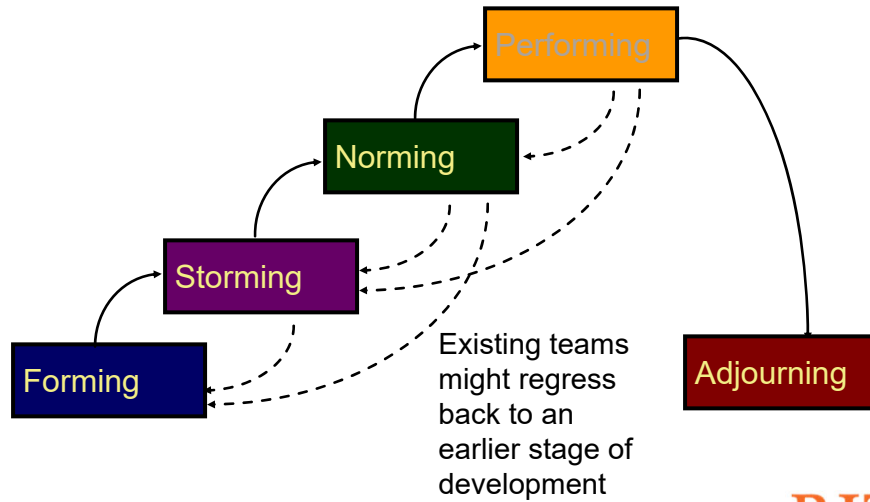
## Self-Oriented/Unproductive Roles

- Blocker/Disagreeing
- Recognition seeker
- Dominator
- Avoider
- Defending/Attacker
- Self-confessor
- Help seeker
- Clown

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# Stages of Team Development



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## AWARE-AI Workshop on Teamwork and Collaborative Research – Part 2

Dr. Joy Olabisi  
January 29, 2024

# Teamwork Workshop Agenda

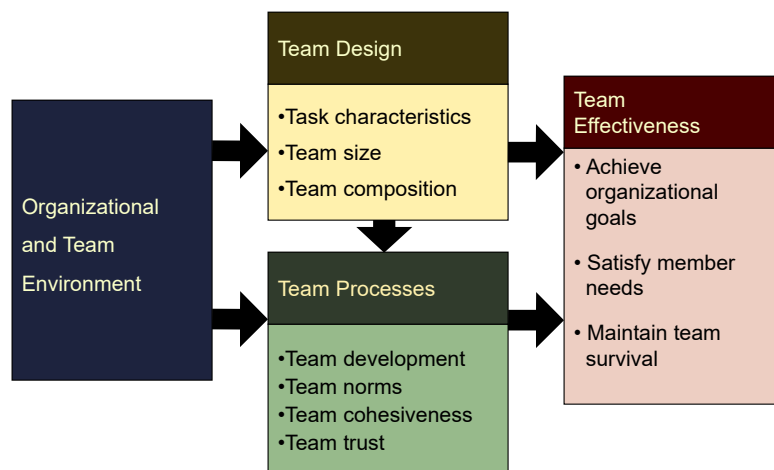
- Introductions
- Review from last time
  - Differences in “ways of seeing” (Mini Case Study)
  - Team Effectiveness Model
  - Team Roles & Team Development
- Team Processes
  - Team Norms
  - Team Cohesion
- Team Conflict
- Team Decision Making



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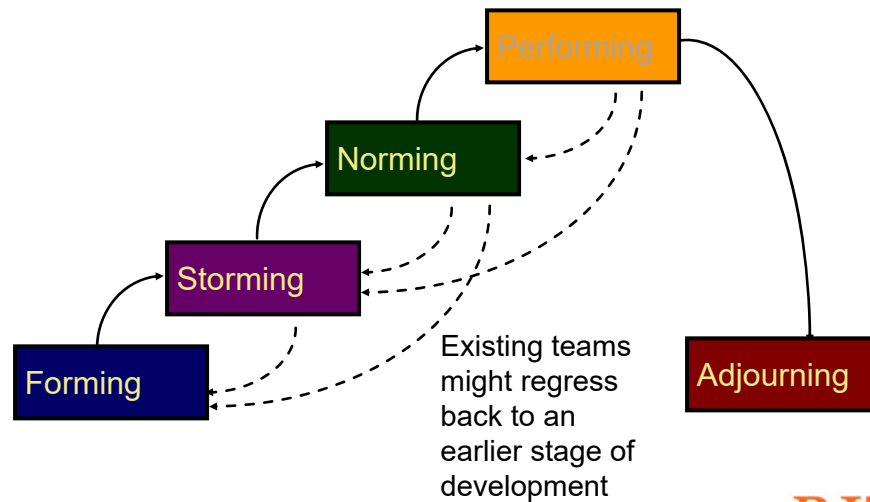
## Team Effectiveness Model



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# Stages of Team Development



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## Team Norms

Informal rules and expectations team establishes to regulate member behaviors

Norms develop through:

1. Explicit statements
2. Critical events in team's history
3. Initial team experiences
4. Beliefs/values members bring to the team

**Can you share experiences of any norms your project teams have developed?**

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## Changing Team Norms

- Introduce norms when forming teams
- Select members with preferred norms
- Discuss counterproductive norms
- Reward behaviors representing desired norms
- Disband teams with dysfunctional norms

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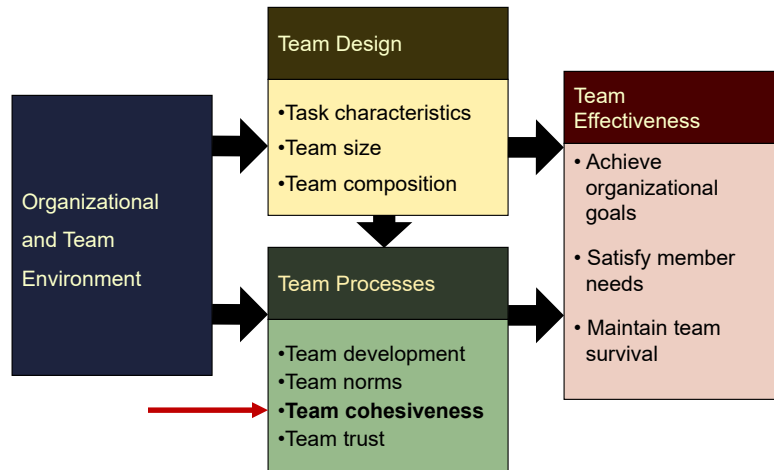
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## Team Cohesion

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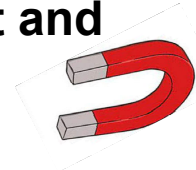
## Team Effectiveness Model



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## Increasing Team Motivation by Commitment and Cohesion



- Group cohesion: increased commitment and attraction to a team.
  - Cohesive teams are less likely to experience social loafing.
  - Group cohesiveness includes commitment to the team tasks.
- Features of highly cohesive teams:
  - Bonds that develop over time.
  - Multidimensional concept representing sum of forces.
  - Commonly studied forces.
    - Interpersonal attraction: preference based on similarity.
    - Group pride: valuing membership.
    - Task commitment: bonding over a shared desire.

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## How Cohesion Affects Team Performance



- **Satisfaction with jobs and members**
  - More org citizenship behavior
  - Less stress and burnout
  - Desire to work together in the future
- **Group cohesion and team performance**
  - Increased coordination and shared understanding of task
  - Task success improves cohesion
  - Cohesion more impactful when task requires high levels of interaction coordination and interdependence
- **Conforming to team norms**
  - More likely to accept team's goals, decisions, norms
  - Increased interpersonal bonds increases pressure to conform
  - Effective team norms support high performance
- **Conflict management and problem solving**
  - Important to develop good social relations early
  - Good social relations enable problem solving
  - More open communication

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## Building Group Cohesion

- Factors enhancing **task** and **social** cohesion.
- Factors enhancing team cohesion.
- Positive interactions from team members.
- Team building activities.
  - Team success is a strong predictor of group cohesion.
  - Create opportunities for successful performance and reward these successes
  - Improves team efficacy and sense of team pride

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## Team Cohesiveness Outcomes

Members of cohesive teams:

- Want to remain members
- Willing to share information
- Strong interpersonal bonds
- Want to support each other
- Resolve conflict effectively
- More satisfied and experience less stress



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## Team Conflict

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## CONFLICT

- Conflict may be defined as:

“a sharp disagreement or **opposition**” and includes “the perceived divergence of interest, or a belief that the parties’ current aspirations cannot be achieved simultaneously”

“process in which one party perceives that its interests are being **opposed** or negatively affected by another party”

- Why do we avoid conflict?

- Personality
- Culture



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## Sources of Conflict

- Goal Incompatibility
- Differentiation
- Task Interdependence
- Scarce Resources
- Ambiguity
- Communication Problems



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## Task vs. Socioemotional Conflict

### Task-related conflict

- Conflict is aimed at issue, not parties
- Basis of constructive controversy
- Helps recognize problems, identify solutions, and understand the issues better

### Socioemotional/relationship conflict

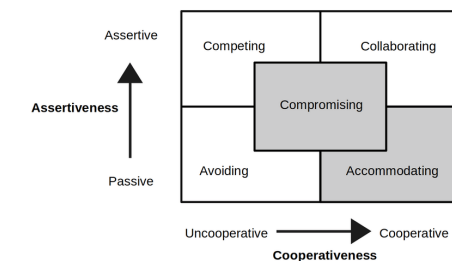
- Conflict viewed as a personal attack
- Foundation of conflict escalation
- Leads to dissatisfaction, stress, and turnover

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## Thomas-Kilmann Conflict Evaluation Overview

- Tool helps to raise awareness of reflexive responses to conflict, which can impede attempts to claim value (distributive: win/lose) AND create value (integrative: win/win) in negotiation
- Helps you realize your dominant response to conflict while understanding that no single approach to negotiation is always best.
- Five conflict outcomes
  - Competing
  - Yielding
  - Avoiding
  - Problem solving
  - Compromising



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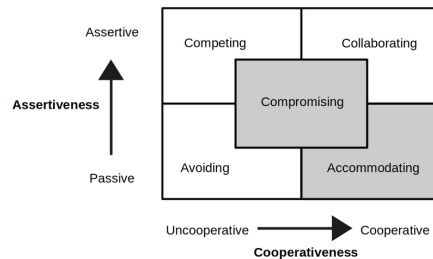
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## TKI Small Group Discussion

- How would you describe your predominant response to conflict?
- What advantages and disadvantages have you experienced in responding this way?
- What advice would you give to others in conflict with you to help them handle the conflict most constructively?

### Five conflict outcomes

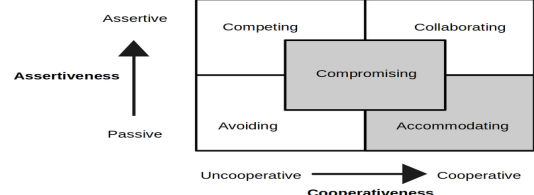
- Competing
- Yielding
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## STYLES OF CONFLICT MANAGEMENT

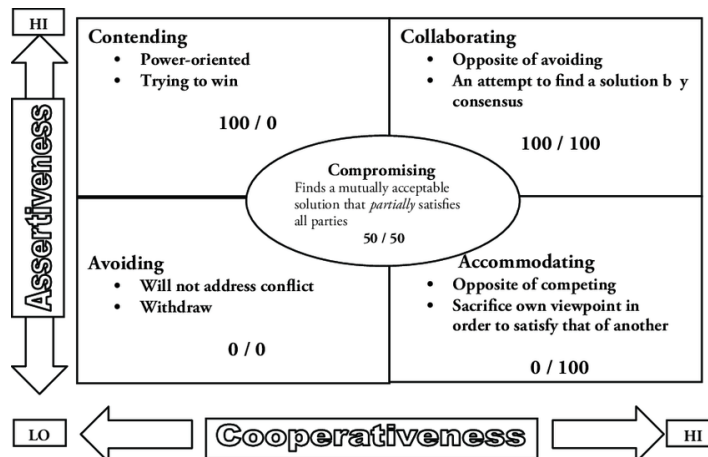


1. Contending (also called competing or dominating)
  - Actors pursue own outcomes strongly, show little concern for other party obtaining their desired outcomes
2. Yielding (also called accommodating or obliging)
  - Actors show little interest in whether they attain own outcomes, but are quite interested in whether the other party attains their outcomes
3. Inaction (also called avoiding)
  - Actors show little interest in whether they attain own outcomes, and little concern about whether the other party obtains their outcomes
4. Problem solving (also called collaborating or integrating)
  - Actors show high concern in obtaining own outcomes, as well as high concern for the other party obtaining their outcomes
5. Compromising
  - Actors show moderate concern in obtaining own outcomes, as well as moderate concern for the other party obtaining their outcomes

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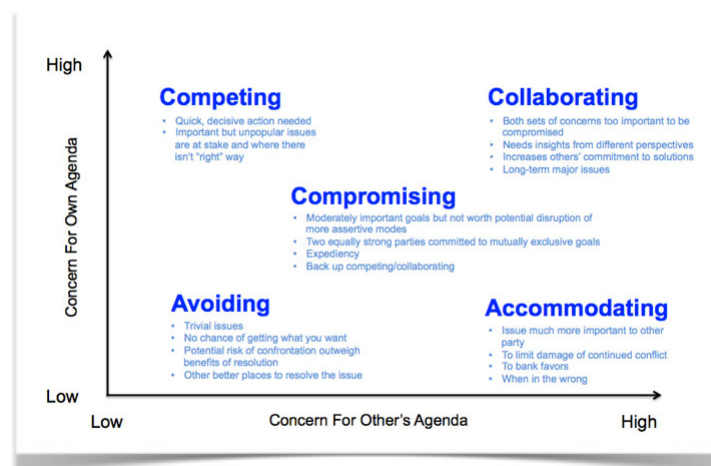
## DIMENSIONS OF CONFLICT-HANDLING



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## When do you use different styles?



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## Key Lessons Learned about Conflict from TKI

- We have a choice in resolving the dilemma between value claiming and value creating. We are not just stuck with our reflexes.
- Important to know what our reflexive response to conflict is so that we are more mindful of choices as we make them.
- Departing from reflexes requires energy: preparation, planning, mindfulness, and conscious effort.
- Adaptability is desirable. A well-integrated negotiator might move from one TKI “type” to another as a conflict resolution progresses.
- Your lowest scores...

Source: Brown (2012), Empowering Students through the TKI

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## Consequences of Conflict

### Potential benefits

- Improves decision making
- Strengthens team dynamics

### Dysfunctional consequences

- Diverts energy and resources
- Encourages organizational politics
- Encourages stereotyping
- Weakens knowledge management

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## Conflict Resolution - Questions to Ask

- Is the conflict issue really worth the effort to resolve it?
- Is the other person in the conflict really important to me?
- Will talking about the issue really improve our relationship?
- Am I willing to spend the time and energy talking about the issue and helping the other person by listening?
- Have I chosen an appropriate time and place for this confrontation?

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## Team Decision Making

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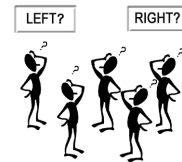
## Team Decision-Making: Discussion Questions

**Why** do groups make suboptimal decisions?

- Self-limiting behavior
- Swept up in emotion/excitement
- Wanting/needing to look good for sponsors
- Groupthink crowds out dissenters and careful reasoning

**When** would you expect groups to make suboptimal decisions?

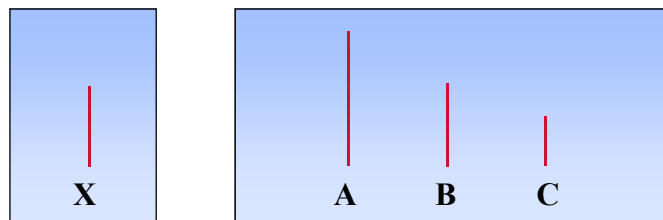
- Time pressure
- Fatigue
- Face-saving
- When strong views of a leader are expressed



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## Examples of Cards Used in Asch Study



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# Team Constraints

- Groupthink
- Group Polarization
- Self-Limiting Behavior
- Pluralistic Ignorance



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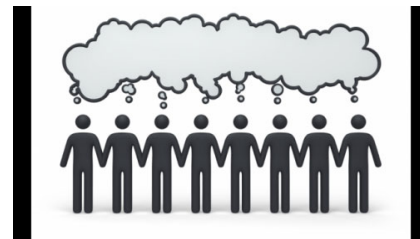
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## Team Constraints: Groupthink

Tendency for highly cohesive teams to value consensus at the price of decision quality

More common when the team:

- is highly cohesive
- is isolated from outsiders
- faces external threat
- has recent failures
- leader tries to influence decision



How do you guard against groupthink in your teams?

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# Groupthink

## Symptoms

- Interpersonal pressure
- Self-censorship
- Apparent unanimity
- Illusions of invulnerability
- Biased perceptions of outgroup
- Defective decision-making strategies

## Causes

- Cohesiveness
- Isolation
- Leadership
- Decisional stress

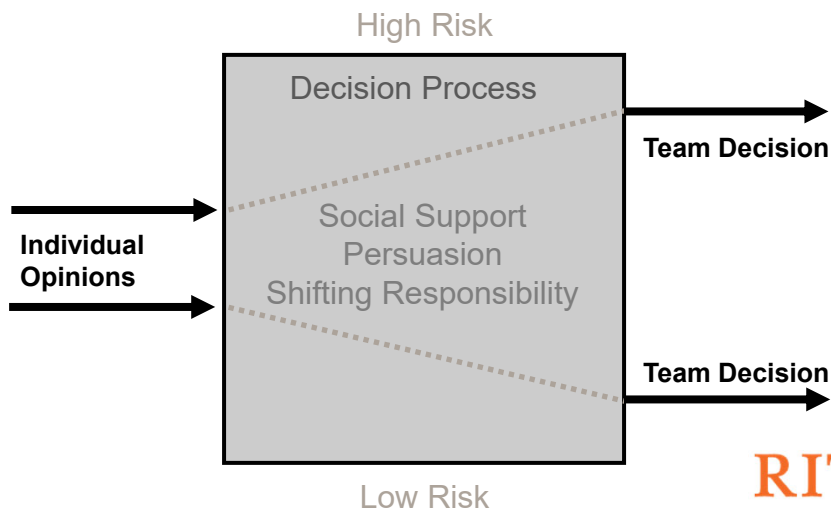
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## Team Constraint: Group Polarization

Tendency for teams to make more extreme decisions than individuals alone

Riskier options usually taken because of gambler's fallacy -- believe luck is on their side



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## Team Constraints: Self-Limiting Behavior

**Why** do people “check out” of team decisions?

**What** can team members/leaders do to guard against self-limiting behavior?



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### Self-Limiting Behavior

Why do people “check out” of team decisions?

- Presence of someone with expertise
- Presentation of a compelling argument
- Lacking confidence in one’s ability to contribute
- An unimportant and meaningless decision
- Pressure from others to conform to team’s decision
- Dysfunctional decision-making climate

(Mulvey, Veiga, & Elsass, 1996)

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## Self-Limiting Behavior

What can team leaders do to guard against self-limiting behavior?

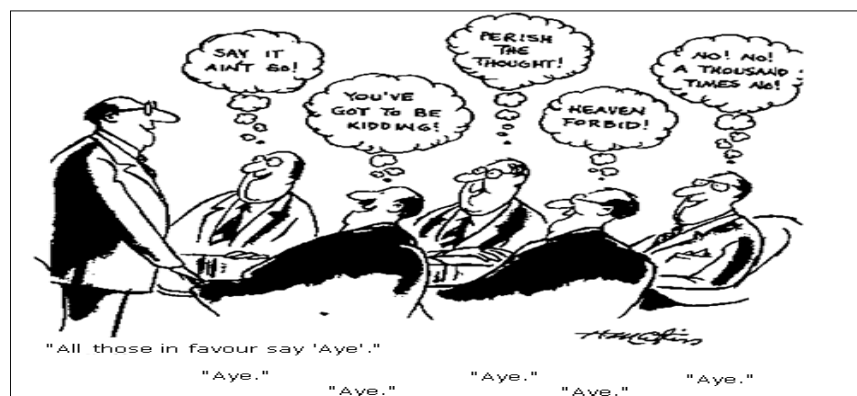
- Pay attention to group composition and size
- Reduce power and status differences
- Frame the decision task appropriately
- Set clear, consistent, challenging, and specific goals
- Set group process norms (e.g., during meetings)
- Monitor decision process
- Provide honest feedback

(Mulvey, Veiga, & Elsass, 1996)

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## Pluralistic Ignorance



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## Team Constraints: Pluralistic Ignorance

When *nearly all* group members have private concerns about a situation/decision **but each** believes that others do not share their views

- Put another way: When group members drastically underestimate the degree to which others in the group share their concerns

## “Abilene Paradox”

Abilene Paradox is an example of pluralistic ignorance

- Family decision to drive to Abilene, Texas

“Here we were, four sensible people who .... had taken a 106-mile trip across a godforsaken desert in a furnace-like temperature through a cloud-like dust storm to eat unpalatable food at a hole-in-the-wall cafeteria in Abilene, when none of us had really wanted to go.” (Harvey, 2001)

What factors are likely to influence the occurrence of pluralistic ignorance?

# Team Decision-Making Summary

## ADVANTAGES

- > More complete information and knowledge
- > Increased diversity of views
- > Increased acceptance of solution
- > Increased legitimacy

## DISADVANTAGES

- > Time consuming
- > Pressures to conform
- > Domination by the few
- > Ambiguous responsibility
- > Slower than individuals
- > Less efficient

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## General Guidelines for Team Decisions

1. Ensure neither leader nor any member dominates
2. Maintain optimal team size
3. Team norms encourage critical thinking
4. Introduce effective team structures (norms)

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## Common Team Interaction Problems

- Some members never learn what their assignments are
- Some people pretend to know what they don't know
- Conflicts between old and new
- Factions and cliques quarrel and fight
- No common goals to which everyone is committed
- People disagree in silence
- Decisions are not clearly stated

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## How Teamwork Makes a Difference

Teams create the potential for decision-making synergy by offering:

- Richer diversity of ideas and knowledge
- Structure for aggregating expertise
- Stimulation of creativity
- Opportunities to avoid hierarchical or linear thinking



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## Questions

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