Effective

Team

Effective teams, partly a matter of culture

• Effective teams mean groups as a rule;

  • is self-organizing / self-motivated

  • achieves results and effect with short lead times

  • enjoy working together

• How to achieve these effective teams depends on the culture of the organization, the individuals and the environment. That is, there is not a single method that works everywhere and for everyone.

• However, there are both general pitfalls and catalysts for achieving more effective teams.

Clarity and structure

A basic prerequisite for being able to work effectively is clarity and structure, so that everything fundamental is in place.

These are things like;

• Clear task description (objectives) • Balanced

roles (different types, disciplines, etc.) • Effective processes

(for standard tasks, e.g. booking rooms, ordering, etc.) • Good communication

• Appropriate leadership

• Support and trust (external) •

Openness and conflict management •

Willingness to

cooperate • Individual development

opportunities • Healthy relationships within the team

• Regular evaluation • Shared

goals and celebrations

But, it has been shown, good structure and organization, good leaders, etc. are not enough in themselves to get

effective teams. *Something more is required.*

Team behaviors are the key to effectiveness

4 behaviors of importance

According to Prof. Dr. Amy Edmondson's four particularly important team behaviors that are distinctive to achieving effective teams;

• Speak out

• Cooperate

• Experiment

• Reflect

4 important behaviors - "speaking up"

According to Prof. Dr. Amy Edmondson's four particularly important team behaviors that are distinctive to achieving effective teams;

"Speak out"

Open and honest communication within the team allows different perspectives and individual knowledge to be used. This includes asking questions, asking for feedback, talking about mistakes, asking for help, suggesting solutions, discussing problems, mistakes and concerns. (It is especially crucial regarding mistakes and problems)

When you have an open conversation culture, employees get an easier grasp of the task as a whole and are more likely to get ideas that can improve the way they work.

It leads to shared insights and is crucial to being able to choose a path in a pressured situation.

Speaking openly and honestly is also crucial to helping people understand and embrace new concepts and methods.

Many people consider themselves open and straight, but speaking up in the workplace is less common than men think.

4 behaviors of importance - "collaborate"

According to Prof. Dr. Amy Edmondson's four particularly important team behaviors that are distinctive to achieving effective teams;

"Cooperate"

To cooperate is to work together with others - through cooperation, mutual respect and common goals. It includes

sharing information, coordinating efforts, discussing what works and what doesn't, and constantly seeking input and feedback.

Real collaboration opens up for joint reflection, so that expertise and lessons can be shared in a deep, thoughtful way.

4 important behaviors - "experiment"

According to Prof. Dr. Amy Edmondson's four particularly important team behaviors that are distinctive to achieving effective teams;

"Experiment"

Experimenting means expecting *not* to get it right the first time.

An experimental team behavior involves reaching out to others to assess the effect of the actions, as well as testing one's own ideas against the thoughts of others.

Experimenting is fundamental within teams, as there is great uncertainty built into mutual dependence, ie by putting together a team and acting together - greater uncertainty is created than with the individuals themselves. Then experimentation is a good method.

Experimenting is also a good method of learning, which benefits the team's own development

4 behaviors of importance - "reflect"

According to Prof. Dr. Amy Edmondson's four particularly important team behaviors that are distinctive to achieving effective teams;

"Reflect"

Habitual reflection by critically reviewing one's actions to assess outcomes and gain new ideas is essential to being an effective team. Some do this daily, others less often, for example at a suitable breaking point/ milestone. Some after completed projects.

Reflection should not be extensive and complex - rather quick and pragmatic.

For effective teams, "reflecting" is more effective as a behavior than a formal process, which is why it can occur and be welcomed at any time in team work, as part of everyday feedback.

It is successful to reflect frequently, clearly and verbally during work on what is observed and associated thoughts, as a method to improve how to work and become more efficient.

In certain types of teams, however, it is appropriate to wait for an end and carry out a more formally guided reflection.

4 behaviors of importance - Discussion

First think for yourself, then discuss together the following;

• Effective teams - What do you think about it?

    • Can this be created or does it arise spontaneously?

• Are behaviors the key?

    • Amy Edmondson's research results, working with four areas - does it feel reasonable?

• Which of Edmondson's "4 behaviors" stand out to you?

    • What feels reasonable or good? What feels difficult or strange?

• Speak out

• Cooperate

• Experiment

• Reflect

Google's method

• In 2012, Google conducted an extensive, internal project that investigated what was
the key factors to what makes the best teams successful.

• The committed experts in statistics, sociologists and engineers who linked academic research results with
the 'big data' methods google is known for, to find connections and models for successful teams.
- But found no recurring patterns!

  - Similar interests and background? -No

  - People with the same driving forces and ambition? -No

  - Similar personalities? -No

• When the researchers were perplexed, they began to examine the group norms of the teams, that is, the
informal, often unspoken rules that govern the behavior of individuals within the group. These
appeared to be linked to success or not among the teams surveyed (180pc) - but the results were
still sometimes contradictory

• Finally, they found some important factors, such as having clear goals and a culture of interdependence, but
most important for successful teams was the presence of ***psychological security.*** So, an environment
in the team that makes every member feel safe.

Google's method (cont.)

• The researchers pointed to two main factors for achieving psychological security:

  • **Balanced conversation** (that everyone speaks roughly the same amount)

  • **Empathy between the group members** (empathy in each other's perspective, etc.)

Three classic methods to achieve mental security in teams (Dale Carnegie)

• *Let others talk a lot* - practice active listening yourself!

• *Let go of criticizing, judging and complaining* - being safe means that you can share ideas and thoughts without having to be afraid of the consequences. Teams whose members are accustomed to refraining from our natural tendencies to point out the mistakes of others and attack viewpoints that differ from our own have very safe environments.

• *Try to honestly and truly see things from the other's perspective* - The whole idea of teamwork is to get superior brain capacity out of the group compared to the individual. This is lost if sufficient empathy is lacking and team members 'shut down' or withhold thoughts when they feel they are not being understood (or heard).

Practice - Effective teams

- In groups, come up with ideas, routines, etc. to try to increase Edmondsson's four, Google's, Carnegie's "guidelines", ie;

  • How can you create the conditions to become an effective team in your group work?

  • Practical methods: Ways to meet, speak, etc

  • How can you ensure that this is followed in your group work?

    • Own responsibility? routines? was there any area that you "secure" eg speak out?

  • Write down your method - make sure that everyone in the group agrees and can stand behind it.

• *Speak out*

• *Cooperate*

• *Experiment*

• *Reflect*

• *mental security*

• *balanced conversation*

• *empathy for each other / see each other's perspective*

• *avoid judging, complaining and criticizing*