



TEAMWORK

The Development Journey

Student Workbook



TEAMWORK TRAINING



WELCOME

Name: -----

Date: -----



Participant Responsibilities

- Be prompt and active
- Avoid distractions (mobile phones, side talk, ...etc `
- Share experience and ideas
- Respect others' points of view
- Ask questions
- Have fun



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YOUSSEEFACULTY
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0. Learning Objectives



1. Define the concept of a team.
2. Differentiate between a team and a group.
3. Understand the value of teamwork.
4. Realize the reasons for teams' failure.
5. Learn the 5 stages of team development.
6. Interpret & assess individuals' behavior based on Belbin Team Roles assessment.
7. Discover the great team player's traits and characteristics.
8. Practice teamwork skills in a team building environment.
9. Reflect on current, or future, state of teamwork efficiency.
10. Setting norms and agreements amongst team members.

1. What is a TEAM?



As defined by Professor Leigh Thompson of the Kellogg School of Management, "[a] **team** is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

In other words, members of a team agree on a goal and agree that the only way to achieve that goal is to work together.



A group does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize their strengths and minimize their weaknesses. Team members need to learn how to help one another, help other team members realize their true potential, and create an environment that allows everyone to go beyond their limitations.

Notes: -----

2. Benefits of TEAMWORK

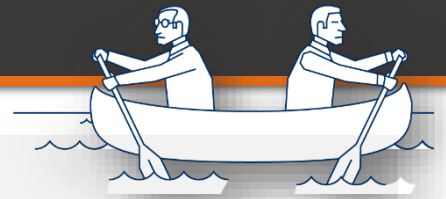


1. Facilitates idea generation
2. Brings creative solutions
3. Improves productivity & share the workload
4. Boosts morale and motivation
5. Encourages taking risks
6. Provides a support network
7. Acquiring conflict resolution skills
8. Maximizes each member's strengths and minimizes their weaknesses
9. Helps other team members realize their true potential
10. Allows everyone to go beyond their limitations



Notes: -----

3. Why TEAMS Fail?



1. Environmental Influences:

- Physical separation prevents members from meeting frequently.
- The team is not given adequate resources to do the job.
- There is no recognition of team effort.

2. Goals:

- Members do not participate in setting goals.
- Goals are unclear or not communicated.
- Everyone is going after their own goal.

3. Roles:

- Responsibilities are poorly defined.
- No clear leader is identified.

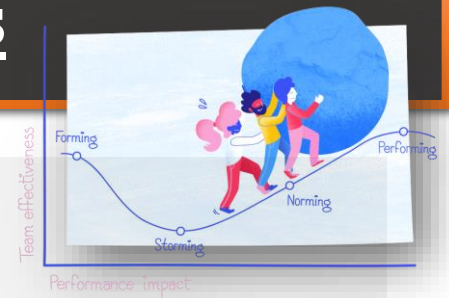
4. Relationships:

- There is disguised conflict between members.
- There are severe personality conflicts.
- Relationships are competitive.

5. Processes:

- Meetings are unproductive with the issues unresolved.
- Members are late for meetings or do not attend.
- Meetings cover trivia versus significant issues.
- Actions are taken without planning.
- Minor points are debated endlessly.
- Communications are one way.

4. TEAM Development Stages



The team meets and learns about the opportunities and challenges and then agrees on goals



Forming

Forming

The team meets and learns about the opportunities and challenges, and then agrees on goals and begins to tackle the tasks. Team members tend to behave quite independently. They may be motivated but are usually relatively uninformed of the issues and objectives of the team. Team members are usually on their best behavior but very focused on themselves. Mature team members begin to model appropriate behavior even at this early phase. The meeting environment also plays an important role to model the initial behavior of each individual. The major task functions also concern orientation. Members attempt to become oriented to the tasks as well as to one another. Discussion centers on defining the scope of the task, how to approach it, and similar concerns. To grow from this stage to the next, each member must relinquish the comfort of non-threatening topics and risk the possibility of conflict.

Storming

This is the second stage of team development, where the group starts to sort itself out and gain each other's trust. This stage often starts when they voice their opinions and, because of this, a conflict may arise between team members as power and status are assigned. When the group members start to work with each other they start to learn about individual working styles and what it is like to work with each other as a team, it also identifies different hierarchy of status of positions in the group. Disagreements and personality clashes must be resolved before the team can progress out of this stage. Tolerance of each team member and their differences should be emphasized; without tolerance and patience the team will fail. This phase can become destructive to the team and will lower motivation if allowed to get out of control. Some teams will never develop past this stage; however, disagreements within the team can make members stronger, more versatile, and able to work more effectively as a team. Supervisors of the team during this phase may be more accessible but tend to remain directive in their guidance of decision-making and professional behavior. The team members will therefore resolve their differences and members will be able to participate with one another more comfortably. The ideal is that they will not feel that they are being judged and will therefore share their opinions and views.



Often starts when they voice their opinions and, because of this, a conflict may arise

Storming

Storming



Resolved disagreements and personality clashes result in intimacy, and co-operation emerges

Norming

Norming

“Resolved disagreements and personality clashes result in greater intimacy, and a spirit of co-operation emerges.” This happens when the team is aware of competition, and they share a common goal. In this stage, all team members take the responsibility and have the ambition to work for the success of the team’s goals. They start tolerating the whims and fancies of the other team members. They accept others as they are and make an effort to move on. The danger here is that members may be so focused on preventing conflict that they are reluctant to share controversial ideas.

Notes:

Performing

“With group norms and roles established, group members focus on achieving common goals, often reaching an unexpectedly high level of success.” By this time, they are motivated and knowledgeable. The team members are now competent, autonomous and able to handle the decision-making process without supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team.

Supervisors of the team during this phase are almost always participating. The team will make most of the necessary decisions. Even the most high-performing teams will revert to earlier stages in certain circumstances. Many long-standing teams go through these cycles many times as they react to changing circumstances. For example, a change in leadership may cause the team to revert to *storming* as the new people challenge the existing norms and dynamics of the team.



Team members are competent, and able to handle the decision-making process without supervision

Performing

Notes: _____



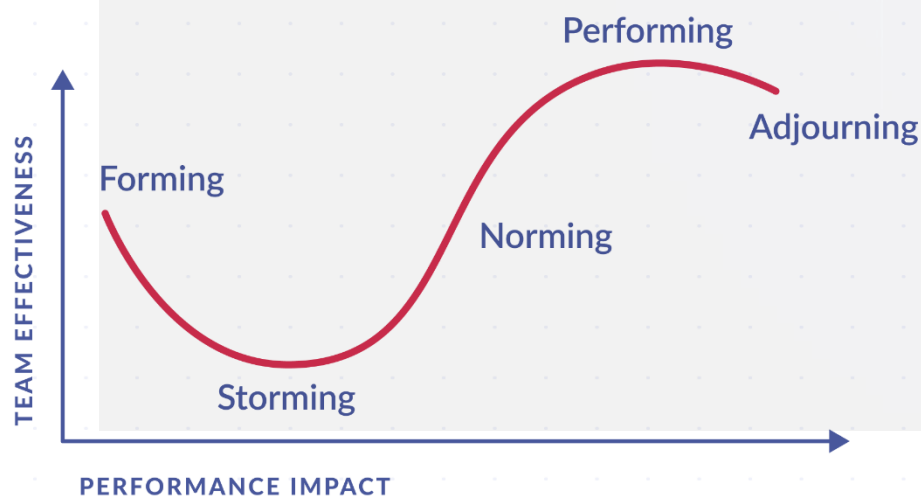
Members of the team get appropriate closure as well as recognition for the work they accomplished

Adjourning

Adjourning and transforming and mourning

In 1977, Tuckman, jointly with Mary Ann Jensen, added a fifth stage to the four stages: *adjourning*, that involves completing the task.

In the adjourning stage, most of the team's goals have been accomplished. The emphasis is on wrapping up final tasks and documenting the effort and results. As the workload is diminished, individual members may be reassigned to other teams, and the team disbands. There may be regret as the team ends, so a ceremonial acknowledgement of the work and success of the team can be helpful. If the team is a standing committee with ongoing responsibility, members may be replaced by new people and the team can go back to a forming or storming stage and repeat the development process.



5. Belbin Team Roles



Meredith Belbin undertook considerable research into how people work together in teams. The premise which underpins his findings is that effective teams must have certain key roles fulfilled.

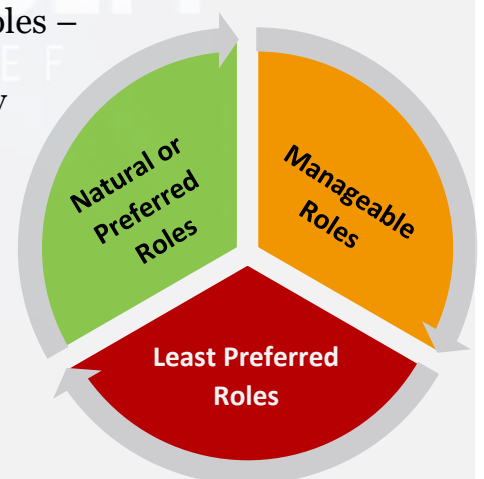
Belbin's theory states that there are nine roles that need to be occupied within any team. These are:

Shaper, Coordinator, Plant, Resource Investigator, Monitor Evaluator, Specialist, Teamworker, Implementer, Completer Finisher

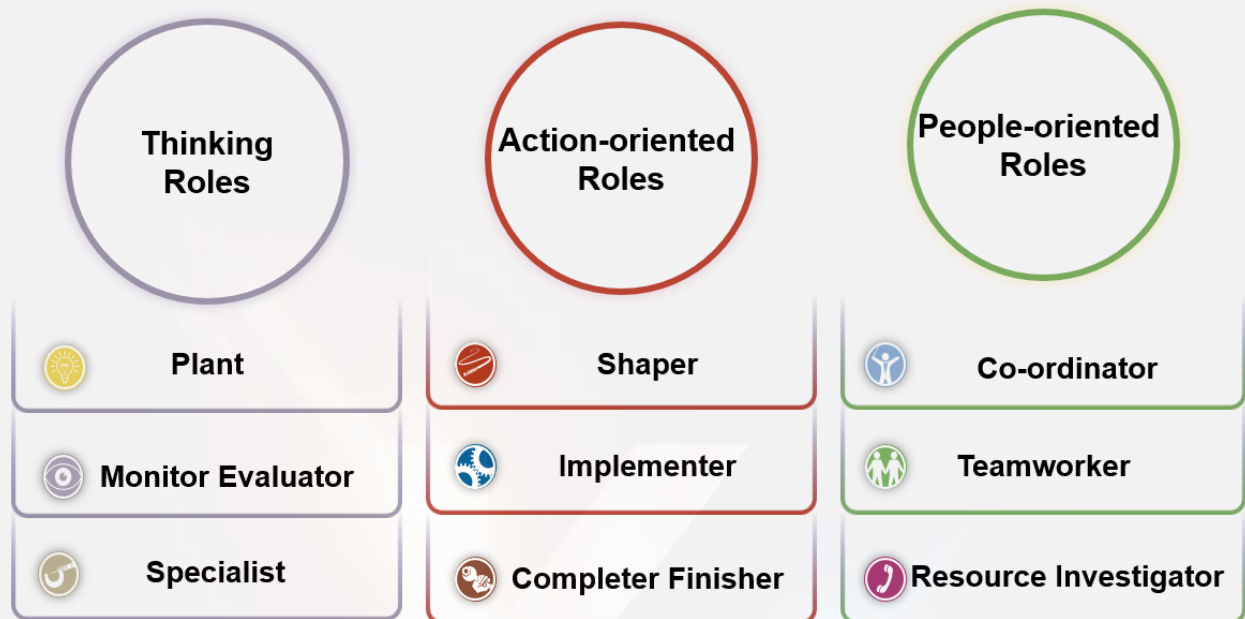
Although there are nine team roles, this doesn't mean that a team needs nine people in it to be effective. Individuals will tend to have more than one preferred team role so will often occupy more than one role in the team.

So Belbin identified 9 Team Roles and that they fall into 3 categories: Preferred Roles – most natural and easiest to do), Manageable Roles that are not quite as easy for us, but we can do it if required and Least Preferred roles – those areas that we really struggle with – we don't enjoy doing it.




Most people have 3 roles that are Preferred; 3 that are Manageable and 3 that are least preferred – or variations of that.






Team Roles Categories



Thinking Roles

Team Role	Individual Characteristics	Contribution To The TEAM	Allowable Weaknesses	Non-Allowable Weaknesses
Plant (PL)	 Creative - Imaginative - Unorthodox	Problem solving - Lateral thinking - Innovation - Generates new ideas	Out of touch with reality - Ignores incidentals	Discounts other peoples' ideas
Monitor Evaluator (ME)	 Discerning, objective - Questioning - Sees all options	Defuses over enthusiasm - Applies reason - Identifies problems	Uninspiring - Skeptical	Cynical without logic - Overly pessimistic
Specialist (SP)	 Has rare skills - Dedicated and professional - Single-minded	Keeps updated - Accurate information - Aware of new developments	Limited Contribution - Dwells on personal interests	Doesn't acknowledge wider company objectives

Action-Oriented Roles

Team Role	Individual Characteristics	Contribution To The TEAM	Allowable Weaknesses	Non-Allowable Weaknesses
Shaper (SH)	 Challenging - Driving & dynamic - Thrives on pressure	Leads in difficult situations - Takes hard decisions - Overcomes obstacles	Provocative - Aggressive - Too task-focused	Inability to recover through humor or apology - Always think they're right
Implementer (IMP)	 Disciplined - Efficient and organized - Reliable	Practical solutions from ideas - Follows procedures - Turns concept into reality	Slow to see possibilities - Somewhat inflexible	Obstructs change for no good reason - A barrier to progress
Completer Finisher (CF)	 Conscientious - Attention to detail - Delivers results	Perfects existing systems - Eradicates errors	Anxious - Reluctant to delegate	Obsessive behavior - Produces a Rolls-Royce instead of a Mini

People-Oriented Roles

Team Role	Individual Characteristics	Contribution To The TEAM	Allowable Weaknesses	Non-Allowable Weaknesses
Coordinator (CO)	 Strong sense of objectives - Promotes decision-making - Delegates readily	Leads through empowerment - Chairs meetings - Promotes team contribution	Manipulates within reason - Delegates personal workload	Takes credit for the efforts of others - Over-reliance on teamwork
Teamworker (TW)	 Cooperative & supportive - Diplomatic - Averts friction - Good listener	Promotes team spirit - Builds peer relationships - good communicators	Indecisive - Discourages conflict	Avoids pressure situations - No focus on task
Resource Investigator (RI)	 Excellent communicator - Extroverted - Enthusiastic - Recognizes opportunities	Develops contacts - Explores opportunities - Negotiates	Can be over-optimistic - Loses interest after initial stages	Lets clients down by not following through - externally focused

6. The Great Team Player



1. You understand your role

As a team member, you understand your role within the team and work to achieve your duties to the best of your ability. Though you may offer help or solutions to other team members.

2. You welcome collaboration

Working with a team means there will be varying opinions and ideas. Even if you think your idea is best, you should listen to all ideas before pushing yours. Search for compromises and remain respectful if your work is criticized.

3. You hold yourself accountable

Take responsibility for your mistakes and look for solutions. Understand how your actions impact the entire group. In doing so, you will learn from your errors and command more respect from your team.



4. You are flexible

You readily accept different tasks given to you. Flexibility in your role allows you to learn more and help your team. Look at every opportunity as a chance to learn.

5. You have a positive attitude

Maintaining a positive attitude even during stressful times helps the rest of your teamwork through that difficult time without getting upset. Your positive attitude will create a better atmosphere.

6. You commit to the team

You should be fully invested in the team. You will be a great team player if you show others that you believe in the group, the process, and the goals. This sort of positivity can radically increase morale and productivity.



7. You Actively listen.

Active listening means hearing and thoughtfully responding to what your team member says. Ask questions about things you don't understand.

8. You Openly Communicate.

Keep your team updated on your progress and what you need to be successful in your job. You should constantly communicate with your team to ensure that everyone is working toward the same goal and no one is repeating work.

9. You are a problem-solver.

When you recognize a problem, could you take action to solve it? Brainstorm solutions to your concerns and ask for feedback.



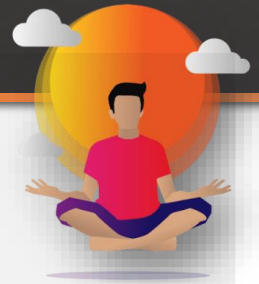
10. You Respect others.

Recognize that other team members are also trying to fulfill their roles and consider how you can support them. Take the time to get to know your team. Everyone has a role to play that is no less critical than your own.

11. You Celebrate teammates' successes.

If a member of your team succeeds in the workplace, so do you. It means you are one step closer to completing a goal. Celebrate their success. Also, stay updated on their personal lives and take the time to express interest and care.

7. Self-Reflection



Planning:

- My group spent enough time planning what they did before doing it.
- The whole group decided on the plan, not just one person.
- My group agreed on specific goals for the exercise before it began.
- The group changed its line and way of working during the exercise based on well-thought-out decisions.

Leadership:

- One of the group members distributed the tasks to the rest of the members during the exercise.
- One of the group members gave instructions and helped when needed.
- One of the group members carried out the task of coordinating the activities during the implementation.

Participation:

- My group allowed each of its members to know their position during the exercise.
- The group made sure that all members contributed to the completion of the teamwork.

Motivation:

- The group gave me encouragement for my suggestions for their success during the exercise.
- There were a lot of words of motivation and encouragement.
- I felt respected and appreciated among the group I was working with.

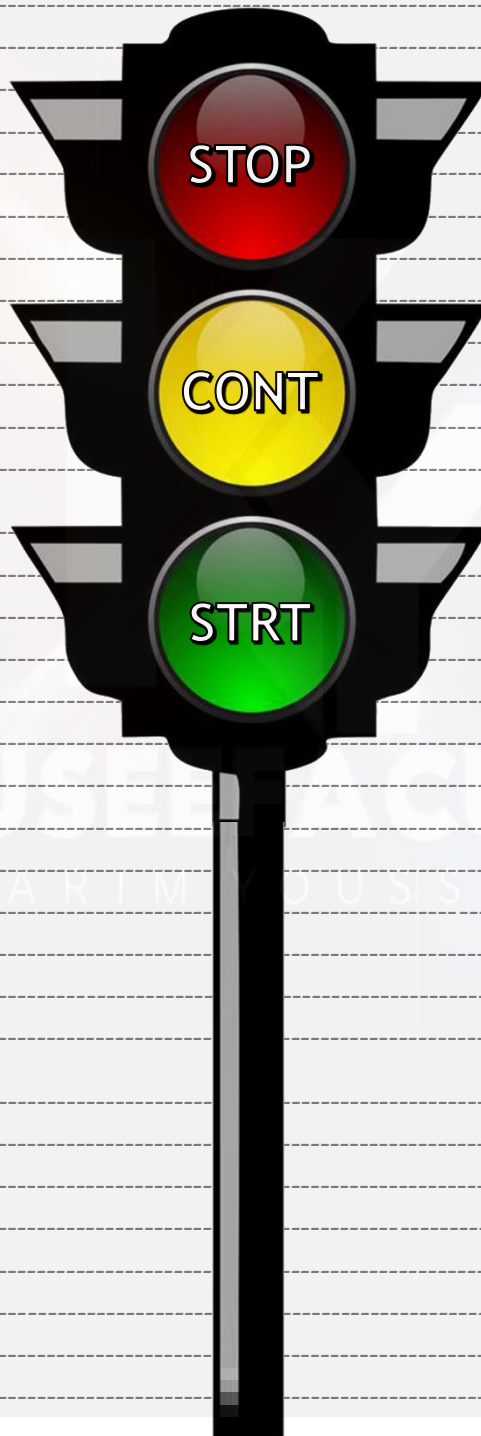
Roles Distribution:

- The group entrusted specific tasks to each of its members during the exercise.
- The work done by the group was divided into its sub-parts from an early stage.
- Each person was given a specific task to contribute to the goal for all to be achieved, and no one was knocked without work.

8. Team Agreement

Things I will...

Things we will...





TEAMWORK

Thank You

Karim Youssef