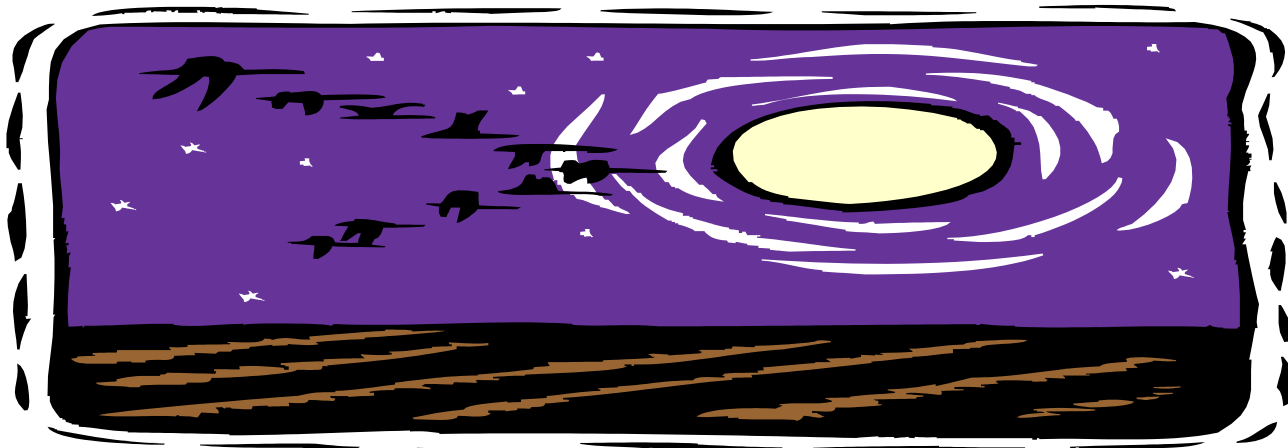


Groups ,Teams and Teamwork



A Group...

- ...is any number of people who interact with each other, are psychologically aware of one another and perceive themselves to be a group.
- Schein (1988)



Natural and created groups

- Natural groups are those we are born into and cannot change. These may include race, ethnicity and family.
- Created groups are those we choose to join .

Why do people join groups?

- Access to information _____
- Shared interests _____
- Social status _____
- Social contact/friendship _____

- Achieve a goal /complete a task_____
- Self esteem/sense of identity_____
- Solidarity/ security_____

What is a team?

*“a small number of people with complementary skills who are committed to a common purpose, performance **goals** and approach for which they hold themselves mutually accountable”.*

Katzenback and Smith

Characteristics of teams

- Motivated and tightly knit
- Specific timescale
- Specific tasks
- Clear leadership
- Small size (2+)
- Common goals
- Norms
- Sanctions

Questions

- **Size**: is it large enough to do the job but small enough for easy communication?
- **Skills**: does the teams have all the necessary skills?
- **Purpose**: is the purpose truly meaningful?
- **Goals**: are they clear, realistic, specific, shared and measureable?

Questions

- **Working approach:** is this clear, shared, fair and well understood?
- **Mutual accountability:** is everyone clear on their individual and joint responsibilities?

Norms

- Norms are standards of behaviour which specify the conduct expected of members.

A student on this course

1. _____

2. _____

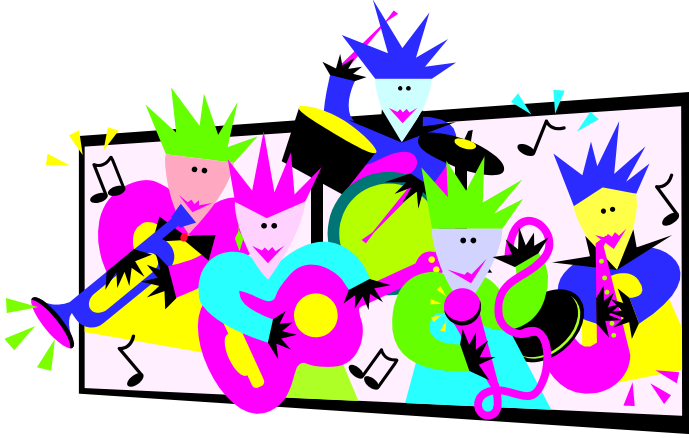
3. _____

Sanctions-Positive and negative

- Rewards are given to those who conform to the norms and punishment to those who deviate from the norms.

- Example _____

What are the key benefits of
working in a team?



“**Synergy** is achieved when people work together to create a better solution than either could alone. It’s not your way-- or my way--but a better way.”

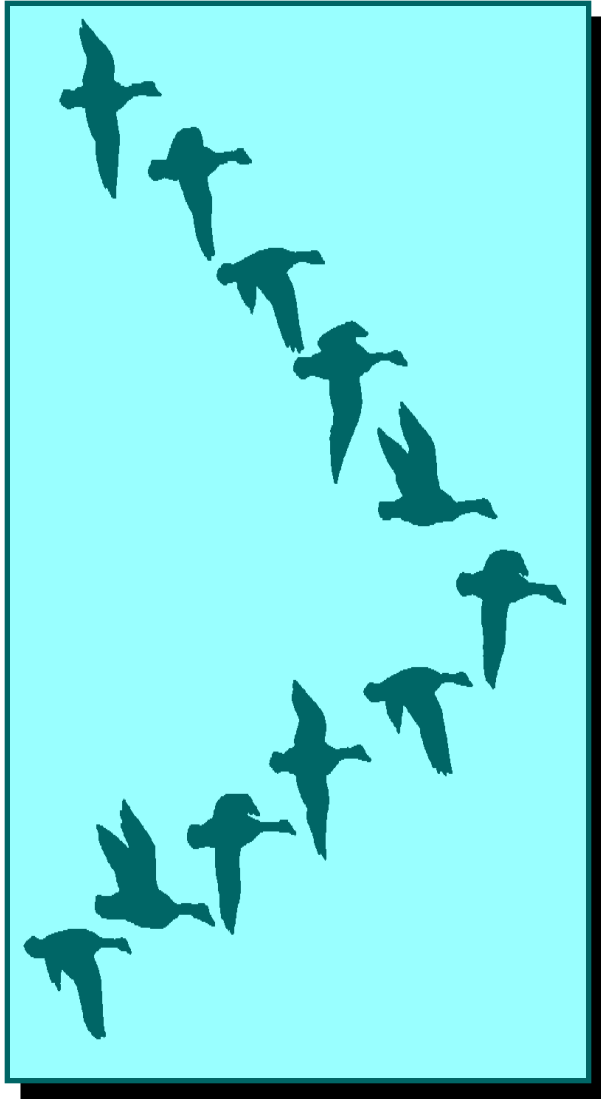
Key Benefits of a Team

- **Better solutions** - Collective “Brain Power” often out matches that of a single person.
- **Increased knowledge** – Teams offer new connections that can lead to new ideas.

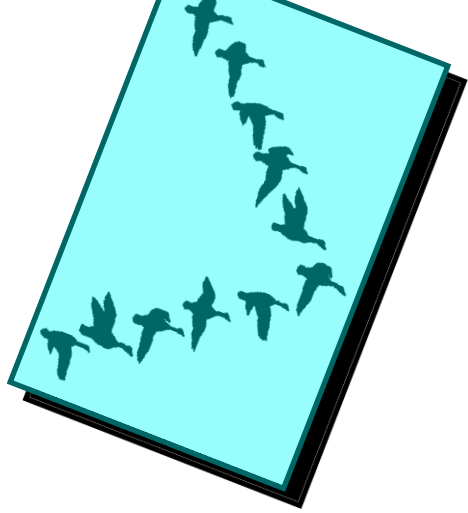
Why is teamwork important in business?

- increased performance
- increased responsiveness
- increased innovation
- increased motivation

Geese



**What do “Geese
in Flight” have to
do with teams and
teamwork?**



Geese Facts

1. As each goose flaps its wings, an updraft is created for the birds that follow . Flying in the “V” formation increases flying range by 71%.

So what?

People sharing a common goal can reach their goal faster.



Geese Facts

2. When the lead goose gets tired, it rotates back into the formation – and allows another goose to lead.

So what?

Take turns doing the difficult tasks. Use the talents of all team members.



Geese Facts

3. The geese in the back honk to encourage those in front.

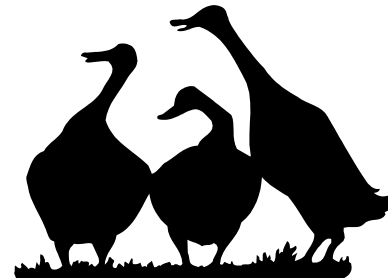
So what?

Encourage your team mates even when they make a mistake.

Geese Facts

4. When a goose gets sick, wounded, or exhausted, two others will follow it to the ground and stay until...

So what?



Share team leadership

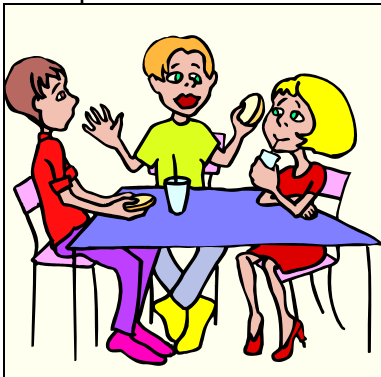
Team Observation Form

Team/Situation

**Characteristics
or behaviours
that made the
team
effective**

**Characteristics
or behaviours
that impeded
team
effectiveness**

1.



What did you observe about teams?

Teams and Teamwork



The Art – What people bring to the team...

Talent ...Energy ...a behavioural Style...

The Science – Team Structure and Process

“The How”

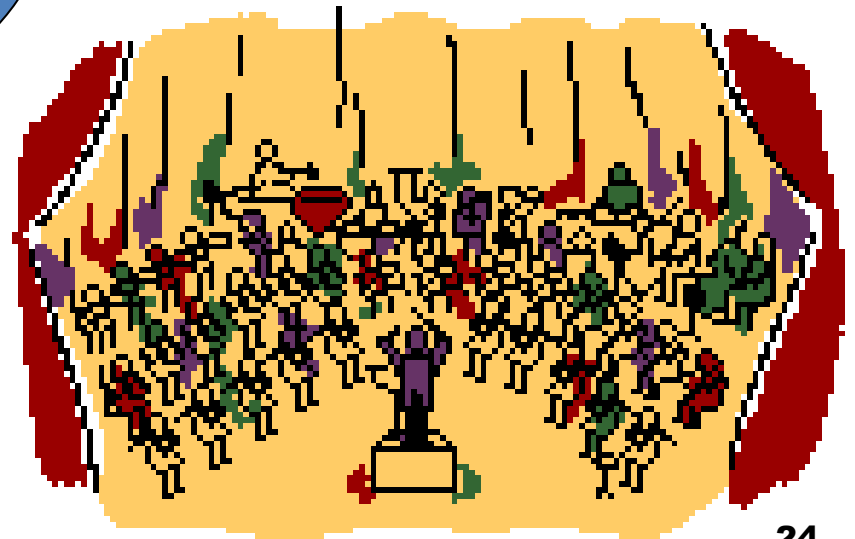
The Art of Teamwork



We learn
differently

We see
differently

We have different
behavioural styles



Personal behavioural Style Profile

Style Characteristics

Strong sense of self
Seeks challenges
Wants results
Not into the details
Outspoken
Competitive
Wants control of the situation

Directive

Logical - Very attentive to details
Sets high standards for self/others
Strong task orientation
Works well alone
Handles conflicts indirectly

Analytical

Outgoing - social
Good team player
Readily shares thoughts
Enjoys having work recognized
Informal in his/her interfaces

Interactive

Wants clear expectations
Develops a process- Gets it done
Works well in groups/on teams
Good Listener
Consistent performer
Cooperative

Supportive

Personal behavioural Style Profile

Limitations under Stress/Pressure

Directive

- Gets very direct with others
- Often critical
- Can lack sensitivity
- Creates stress and anxiety
- Not a “natural” team player
- Disregards other’s opinions and decisions
- Wants control of the situation

- Can be critical of others work
- Sticks to procedure and policy
- Requires clear expectations
- Strong conflict avoidance
- Can over-analyze - “Analysis paralysis”

Analytical

- Impulsive in actions/decisions
- Lacks attention to detail
- Becomes disorganized
- Doesn’t manage time well
- May back down, or not offer opinion - wants to be liked

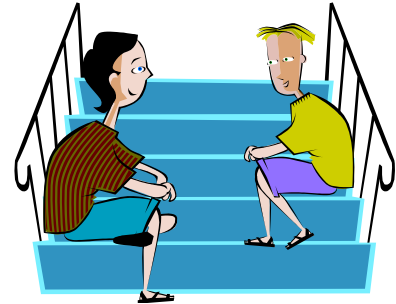
- Willing to give in
- Wants clear direction before acting
- Can perceived change as difficult
- Sticks to processes/procedures
- Many different deadlines can present difficulty

Supportive

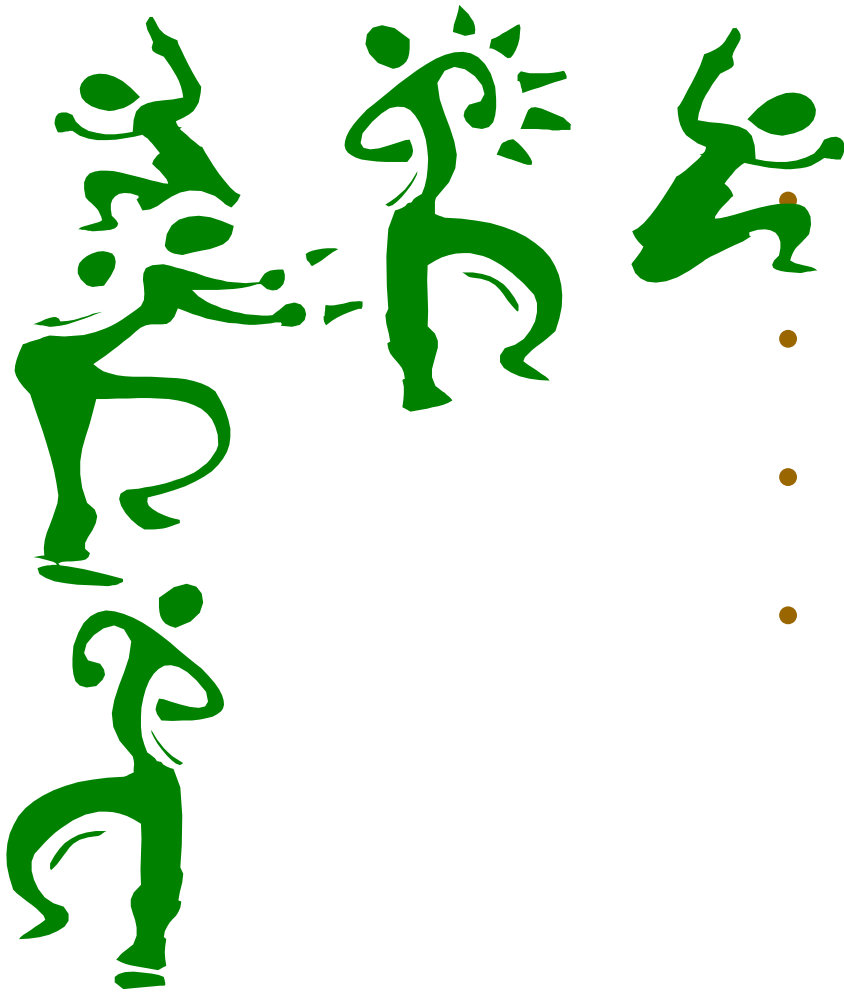
Interactive

So What? - What's the message?

1. Being different from me - is not bad – it's just different!
2. Understanding behavioural styles will help you be a more effective communicator and team member
3. You sometimes have to “flex” your behavioural style



Four Team Skills

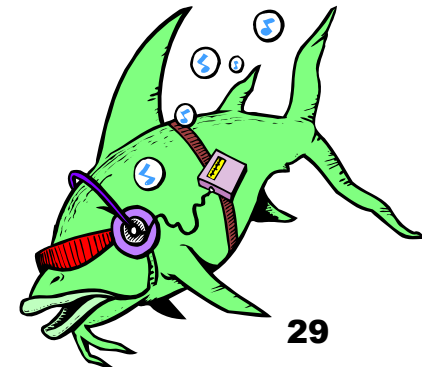
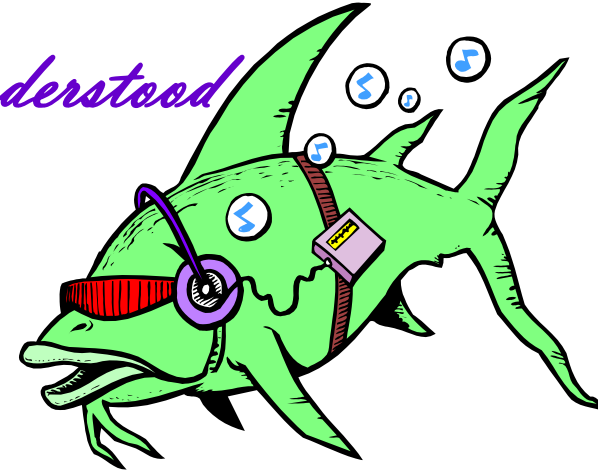


- **Listening Actively**
- **Using Questions**
- **Setting Groundrules**
- **Sharing information and ideas**

Active Listeners

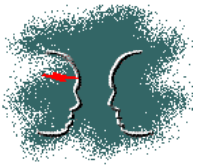
Seek first to understand – then to be understood

- Look at the person
- Don't interrupt
- Keep emotions in check – “People are entitled own opinions”
- Be responsive – relaxed demeanour



You have to Practice Active Listening

1. Attending



- Be quiet
- Make eye contact
- Remove physical barriers

2. Following



- Unconscious exclamations – “un huh!”
- Give encouragement – “good point!”
- Ask questions to clarify

3. Reflecting



- Paraphrasing – “Are you saying that...”
- Summarizing – “We seem to be saying...”

Questions are used to...



- **Encourage participation**

“What do you think?”

“What’s your experience been?”

“How do you feel about that?”

- **Clarify ideas**

“Are you saying that ...?”

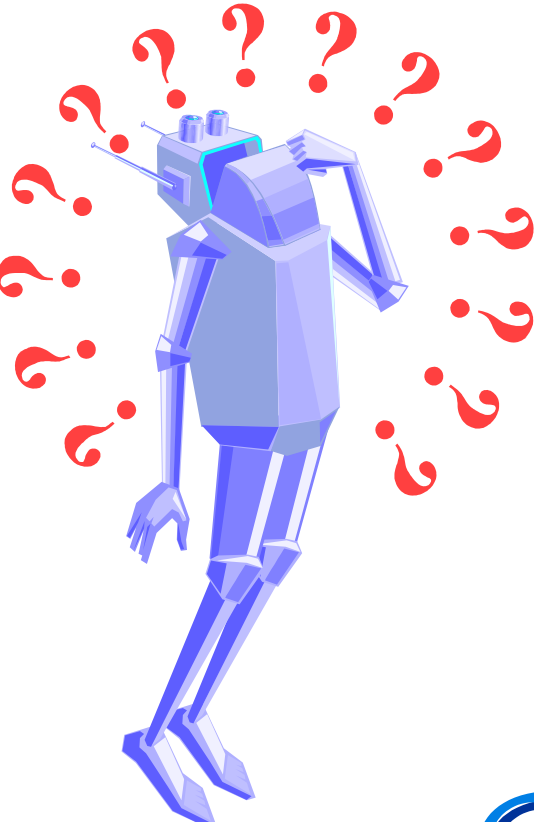
“Can you help me understand?”

- **Probe for specifics**

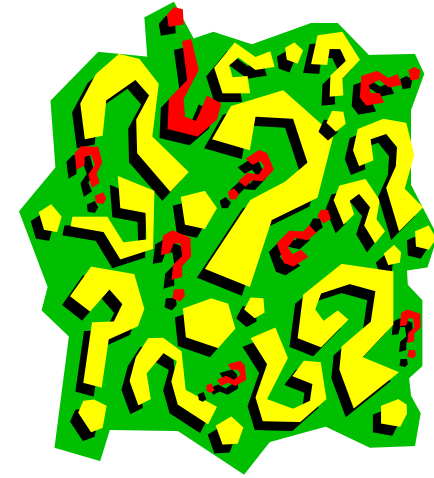
“Can you be more specific?”

“Can you give some examples?”

“Where? When? Who? How often?”



Open-ended Questions



- **Solicit an opinion, thought or feeling**

How? Why? What? Where?
Can you explain/describe...?

- **Require a more thoughtful response**

“How satisfied are you with...?”
“Why did you approach it this way?”
“Where shall we start?”

Nonverbal Communication



As much as 80% of communication is nonverbal.

SO... what does that mean?

It means that we are communicating all the time

Body Language



- If your body says you are bored... people think you are...
- Watch what you body says!!!
- Align your “nonverbals” with your words
- When you see negative body language – Ask questions to learn the real story

Set Team Groundrules

- Everyone participates
- All ideas are worth considering
- Ask questions
- Listen to understand and learn
- It's ok to be different – to have a different perspective
- Be mutually supportive of each other
- Come prepared
- One person speaks at a time
- Stay on track



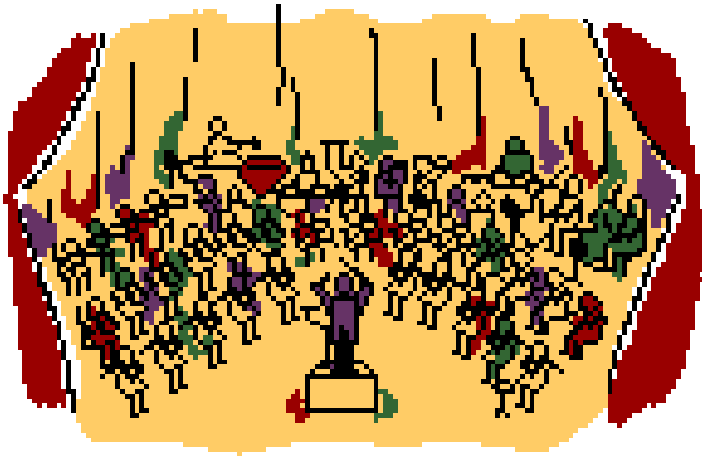
behaviours
for success

Sharing Information and Ideas

- **Share your ideas**
- **Make sure others understand**
- **Invite others to share their ideas**
- **Be positive and enthusiastic**
- **Use questions to check facts**
- **Disagree constructively**



The Science of Teamwork



**1. Team
Meeting
Process**

**2. Decision
Making**

**3. Process
Checks**

The Science of Teamwork

Team Meeting Process

1. Team member introductions – name, background, behavioural style
2. Set team “ground rules”
3. Discuss meeting goals and what should be accomplished
4. Determine the process/agenda you will use to accomplish meeting goals
5. Define roles – Discussion leader, note taker, time keeper...
6. Conduct “Process Check”

The Science of Teamwork

Decision Making Process

1. Determine how the team will make decisions



- Consensus?
- Majority?

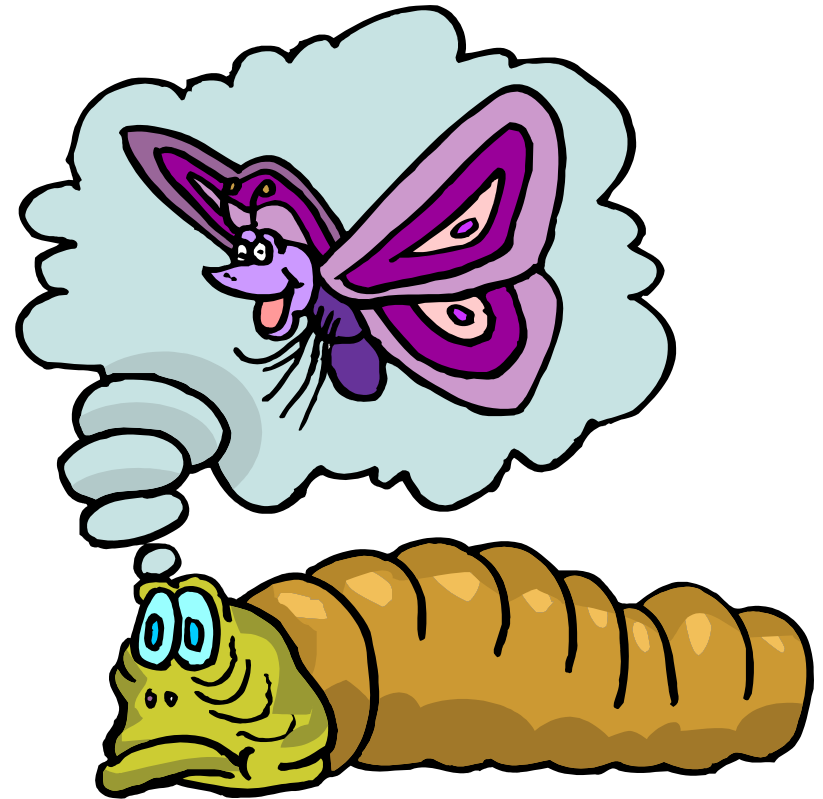
The Science of Teamwork

Conduct Process Check

1. Was the goal clearly stated and understood ?
2. Did everyone participate?
3. Did people dominate the discussion - or interrupt?
4. Did team members listen to and recognize your ideas?
5. Was the process the team followed well organized?
6. Did team stick to the schedule – complete tasks on time?
7. How did the team come to agreement – make decisions?”
8. How could *your team* have worked more effectively/efficiently?
9. What would *you* do differently to make the team work better?

Teams must be nurtured!

What are one or two things you need to work on to develop yourself in the area of teamwork?





**“If you think you
can, or you think
you can’t, you’re
right”**

— Henry Ford



Group effectiveness

- **GROUP SIZE**
- **GROUP COMPOSITION**
- **TASK**
- **RESOURCES**
- **EXTERNAL RECOGNITION**



Size

- Depends on task
- Diversity of skills
- Limited time to contribute
- Social loafing



Composition

- Homogeneous
- Heterogeneous



Homogeneous

- Similar demographics
- Similar beliefs and values
- Less conflict
- Less creative
- Pressure to conform

Heterogeneous

- Greater conflict
- Greater creativity/ innovation
- Wide range of views/opinions

Nature of task

- Realistic task= better performance
- Clear task=quicker performance
- Not all tasks can be easily defined

Resources/support

- Effective resources needed to function properly

External recognition

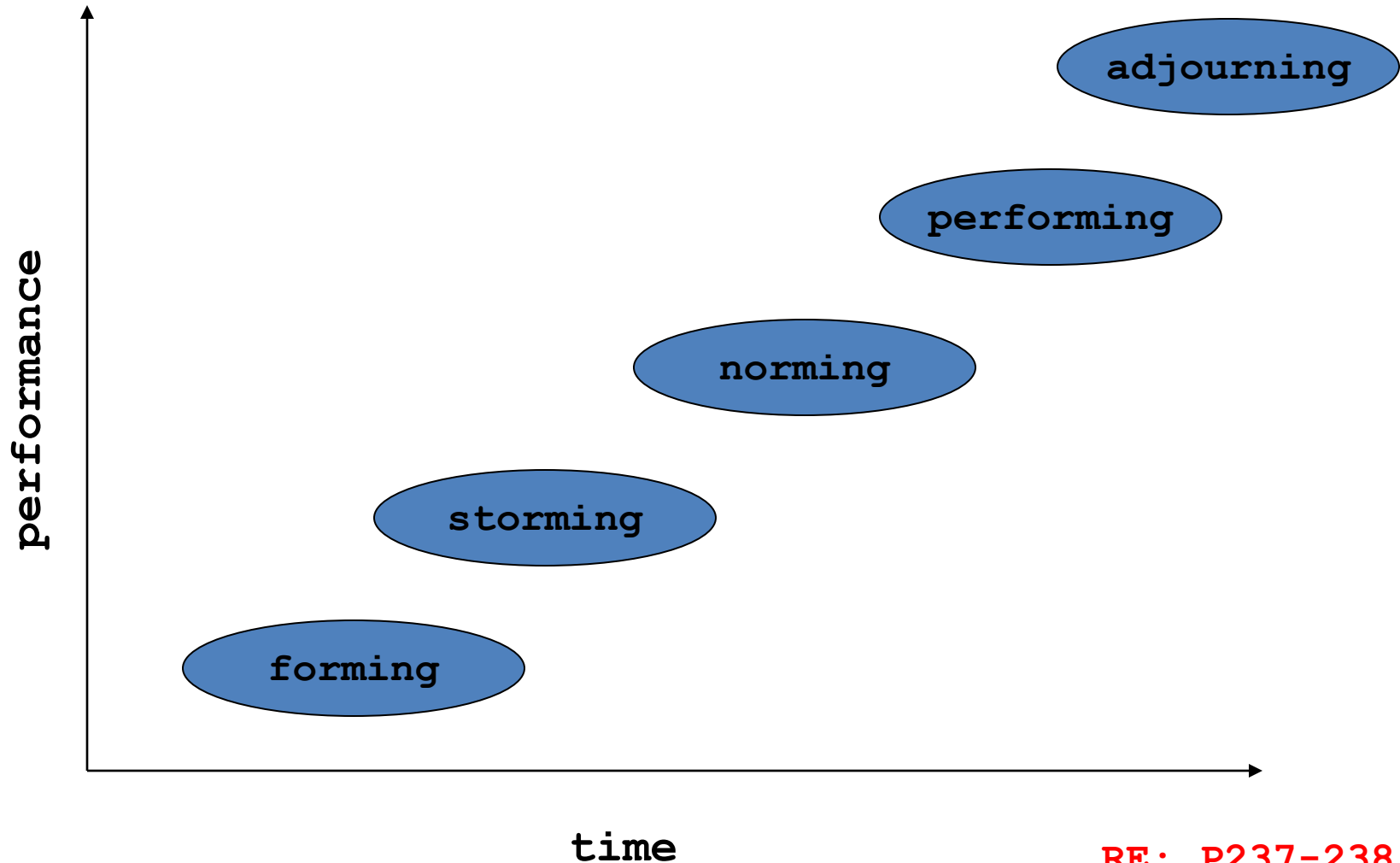
- Being valued by society can be a motivator

STAGES OF GROUP FORMATION

(Tuckman 1965)

- *Teams go through different stages of development*
- *FORMING*
- *STORMING*
- *NORMING*
- *PERFORMING*

Tuckman's Theory of Team Development



Forming

- Uncertain of structure
- Collection of individuals
- Uncertain of goals
- Lack of strategy
- Dependent on the leader
- Stage of impression management

Storming

- Conflict and disagreement
- Tendency to rebel
- Personal agendas exposed
- Testing each other

Norming

- Establishing norms and patterns of behaviour
- Deciding how decisions are to be taken
- Cohesive
- Sense of group identity and camaraderie
- Norms established

Performing

- Conflicts resolved
- Active output

Adjourning

- Group preparing for its disbandment
- Focus on wrapping up proceedings rather than task performance

Mature groups

- Positive regard for members and their opinions
- Prepared to compromise
- Willingness to adapt to a point of disagreement

Problems in groups

- Groupthink and group shift
- Social Loafing
- Conflict
- Group anxiety

Groupthink

-a mode of thinking that people engage in when they are deeply involved in a group and their striving for unanimity override their motivation to realistically appraise alternative courses of action.

Groupthink

- Members of a group will not wish to risk any danger to group cohesion by expressing deviant opinions.
- Membership is blind.
- Isolation from outsiders.
- Leader is too dominant.
- Groupthink is over cohesiveness

Groupthink

Irving Janis (1972)

Factors causing groupthink phenomenon:

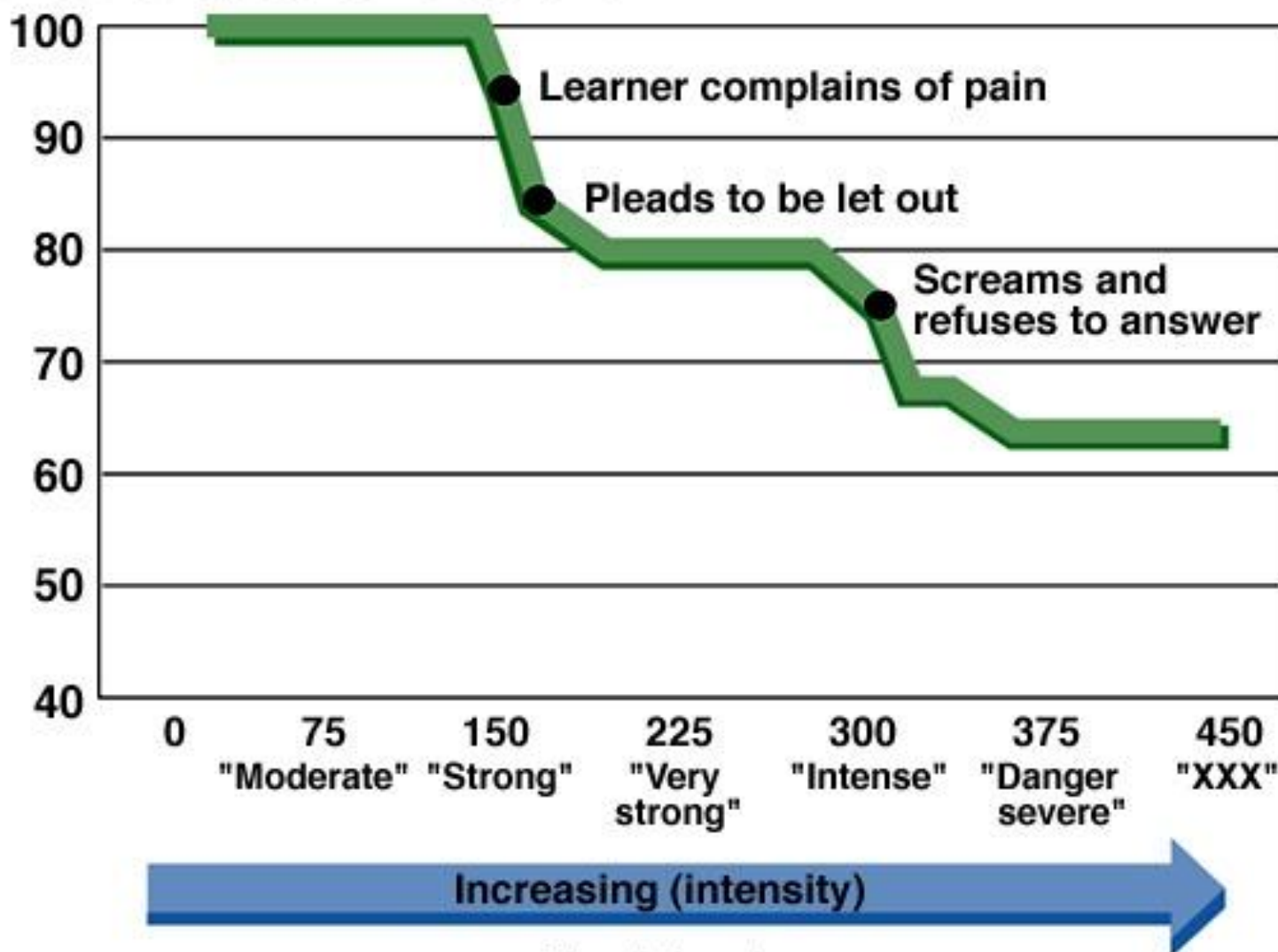
- Feeling of invulnerability
- False logic
- Feeling that the group is morally right
- Shared stereotypes
- Self censorship
- Illusion of agreement

Dealing with Groupthink

- Individual critical evaluation
- Express doubts
- Create sub groups
- Invite outside experts to comment on groups

Milgram Obedience Experiment

Percent of subjects still obedient



(From Milgram, 1965)

Group shift

- Type of groupthink
- Significant shift in the position of members towards more extreme position in the direction they were already leaning
- Conservative groups become more cautious
- Risk taking groups take greater risks
- Risky shift

Social Loafing (Ringelman)

Ringelman noted that as you add more people to a group pulling on a rope the total force exerted by the group rose but the average force exerted by each member decreased.



What causes Social Loafing?

- Belief that others are not carrying their fair share
- Dispersion of responsibility

Effective group communication

- Acceptance of other members and their ideas
- Offering support to group members for their contribution
- Turn taking
- Creating a relaxed atmosphere
- Showing agreement
- Inviting views and opinions of others
- Suggesting actions

Negative group communication

- Not contributing
- Insulting/aggressive behaviour
- Negativity
- Self-centered communication
- Communication apprehension