

CA115 Digital Innovation Management Enterprise

Seminar, Week 4. Communication #3: Teamwork

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Why Teams?

- The purpose of a team is to get something done - teams are needed to get things done at scale. Extreme examples of teams include the [US Army, with close to 500,000 active members](#).
- Teams are formed in different ways; often the team members have little say in its composition, e.g. in company, a manager may appoint a team.
- Often, each team member brings a unique skill; this is especially true when team members are specially selected.

Performance Models

There are many models for describing team performance and dynamics; some can be useful for thinking about how your team is working. One such model is the Drexler/Sibbet Team Performance Model.

Drexler/Sibbet Team Performance Model

[The Drexler/Sibbet Team Performance Model](#), posits seven stages of team growth. These are:

1. Orientation - why am I here?
2. Trust building - who are you?
3. Goal clarification - What are we doing?
4. Commitment - how will we do it?
5. Implementation - who does what, when and where?
6. High performance - things are going very well.
7. Renewal - why continue?

Projects have a beginning, a middle and an end; it's common for teams to start strongly only to become disillusioned at some point, before renewing their commitment to finishing.

Understanding Yourself As Part of a Team

- By accident or design, people bring different skills and personalities to a team.
- Thinking about what each person brings to the team is a useful exercise.
- Some personality assessments can be useful to help understand *relative* differences, e.g. [Myers-Briggs](#). These are not usually accurate but it can be a useful exercise to understand the differences between team members.
- Exercises such as [Edward de Bono's 'six thinking hats'](#) can also be useful for seeing other people's point of view.
- Nobel laureate [Daniel Kahneman's Thinking Fast and Slow](#) has useful insights, particularly about decision making: [intuition is often wrong - people are overconfident - and teams can sometimes amplify bad ideas because people like to conform](#).

It's important to understand yourself and your abilities and being able to empathise and understand others. This is an ongoing process that can take a lifetime.

Additional Thoughts

Successfully working as a part of a team requires:

- Compassion - understanding other's points of view and personality.
- Compromise and patience - some compromise is required when working with others; some people are naturally introverted while others are extrovert.
- A willingness to accept praise and criticism evenly - as [Hans Blix](#) said, [quoting Piet Hein](#): *"The noble art of Losing Face may one day save the human race"*.
- *An attitude of, "nobody wins unless everybody wins" because nobody wins unless everybody wins will ultimately save planet Earth. And it has to start at every level.*

References

- [US Army, team types](#).
- [The Drexler/Sibbet Team Performance Model](#), David Sibbet.
- [Myers-Briggs Type Indicator](#), Wikipedia.
- [Six Thinking Hats](#), Edward de Bono Foundation.
- *Thinking Fast and Slow*, Daniel Kahneman. 2011. Farrar, Straus and Giroux.
- [The Noble Art](#), Piet Hein.