Building More Effective Teams

Trainer: [Your name is here]

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Course Objectives

At the end of the course, you will have acquired sufficient knowledge to:

- Understand benefits of teamwork in the workplace

- Understand five fundamentals of teamwork

- Become a kind of person every team wants

- Avoid common communication errors in a team

- Deal with different types of team members

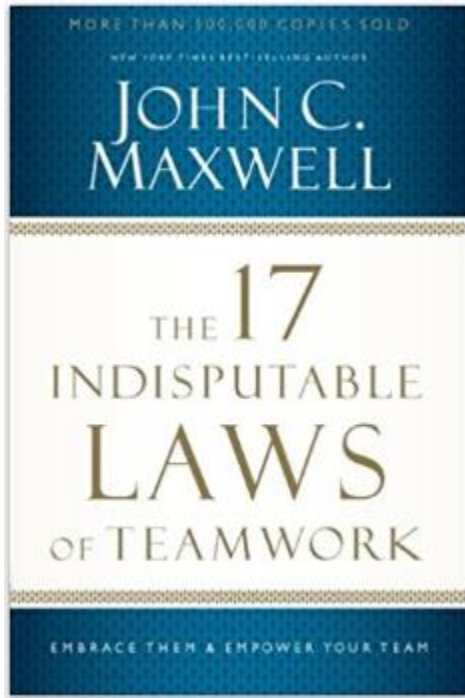- Become an effective listener
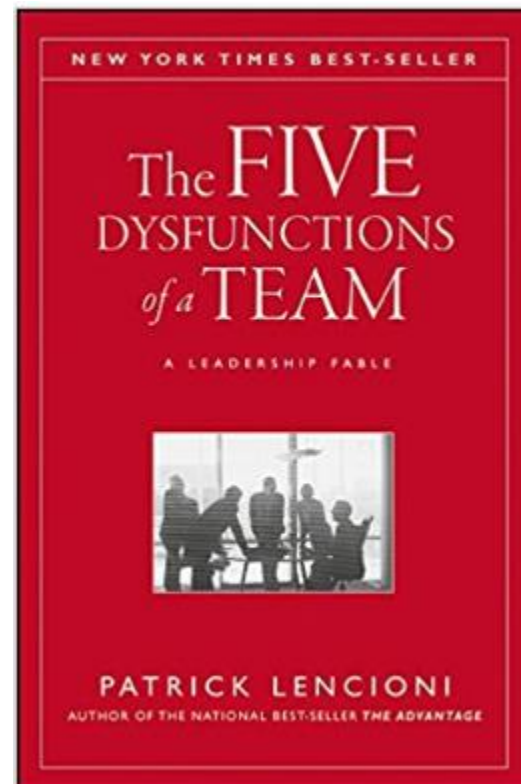
Agenda

Duration and Course Timetable

- Course Duration: 3 hrs.

- Break: 15 minutes

Further References (DXC University)

The 17 Essential Qualities Of A Team Player: Becoming the Kind of Person Every Team Wants

Library ID : 37658

The Five Dysfunctions of a Team: A Leadership Fable

Library ID : 3740
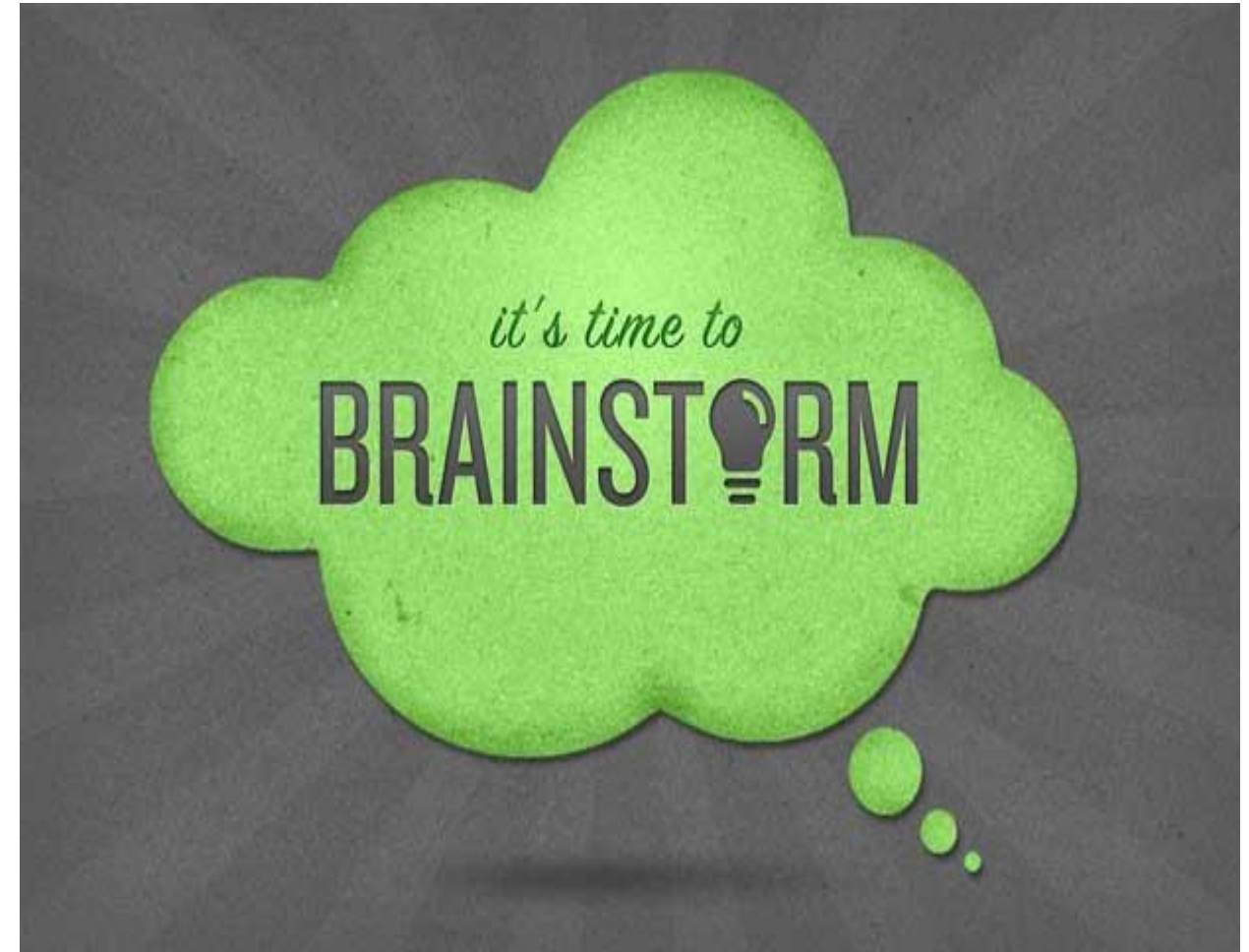
Course Administration

In order to complete the course you must:

- Sign in the Class Attendance List

- Participate in the course

- Provide your feedback in the End of Course Evaluation

Teamwork vs. Individual work

Teamwork vs. Individual work

- Take a sheet of paper

- Write down benefits of teamwork

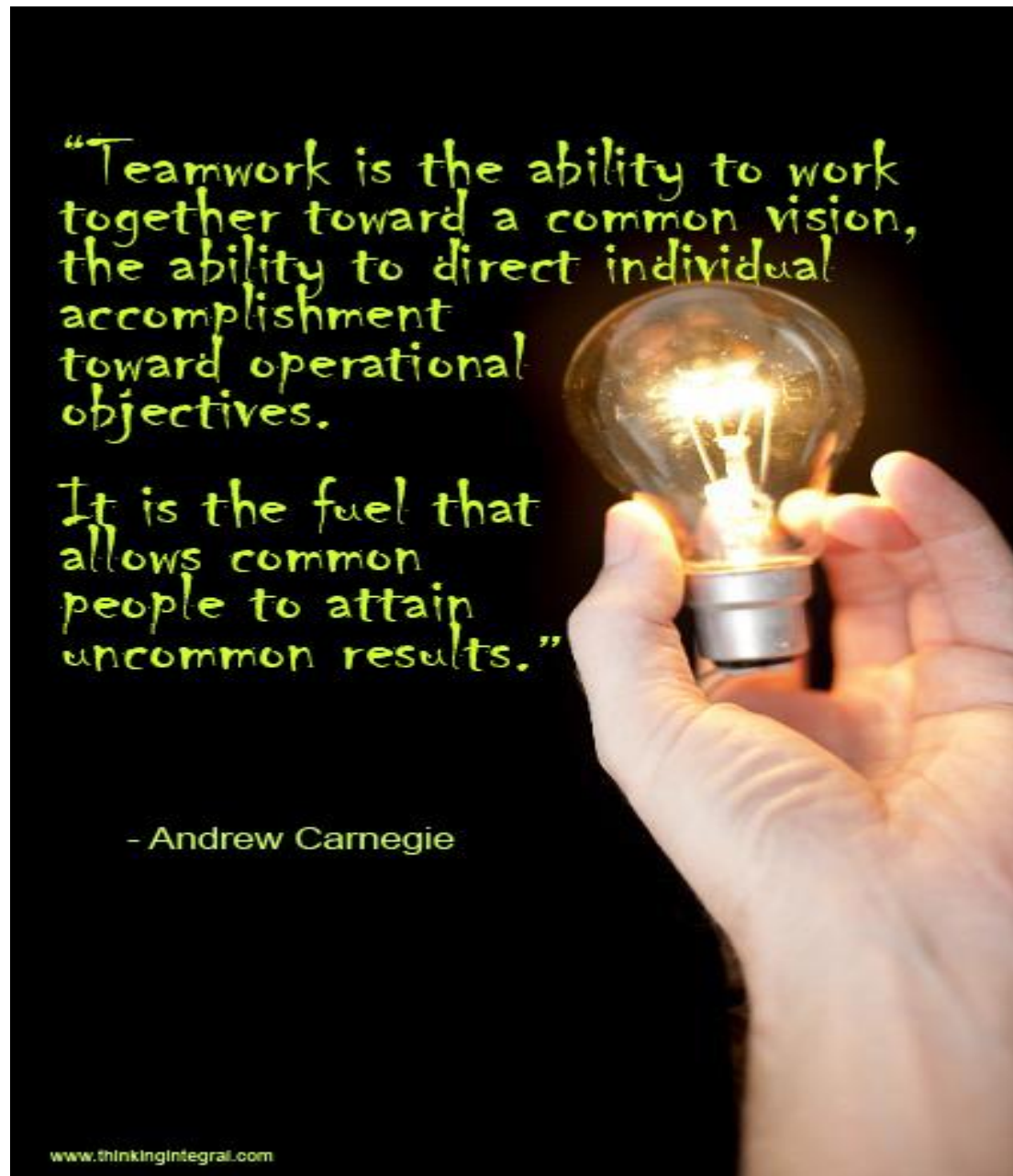- Write down benefits of working individually

Teamwork vs. Individual work (cont.)

Prepare your answer

5 minutes

Time up!

Definition of Teamwork in the Workplace

"Teamwork is the ability to work together toward a common vision, the ability to direct individual accomplishment toward operational objectives.

It is the fuel that allows common people to attain uncommon results."

- Andrew Carnegie

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TEAMWORK

coming together is a beginning

Keeping together is progress

Working together is success

- Henry Ford

Differences Between Group Work & Teamwork

TASKS	
WORKING GROUP	**WORKING TEAM**
A group of people within an organization perform a similar work	A group of people who work in coordination in the execution of a project

RESPONSIBILITIES	
WORKING GROUP	**WORKING TEAM**
Each person responds individually.	The team responds for their work as a whole.

Differences Between Group Work & Teamwork (cont.)

AUTONOMY	
WORKING GROUP	**WORKING TEAM**
• Tend to be closed physically • Have the same boss • Do the same type of work • Are autonomous, not dependent on the work of their peers	• Do not need to be closed physically • Are not autonomous, some are dependent on others;

Benefits of Teamwork in the Workplace

- Boost productivity

- Encourage innovation

- Improve morale

- Establish strong relationships

- Allow flexibility

- Advance your career

Benefits of Working independently

- Get the credit for your achievements

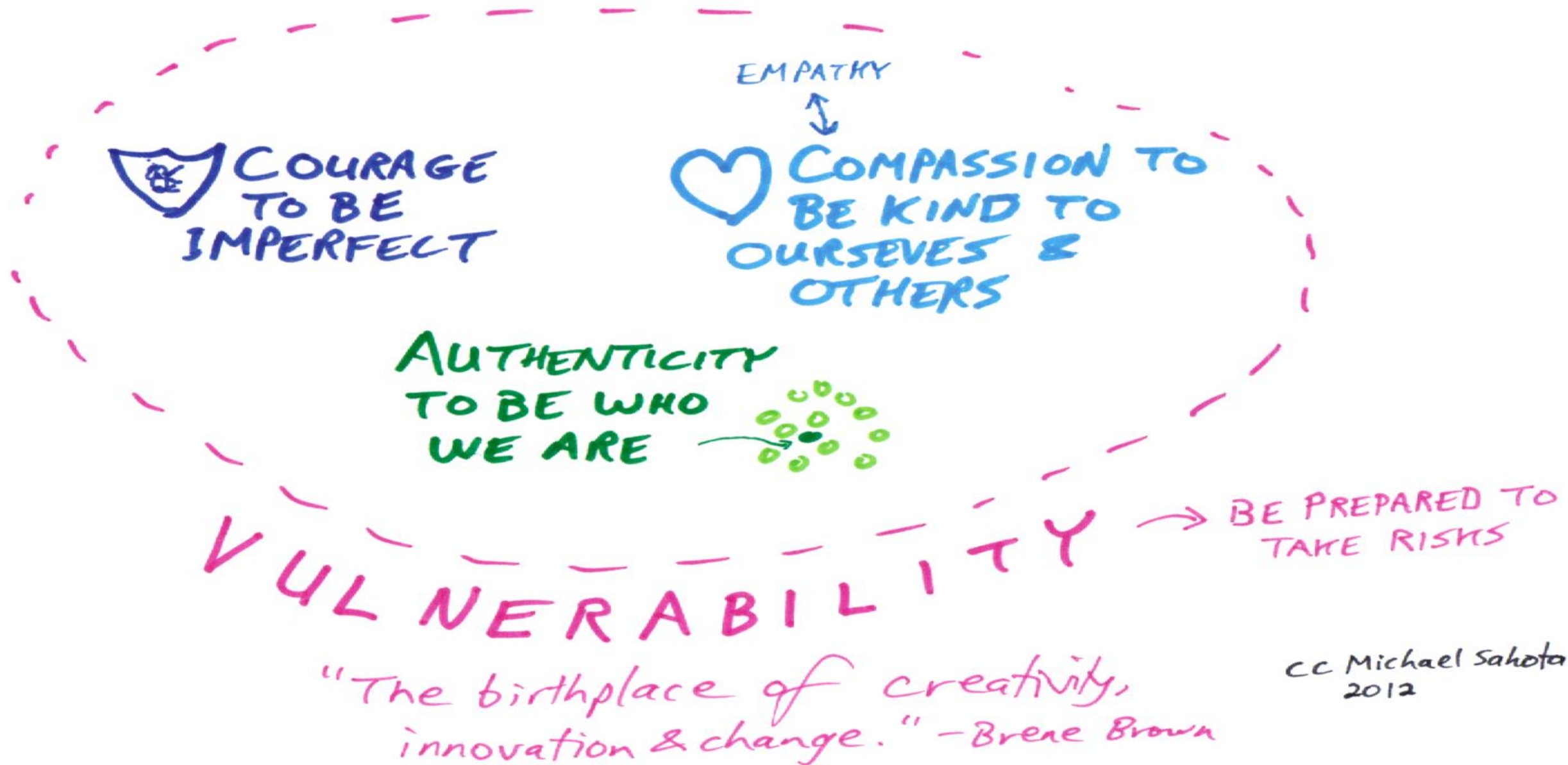- Be easier to concentrate, focus

- Make your own decisions

The Five Fundamentals of Teamwork

The Five Fundamentals of Teamwork

Defining Trust Inside Your Team

EMPATHY

COURAGE TO BE IMPERFECT

COMPASSION TO BE KIND TO OURSEVES & OTHERS

AUTHENTICITY TO BE WHO WE ARE

VULNERABILITY → BE PREPARED TO TAKE RISKS

"The birthplace of creativity, innovation & change." —Brene Brown

cc Michael Sahota 2012

Personal Histories Exercise

Take a sheet of paper and explain three things:

- Where did you grow up?

- How many kids are there in your family?

- What was the most difficult or important challenge of being a kid?

Personal Histories Exercise (cont.)

Prepare Your Answer

5 minutes

Time up!

Key Points – Building Trust

- Trust is the foundation of teamwork

- On a team, Trust is all about vulnerability, which is difficult for most people

- Building Trust takes time, but the process can be greatly accelerated

- Trust on a team is never complete; it must be maintained over time

Mastering Healthy Conflict

- Healthy conflict is a constructive debate that focuses on issues and topics, not on people or their character.

- It is an attempt to find the best possible answer

- Healthy conflict is actually a time saver

Key Points – Mastering Conflict

- Good conflict among team members requires Trust, which is all about engaging in unfiltered, passionate debate around issues

- Conflict norms must be discussed and made clear among the team

- The fear of occasional personal conflict should not deter a team from having regular, productive debate

Characteristics of a Committed Team Member

- Creates clarity around direction and priorities

- Aligns yourself around common objectives

- Develops an ability to learn from mistakes

- Takes advantage of opportunities before competitors do

- Moves forward without hesitation

- Changes direction without hesitation or guilt

Key Points – Achieving Commitment

- Commitment requires clarity and buy-in

- Clarity requires that team avoid assumptions and ambiguity, always end discussion with a clear understanding about what decided

- Buy-in does not require consensus. Members of great team learn to disagree with one another and still commit to a decision

Embracing Accountability

- Accountability is the willingness of team members to remind one another when they are not living up to the performance standards of the group

- It is direct, peer-to-peer accountability
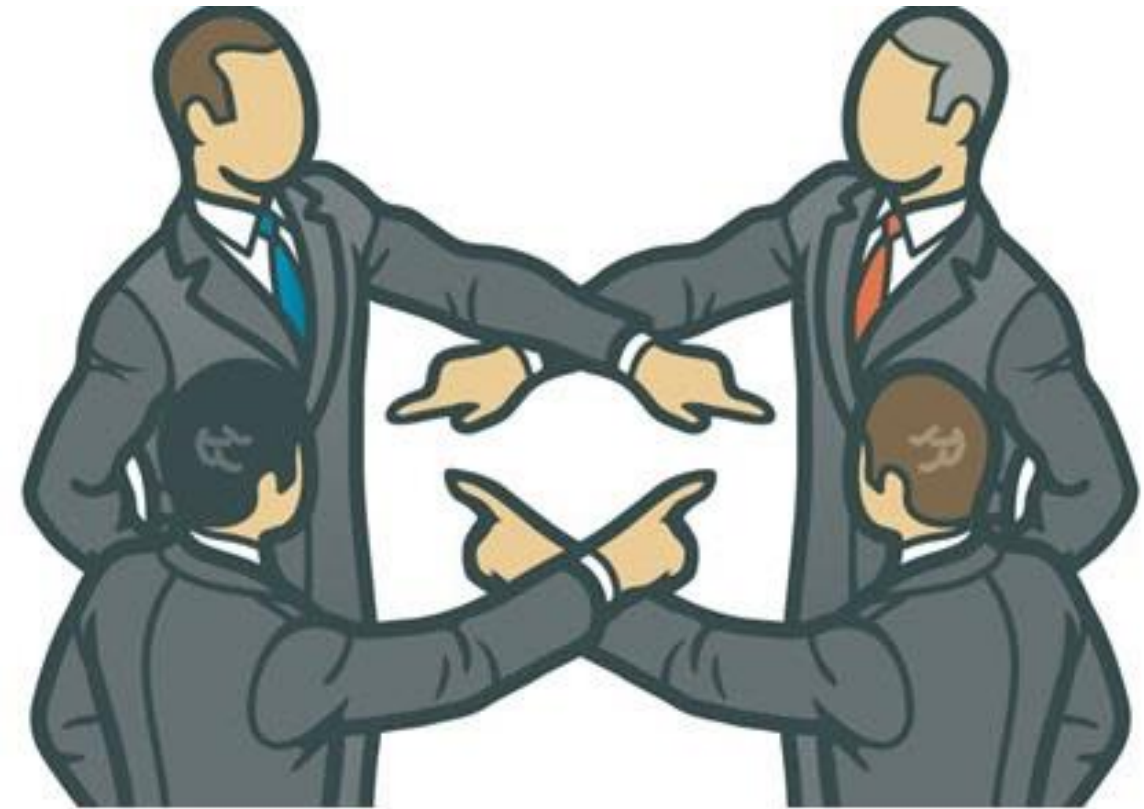
Key Points – Embracing Accountability

- Accountability on a strong team occurs directly among peers

- A leader must demonstrate a willingness to confront difficult issues

- The best opportunity for holding one another accountable occurs during meetings

Key Points – Focusing On Results

- The true measure of a great team is that it accomplishes the results it sets out to achieve

- To avoid distractions, team members must prioritize the results of the team over their individual or department needs

- Teams must publicly clarify their desired results and keep them visible

The Five Fundamentals of Teamwork

THRIVING TEAM

DYSFUNCTIONAL TEAM

Focus on

Inattention to

RESULTS

Take

Avoidance of

ACCOUNTABILITY

Strong

Lack of

COMMITMENT

Dare To

Fear of

CONFLICT

Mutual

Absence of

TRUST

Common Communication Errors in a Team

Common communication errors

- Using a "one-size-fits-all" approach to communication

- Speaking more and listening less

- Assuming that your message has been understood

- Not preparing thoroughly

- Reacting, not responding

- Not being assertive

- Avoiding difficult conversations

How to Deal With Different Personality Types

- Understand personality types to approach accordingly

- Be flexible with your style of communication

- Consider the positive aspects of your coworkers personality

- Never assume anything or jump to conclusions about a situation

- Treat people the way you want to be treated

How to Be an Effective Listener

- Face the speaker and maintain eye contact.

- Listen to the words and try to picture what the speaker is saying.

- Don't interrupt and don't impose your "solutions."

- Wait for the speaker to pause to ask clarifying questions.

- Ask questions only to ensure understanding.

- Give the speaker regular feedback.
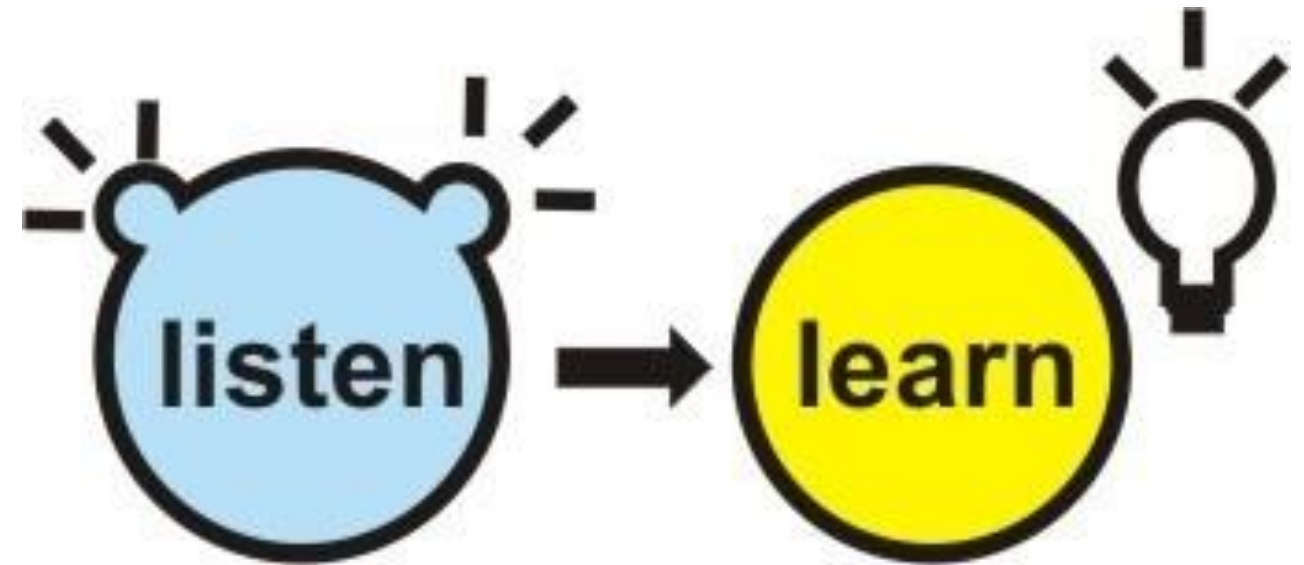
Ensuring Communications are Understood

General guidelines for assuring that your message is clearly communicated.

- Communicate just one message at a time.

- Express your message in clear language.

- Use the appropriate media.

- Give an example to support your message.
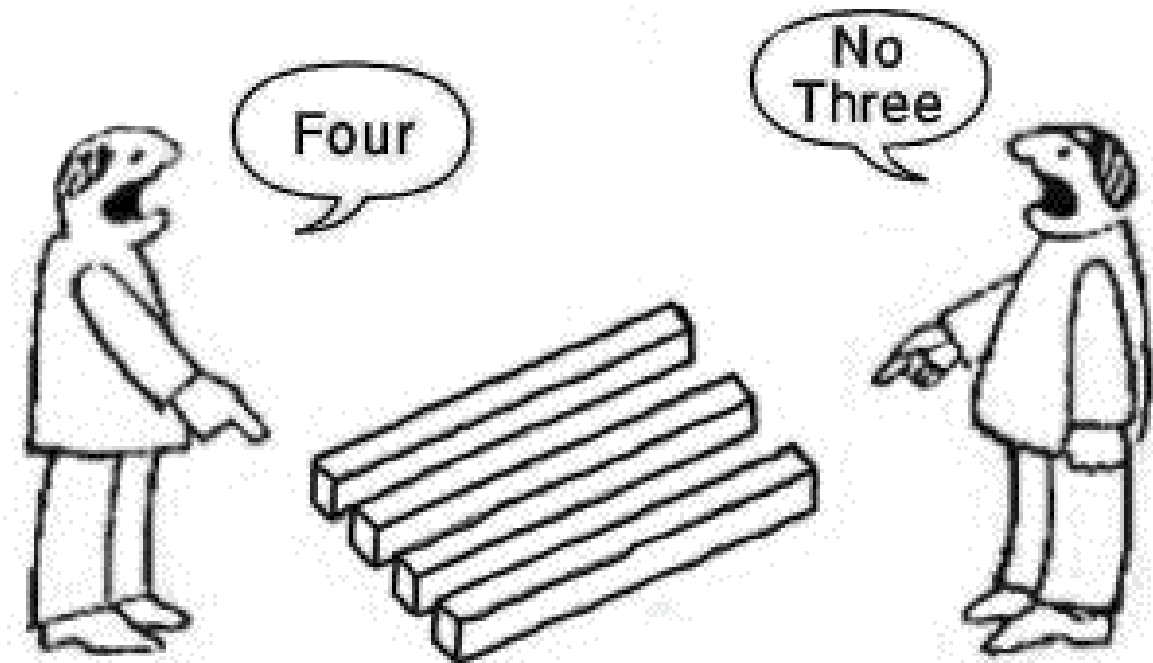
Ensuring Communications are Understood (cont.)

Checking that you have been understood clearly and completely

- Providing summaries

- Asking for summaries

- Checking for clarity

Keys to Respond Rather Than React

- Think big picture

- Put the situation in context.

- Recognize choices.

- PAUSE - remove ourselves politely from the situation and let ourselves cool down before we respond.

Tips for Being More Assertive at Work

Assertive = Good

Passive = Bad   Aggressive = Bad

Tips for Being More Assertive at Work (cont.)

- Recognize Your Value

- Know Your Rights

- Know Your Boundaries

- Prepare and Practice

- Learn the Difference Between Assertive and Aggressive

- Keep Growing

Characteristics of a Good Team Member

Qualities Of An Effective Team Member

- Shares ideas and options
- Listens to options of others
- Cooperates with others
- Clarify concerns if have
- Works toward common goals
- Focuses on tasks
- Shares responsibilities
- Supports and encourages other members

Recap

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Questions and Answer

Thank you.

Revision History

Date	Version	Description	Updated by	Reviewed and Approved By
17-Aug-17	1.0	Composed slides to cover following parts: • Teamwork vs. individual work • The five fundamentals of teamwork • Common communication errors • Characteristics of a good team member	Mai Vo	Quang Tran
11-Sep-17	1.1	Updated slide #18 Added slide #30 Moved slides #33, 34 to the end of the course	Mai Vo	Quang Tran
14-Sep-17	1.2	Made minor changes to slides #3, 12, 20, 15, 24, 28	Mai Vo	Quang Tran