

# Understanding Teamwork



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**COMP3120/8110**  
**Tuesday 2 March 2021**

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Congratulations on all teams submitting their workshop activity worksheets.  
Well done!

What to do if you can't contact a group member.

It's not too early to start Assignment #1!

Course representatives – I expect to receive the information about your nominations today and should be able to talk about this on Thursday.

Recordings and polls

## **Understanding teamwork**

**Team formation**

**Developing your people skills**

**Personality and its impact**

**Emotional intelligence and performance**



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If a team is a "group of people formed to achieve a common goal" is the people who work on the same shift at, say, McDonalds a team?





, not!

A team is a group of people who have unified for a common outcome.

## What is a team?

A group of people formed to achieve a goal

- May be temporary or indefinite
- Individuals share responsibility
- Takes advantage of all the collective talent, knowledge, and experience of each team member.

Team members feel they are valuable to the project

A team is a group of people who have unified for a common outcome.

## Positive team behaviour

- Active listening
- Summarising
- Open body language, eye contact
- Encouragement
- Enhancing and maintaining the self-esteem of others.

Can these be  
negative  
sometimes?

## Characteristics of successful teams

Successful teams will demonstrate most, if not all, of the following characteristics:

- There is a clear specification and understanding of the purpose, objectives and goals to which they are working
- All team members work collaboratively
- Team members understand and agree on the role of each person
- Good chemistry is evident
- Individuals create connections that engender commitment, respect and responsibility
- No personal attacks



## Characteristics of successful teams

To be successful, teams also require:

- Good communication
- Courage to confront and resolve conflict
- Ability to give positive feedback
- Ability to empathise with other team members
- Willingness to put aside personal goals in order to achieve team goals

## Team types

Teams can be defined as traditional or self-directed

### Traditional

These teams have a

- Shared understanding and purpose
- Mutually agreed operating principles
- Interdependent – all working for the good of the team
- Distinguish task from process

### Self-directed

In these teams

- The team as a whole is responsible for whole product or process
- Team plans and performs work, including supervision and management
- A facilitator helps team get started and stay on track

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**Tuckman's**  
**Four Phase Model: Forming – Storming – Norming - Performing**

- Orientation
- Identify boundaries
  - Interpersonal
  - Task
- Establishment of dependency relationships
  - Team leaders
  - Team members
  - Standards – group norms

Watch the video – link on Wattle

**Tuckman's**  
**Four Phase Model: Forming – Storming – Norming - Performing**

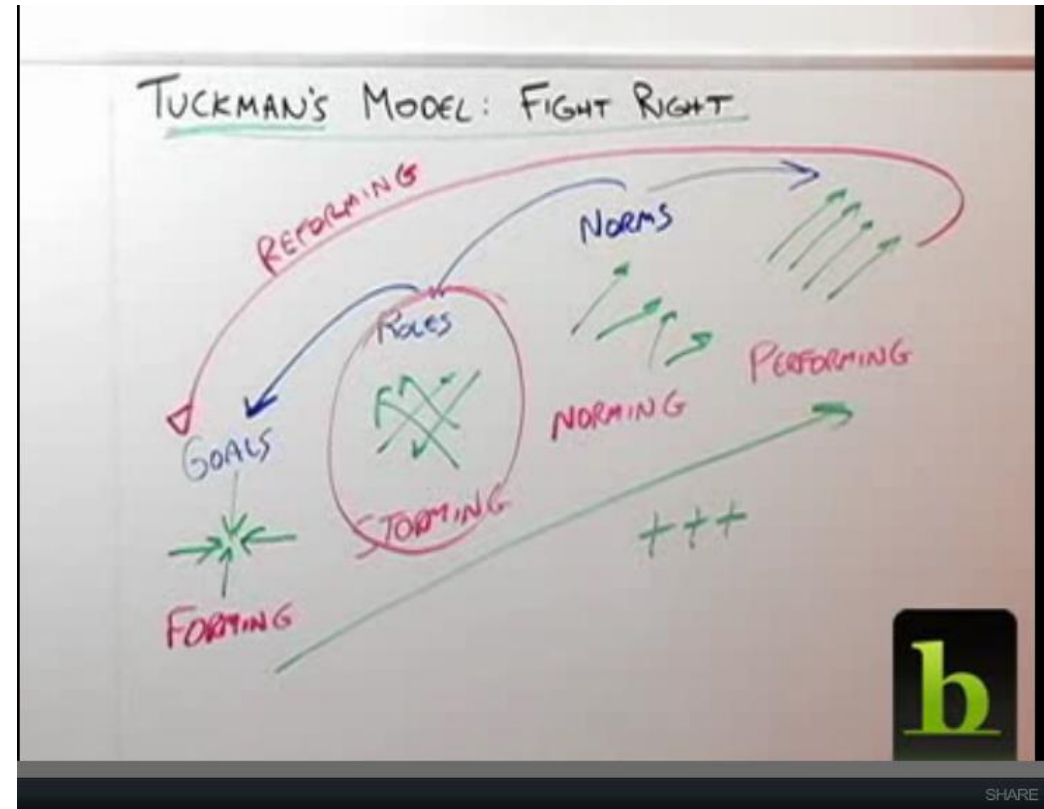
## Storming stage

- Conflict
- Polarisation around interpersonal issues
- Emotional response to task
- Resistance to group influence and task requirements

## Tuckman's Four Phase Model: Forming – Storming – **Norming** - Performing

### **Norming stage**

- Resistance is overcome
- Group feeling and cohesiveness develop
- New standards (group norms) develop
- New roles adopted
- Personal opinions are expressed

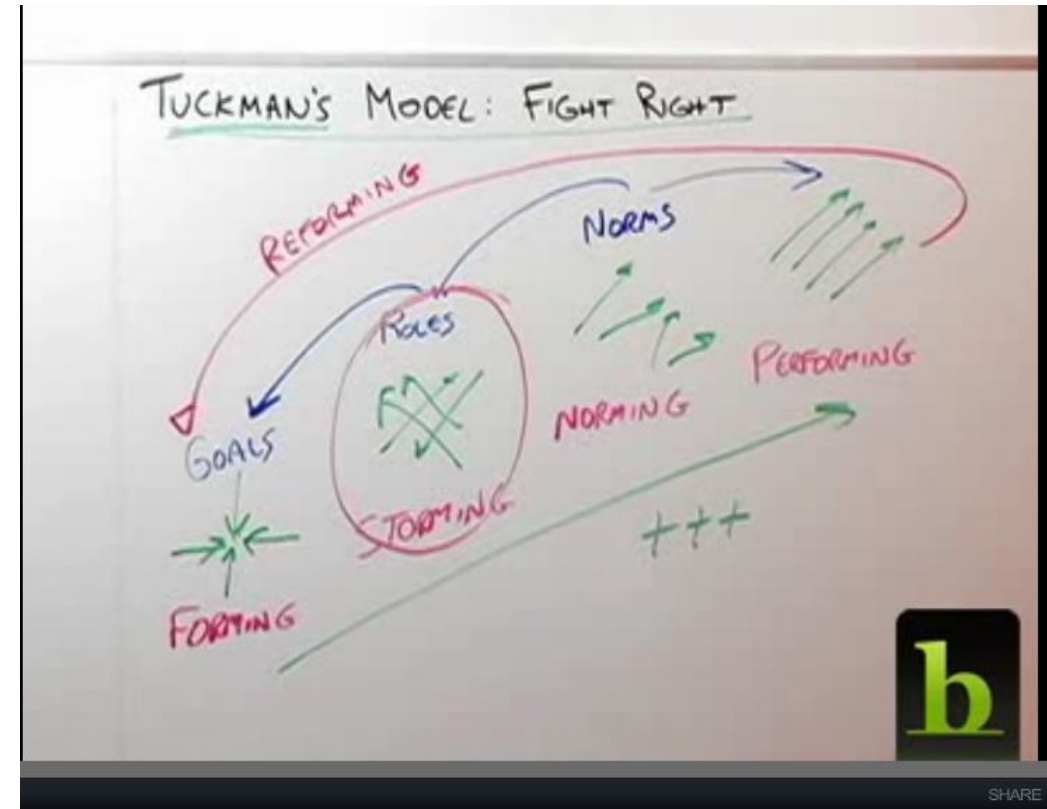


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## Tuckman's Four Phase Model: Forming – Storming – Norming - **Performing**

### Performing stage

- Interpersonal structure becomes the tool of task activities
- Roles become flexible and functional
- Group energy is channeled into the task
- Structured issues have been resolved
- Structure supports task performance



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## Belbin's Team Roles

- Roles may be filled by more than one person
- Each person may fill more than one role
- Team roles are not personality types but are clusters of characteristics







## People Oriented

- Coordinator – sees big picture, confident, stable, recognizes abilities in others; good at delegation, clarifies decisions
- Team Worker – keeps team running, good listeners, smooth over conflicts and help people understand; often not noticed until they are absent; will not take sides so may not be able to take decisions
- Resource Investigator – focuses outside the team



## Action Orientated

- Shaper – task focused with high motivation, keen to “win”, committed to achieving goals
- Implementer – turns ideas into action; efficient and self-disciplined, deliver on time; loyal
- Completer Finisher – perfectionist, strong need for accuracy, has high standards, worries about minor details



## Thought Orientated

- Plant – creative, unorthodox, generator of ideas
- Monitor Evaluator – fair and logical observers and judges, often see available options with clarity but can be critical and move slowly
- Specialist – passionate, deep knowledge

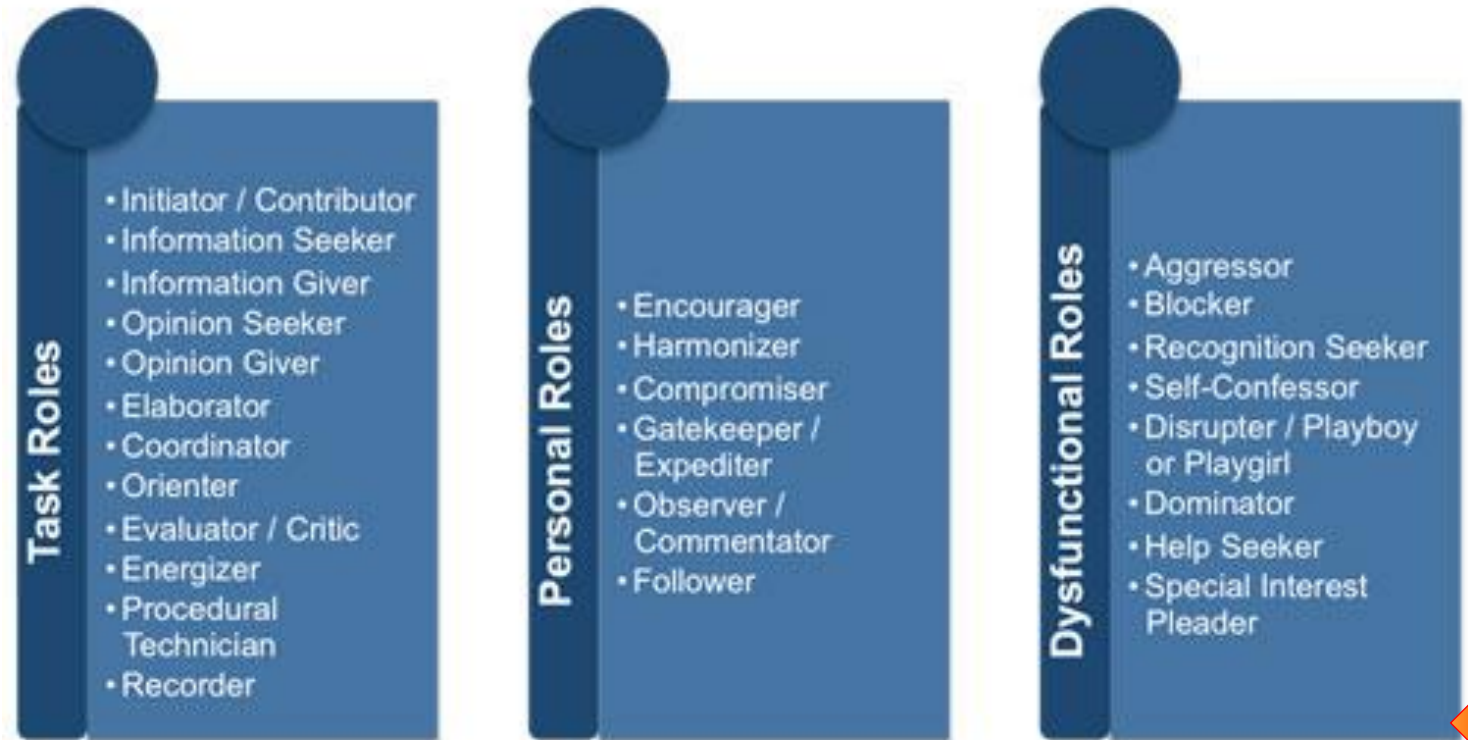


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Does an understanding of teamwork help  
you become a better team member?





## How to use Benne and Sheat's Group Roles

- Determine what stage you are at in team formation and what roles are helpful for that stage
- Develop capacity in necessary and missing roles
- Flexibility of roles played by members will improve performance
- Identify dysfunctional roles
- Where ever possible eliminate this behaviour
- Very important – these behaviours are disruptive and damaging
- Not necessary to have all the roles all the time

Don't behave this way.  
Learn to manage people who do.

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## People skills:

A set of skills enabling a person to get along with others, to communicate ideas effectively, to resolve conflicts, and to achieve personal or business goals.



**“Yes, I think I have good people skills.  
What kind of idiot question is that?”**

## People skills include:

- Communication
  - ☐ Understanding how people communicate
  - ☐ Expressing your thoughts and feelings clearly
  - ☐ Speaking up
  - ☐ Asking for and giving feedback
- Collaboration
- Development and maintenance of productive relationships
- Leadership
- Motivation
- Influencing
  - ☐ Persuasion, articulation
  - ☐ Active listening
  - ☐ Multiple perspectives
  - ☐ Enquiry / advocacy, trust
- Effective decision-making
  - ☐ Goal-focus
  - ☐ Decision-making process
  - ☐ Environmental factors
  - ☐ Develop personal qualities of team-members
  - ☐ Stimulate team creativity
  - ☐ Manage opportunity and risk

## Remember:

**People skills are skills like any other; they can be learned and developed!**





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What impact *do poorly developed people skills* have upon project success?



**Understanding teamwork**

**Team formation**

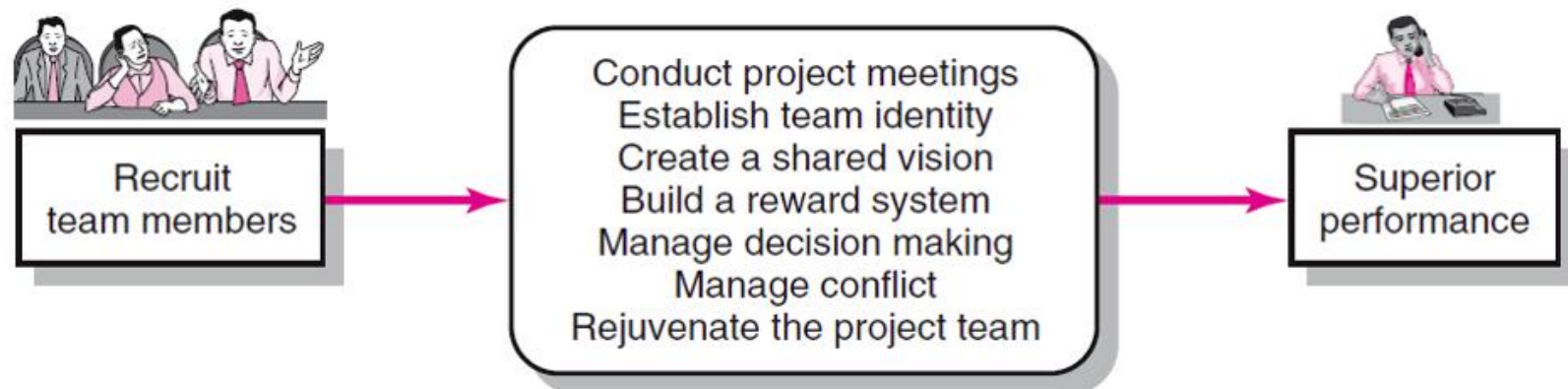
**Developing your people skills**

**Personality and its impact**

**Emotional intelligence and performance**

## Personality & Understanding its Impact

- **Team work** often **brings out** both the **best** and the **worst** of team members
- **Knowing your own preferences** helps you learn to work effectively with others helps you understand your own strengths and weaknesses
- **Knowing team member personalities and preferences** lets the team leverage personality differences and mitigate and manage inhibitor personalities, so as to achieve their common goal.
- **High performing teams demonstrate high levels of “Emotional Intelligence”** (Peter Salovey and Jack Mayer (1990); Daniel Goleman, (1990))
- **“Emotional Intelligence” (EQ)** is the **ability to use emotions effectively**
- Daniel Goleman, Working with Emotional Intelligence, estimates that **IQ accounts for only 4% to 25% of how well people perform at work** and that the **other 75% to 96%** left unexplained can be, largely, attributed to **emotional intelligence**.



**Understanding teamwork**

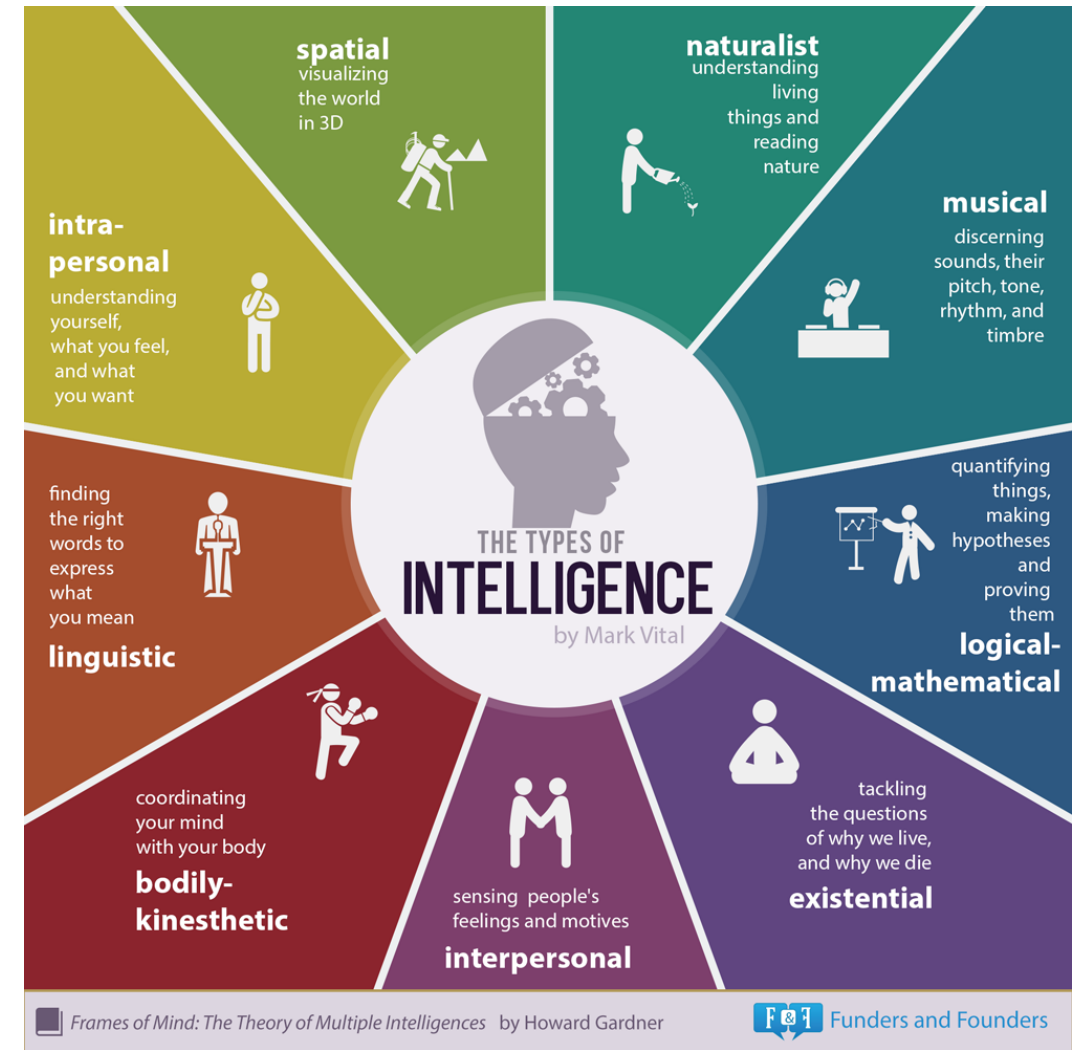
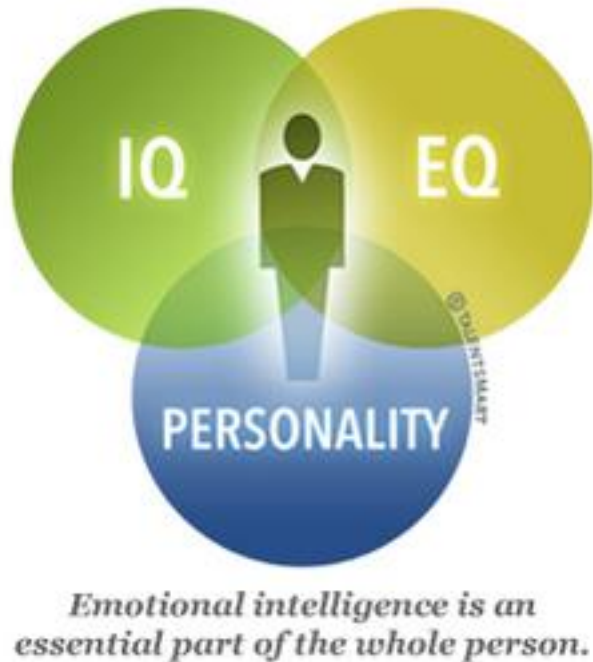
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## Emotional Intelligence, IQ and Personality are different



...and everyone has different levels of different types of intelligence

## Emotional Intelligence is linked to performance



*Emotional intelligence is the foundation for critical skills.*

### Emotional Intelligence can be developed

Communication between our emotional and rational “brains” is the physical source of emotional intelligence.

We have an emotional reaction to events before our rational mind is able to engage.

Emotional intelligence requires effective communication between the rational and emotional centers of the brain.

## Characteristics of high performing teams

- Share a sense of **common purpose**
- Make effective use of **individual talents and expertise**
- Have **balanced and shared roles**
- Maintain a **problem solving focus**
- Accept differences** of opinion and expression
- Encourage risk taking** and **creativity**
- Sets high** personal performance **standards**
- Identify with the team**

## Conditions Favouring Development of High Performance Project Teams

- Ten or fewer team members
- Voluntary team membership
- Continuous service on the team
- Full-time assignment to the team
- An organization culture of cooperation and trust
- Members report only to the project manager
- All relevant functional areas are represented on the team
- The project has a compelling objective
- Members are in speaking distance of each other

**Synergy** - a combined effect greater than the sum of their separate effects

**$1 + 1 + 1 = 10$  (positive synergy)**

**$1 + 1 + 1 = 2$  (negative synergy)**



High performance teams cohere via...

Effective Use  
of Meetings

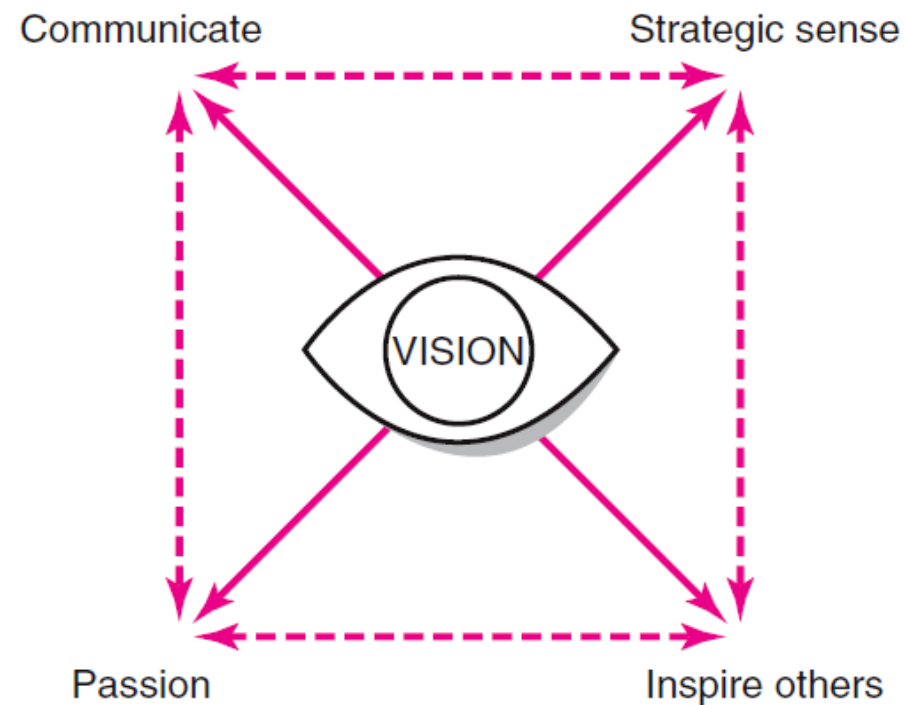
Co-location of  
team members

Creation of project  
team name

Team rituals



...and they use multiple  
skills to work towards  
achieving their vision





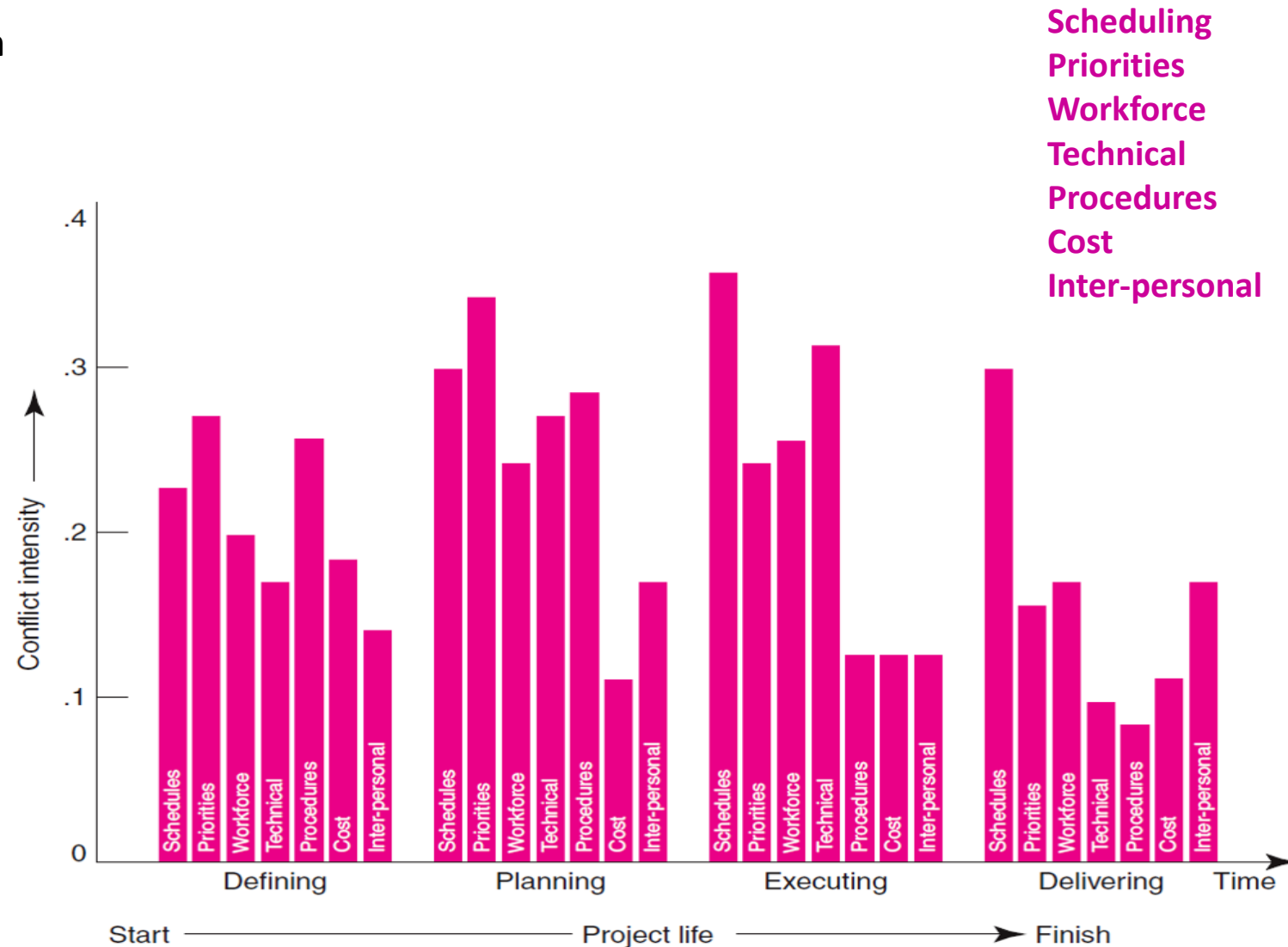
## How to Manage different types of conflict within the Project Team

### Encourage Functional Conflict

Encourage dissent by asking tough questions.  
Bring in people with different points of view.  
Designate someone to be a devil's advocate.  
Ask team to consider unthinkable alternative

### Manage Dysfunctional Conflict

Mediate the conflict.  
Arbitrate the conflict.  
Control the conflict.  
Accept the conflict.  
Eliminate the conflict.



## Rejuvenating the Project Team

- Informal Techniques
  - Institute new rituals.
  - Take an off-site break as a team from the project.
  - View an inspiration message or movie.
  - Have the project sponsor give a pep talk.
- Formal Techniques
  - Hold a team building session facilitated by an outsider to clarify ownership issues affecting performance.
  - Engage in an outside activity that provides an intense common experience to promote social development of the team



"We are communicating better, but we are still not out of the woods."