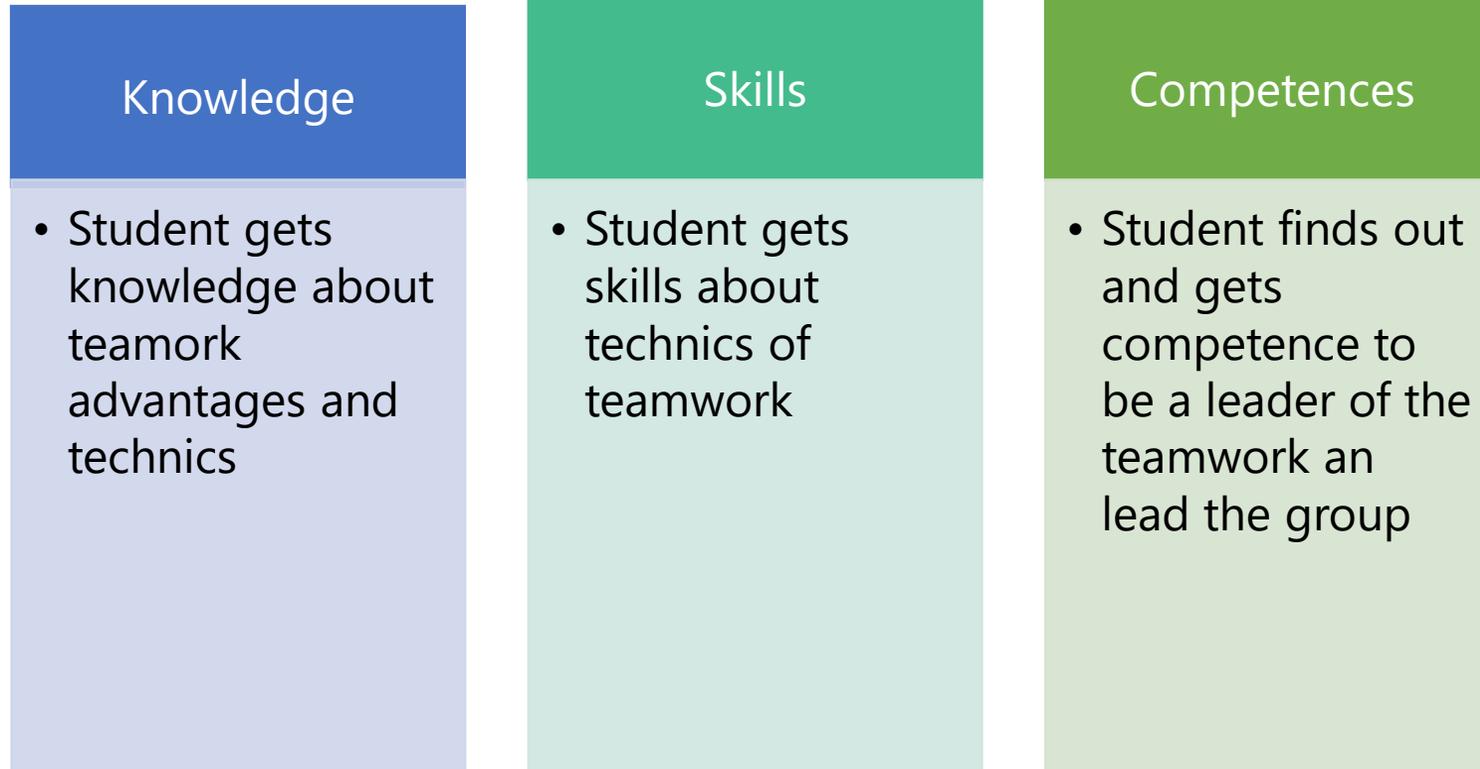

Learning module 12

Teamwork



EQF definition



Introduction

“None of us is as smart as all of us.” (Ken Blanchard)

Organisations are more likely to perform better when staff work effectively as a team. With good teamwork, it creates better synergy and performance. The combined effect of the team is greater than the sum of individual efforts.

Good teamwork is based on:

- People working towards a common goal;
- Skills and roles working together to achieve such a goal, with benefits to individuals, too.



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What Is Teamwork?

What is teamwork and why is it important?

Is teamwork really just co-operation between a group of people working on a task?

When you look at what makes a good team, teamwork is more than a group of people working well together towards a common goal, creating a positive working atmosphere, and supporting each other.

The dictionary definition of teamwork is:

“The combined action of a group, especially when effective and efficient”



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Efficient Teamwork (1)

When is teamwork efficient?

Teamwork is efficient when:

- Individuals use and develop their strengths;
- People build strong working relationships and work together well;
- The combination of the individual's strengths and teamwork increases performance and results.



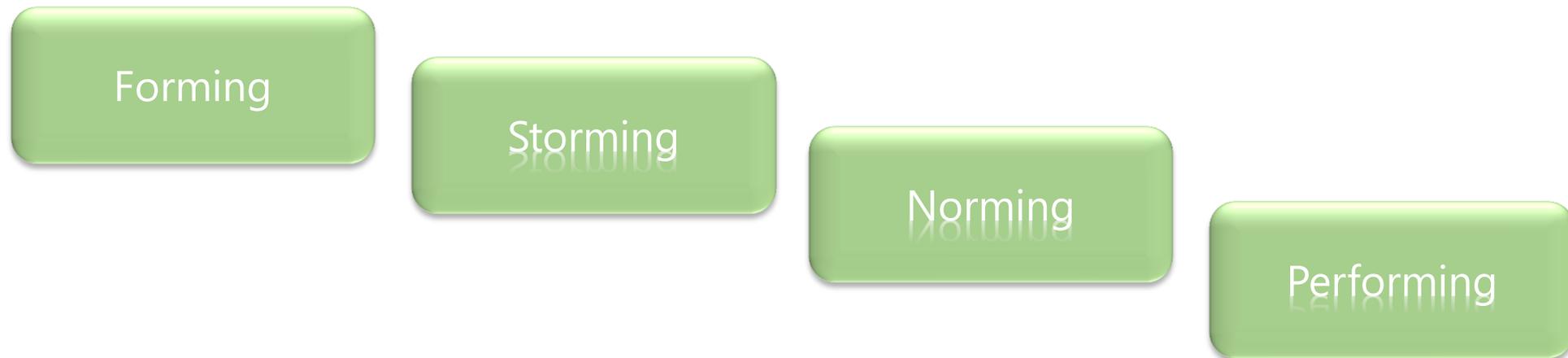
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Efficient Teamwork (2)

For effective teamwork managers need to align the strengths of individuals and focus on meaningful results.

The most famous teamwork theory is *Bruce Tuckman's "team stages model"*.

The theory is based on the fact teams do not start off fully-formed but they grow into a team and go through defined stages, from groups of individuals, to cohesive, task-focused teams.



Forming (2)

Forming

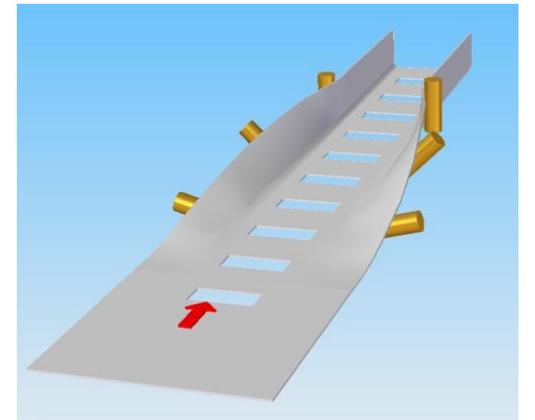
Team building techniques results

Set out the results the team is expected to achieve.

Evidence suggests that teams with clear and meaningful goals form a lot more quickly than those without goals.

Therefore:

- *Set a vision and purpose of the team;*
- *Set a clear sense of identity and purpose;*
- *Set meaningful results the team is expected to achieve;*
- *Look at what meaningful results the team want to achieve;*
- *Establish team tasks for the team;*
- *Identify who should do the tasks.*



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Forming (3)

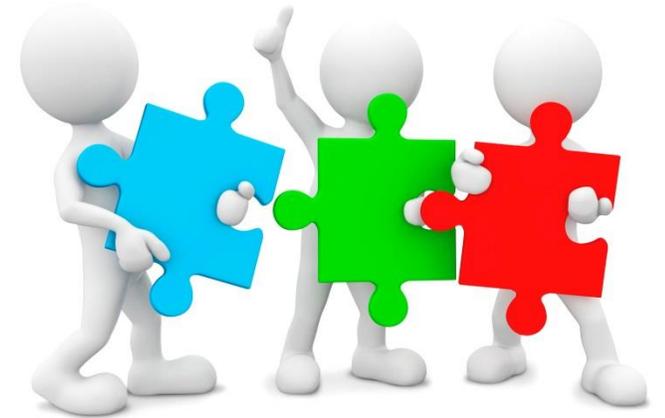
Forming

Team building techniques strengths

Find out the individual strengths of team members:

- *Select team members based on clear strengths;*
- *Determine what skills and strengths are needed;*
- *Look at how an individual's strengths can contribute to the results;*
- *Explore what the team need to be good at.*

Focus on what individual development may be important at this stage.



sample

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Forming (4)

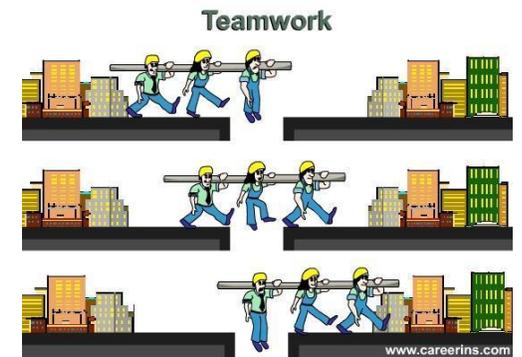
Forming

Team building techniques teamwork

Focus on the develop of relationships in the team. This will come with time taking into account peoples' strengths; then, you can see where people can complement each other.

Team building techniques alignment

Then, focus on bringing individuals together, and aligning behind a clear sense of why the team exists. Clarify the results, whilst ensuring individual strengths are brought together and relationships develop, so people complement each other.



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Storming

Storming

Storming is when people begin to see themselves as part of a team. However, at this stage, they may challenge each other, the team leader, what the team is doing, and how things should be done. As the stage title suggests, conflict, confrontation and differences can surface here. This may result in some loss of performance or focus.

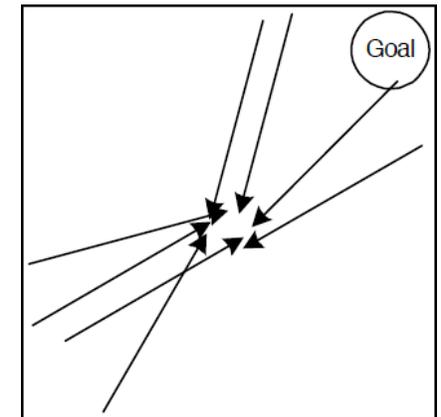


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Norming

Norming

Norming is when people start to come together, developing processes, establishing ground rules, clarifying who does what, and how things will be done. This is often referred to “togetherness”.



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Performing

Performing

Performing is when the focus is both on the task, and the team to provide synergy. So, people are working effectively together.

Team building is important at this stage to look at:

- Individuals getting better at what they are good at;
- Individuals develop in a team environment;
- Complementary strengths come together;
- Strengths are appreciated;
- Recognition and reward is given;
- A challenge but balanced with giving support.



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Team Stages Model

The Bruce Tuckman's "team stages model" may be seen to be too simple and make team building appear too linear and sequential. Sometimes, teams may "loop" around in their development. For example, a team may go between norming and storming until they either begin to function, or are disbanded!



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Importance of Teamwork

Why is teamwork important?

It is one thing to create a team, but another to create teamwork. Teamwork:

- *Motivates unity in the workplace and fosters friendships and loyalty;*
- *Provides improved efficiency and productivity and allows for workload to be shared;*
- *Provides differing perspectives and feedback through different thoughts, perspectives, opportunities, and problem-solving approaches;*
- *Provides great learning opportunities by learning from others, insight from differing perspectives, and learning new concepts;*
- *Provides workplace synergy by providing mutual support.*



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Teamwork Skills

What are teamwork skills?

What makes a good team? The dictionary definition of team is “A group of people who come together to achieve a common goal.”

If we think about the roles of people in a team and look at Belbin’s Team Roles, we can start to see to the skills required for good teamwork



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Team Roles (1)

Team roles can be divided into 2 groups: Tasks and Processes.

Tasks focus on 'what' and getting it done. These are the: **Shaper, Implementer, Finisher, Evaluator, Plant and Specialist.**

Processes focus on 'how', and the people involved.

These are the: **Co-ordinator, Investigator, and Team Worker.**

Team Managers examine the teams skills & what skills are available, then see who can fill the gaps.

People tend to be either task- or process-focused, not a mixture.



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Team Roles (2)

Shaper

Person who gets things done, has a clear idea of the desired direction

Implementer

Person who gets things done, by turning talk into action and practical activity

Finisher

Person who focuses on completing tasks

Evaluator

Person who is good at critically assessing ideas and proposals, and at making decisions

Plant

Person who generates ideas and creative solutions, not all of them practical

Specialist

Person who brings expert knowledge to the group

Team Worker

Person who helps the team to work effectively by supporting personal relationships

Investigator

Person who gathers external resources and information to help

Co-ordinator

Person who manages the group dynamics, often in a leadership role

Task Skills

What are the task skills?

1) Organising and Planning Skills. Being organised is essential, you need to know what needs doing and when. Good time management skills.

2) Decision Making. Making decisions is crucial to get things done but it is important to gather information to make the right decision but sometimes any decision is better than none. This requires group work and some compromises, and a willingness to accept other people's decisions.

3) Problem-Solving. Task focused people are good at problem-solving. Plants look for creative ideas to solve the problem, and Implementers will turn ideas into practical action.

Process Skills (1)

What are the process skills?

1) Communication Skills. Good Co-ordinators, Team-Workers and Investigators are good at verbal communication, active listening, and questioning.

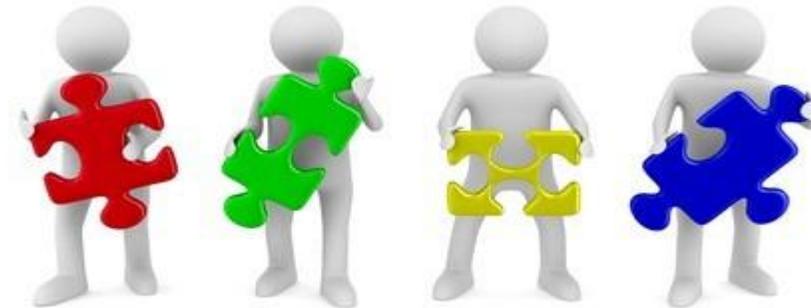
2) Ability to Build Rapport. Develop a sense of harmony, build rapport with others.

3) Persuasion and Influencing Skills. The skill to persuade and influence others, so the group can move forward.

4) Facilitation Skills. Managing is about facilitating, important in team-work.

Process Skills (2)

- 5) Feedback Skills.** Giving and receiving feedback well is essential. It helps to prevent conflict.
- 6) Chair meetings skills.** All teams have meetings, so someone will need good skills in chairing such meetings. This is often a skilled co-ordinator.
- 7) Conflict resolution skills.** Most teams there will be differing opinions and backgrounds, this might lead to conflict, managing these conflicts or even resolving them is important.



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5 Basic Skill Sets

All of the task and process skills rely on 5 basic skill sets:

Listening

Communication

Reliability

Conflict
Management

Respectfulness



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Communication

Communication

A good team member needs to clearly communicate his/her ideas. Communication can be verbal and nonverbal.

- **Verbal communication** (clarity, calmness, politeness and focus of speech)
- **Nonverbal communication** (facial expressions, tone and pitch of the voice, gestures, body language and the physical distance between each other)

Techniques for Communication are:

- Silent treatment, allow the others to talk. Ask questions.
- Listen and provide feedback. Observe and provide feedback. Show empathy and enthusiasm. Be careful with language choice. Sense of humour and smile. Be honest.
- Treat equally.



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Listening

Listening

Part of communication is listening. People must be able to listen to other people's ideas and concerns to be an effective team member.

An **active listener** will ask questions, demonstrate concern, and use nonverbal cues.

Techniques for active listening are:

- Building trust and establishing rapport. Show concern and paraphrasing.
- Nonverbal such as nodding, eye contact and leaning forward.
- Phrases like "I see", "I know", "Sure", "OK" or "I understand".
- Open-ended questions. Question clarification.
- Waiting to disclose your opinion.
- Disclosing similar experiences.



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Reliability

Reliability

For others to trust someone, they need to be a reliable team member. So, deadlines are met and tasks assigned are completed. This will gain colleagues' trust.

Techniques for reliability are:

- Manage commitments and think about the commitment.
- Focus on time scales.
- Know when to say no.
- Proactively communicate to avoid surprises.
- Respect time, yours and others' and be self-aware. Start and finish.
- Be truthful.



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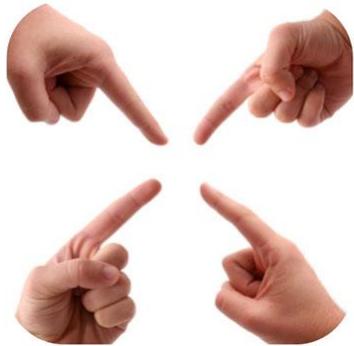
Conflict Management

Conflict Management

Being able to mediate problems between team members is an important skill. Negotiate to settle disputes and make sure everyone is happy with the team's choices.

Techniques for conflict management are:

- Assertiveness.
- Active listening and show empathy.
- Management or facilitation of the group.
- Mediate a mutually agreeable solution.
- Think creatively to come up a solution.
- Document the conflict so you take accountability.



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Respectfulness



People are more open to communicating if they see respect for each other.

Techniques for respectfulness are:

- Using a person's name.
- Making eye contact.
- Actively listening, to make a person feel appreciated.
- Encouraging.
- Congratulating and thanking them for tasks they have done.
- Being sensitive to thoughts and feelings of others.
- Being helpful.



RESPECT

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Conclusion

Teamwork skills are not just one skill but a set of other skills that encourage a team to work more effectively to achieve an end goal.

**“If you want to go fast, go alone;
if you want to go far,
GO TOGETHER.”
(African Proverb)**

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