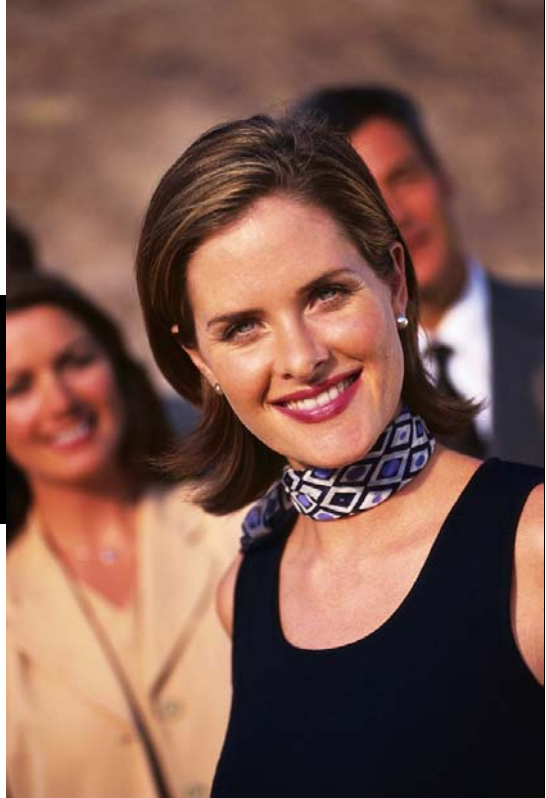


Introduction to Working in Teams



Government of South Australia
Office for Volunteers

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TIME: Start on time – the Workbook covers the activities in this module

Introduce yourself (your name should already be on the Board) – very brief!! Set the example!!

Welcome INCLUDING brief Traditional welcome.

Housekeeping Toilets, Coffee, Break time - 15 mins at half time.

Note taking - Handouts will include all reference such as website/texts etc.

Time Management “for the benefit of the whole group”

Introductions and Ice Breaker:

Say who you are, your organisation, what you want from today

Trainer Boards these for later reference

Workshop Objectives

- To identify the characteristics of effective and ineffective teams
- To examine the motivations and roles of team members
- To understand stages of team development
- To consider expectations placed on work teams and obstacles to effectiveness
- To identify and practise the skills that enable members of a team to work together successfully

Opening Activity1: “Joining a Team”- preconceived ideas and fears.

See Workbook notes- do this before moving in to the body of the workshop.



Why TEAM work?

Together Everyone Achieves More

Never doubt that a small group of thoughtful, committed people can change the world: indeed it is the only thing that ever has.

Margaret Mead

Innovation is simply group intelligence having fun

Tom Peters

Discuss in small groups and devise own ideas.

Discuss any differences of opinion-do you think anything is missing?

Add any extras agreed upon.

What is teamwork?

How would you define it?

What do we think of as the qualities of a good team?

With a partner, make a list of what makes a winning team:

Team list:

What Makes a Winning Team?

See workbook -Think of a team...Decide on the six key ingredients for a good team - Handout/ Activity2 Best Team

Followed by – Discuss what work teams the participants belong to? and The issues that may arise in a work team?

What makes an effective team?

Basic Elements of Effectiveness:

- Good Communication & Social Skills
- Positive Interdependence: We instead of me
- Individual Accountability/Personal Responsibility
- Group Processing
- Shared goals
- Processes for conflict resolution

Discussion

Motivation Matters

- Think about your own work teams - why are people there?
- Do paid and volunteer staff have different reasons for being there?
- Is there potential for conflict because of this?
- How can this be dealt with?

Activity: Re Motivation “What do people want from their jobs”.

Handout questionnaire separately first.

See Activity notes for workbook

Stages of Team Development

- Forming
- Storming
- Norming
- Performing

How long a stage lasts depends on how long the group is together and the nature of the task.
Teams are dynamic, not a fixed entity.

Briefly ask people if they can recall any of these stages from their past - then move into a more detailed look at each stage.

Stage 1 - Forming a Team

People feel uncomfortable when they first join a team or group.

How is this shown and what can we do about it?

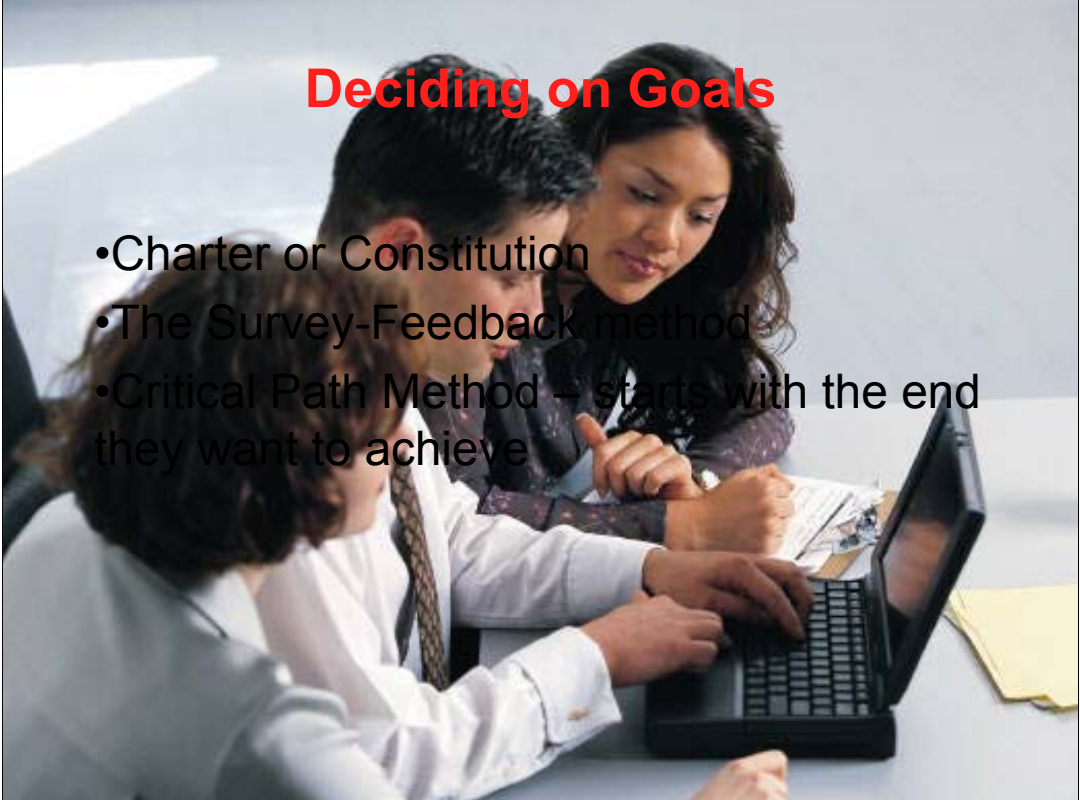
How can we move on from this and help people unite and work together?

Discussion - Participants to identify the early stages/discomfort of team formation. This is reflected in the initial uncomfortable silence just like the first activity. Members are unsure what is expected of them and maybe unclear about the task. Make sure you have introduced yourselves and that everyone understands what the group's task is.

Getting acquainted exercises - Handout

Deciding on Goals

- Charter or Constitution
- The Survey-Feedback method
- Critical Path Method – starts with the end they want to achieve



Stage 2 - Storming

This stage needs to be acknowledged and dealt with as part of normal team behaviour:

- ❖ Be aware that conflict may emerge between sub groups or over leadership.
- ❖ There may be tension in the team because of some disagreement/dislike between members.
- ❖ Members may be reluctant to continue and so fail to reappear after a break (fight or flight)

Why does conflict occur? Is it inevitable? Can it be useful?

Stage 3 - Norming

- ✓ A sense of team identity develops along with trust.
- ✓ Team members begin to share ideas and objectives.
- ✓ They agree on what is to be achieved and commitment develops.



What does it mean to the participants?

4 - Performing

- ✓ Energy is now directed towards the task.
- ✓ It needs to be channelled and coordinated well
- ✓ Vigilance re team processes is important
- ✓ Give credit where it is due
- ✓ Remember the introduction of any new members returns the team to the “forming” stage
- ✓ Some teams have a use-by date

This is important for getting the work done.

Building a Team

How to help your team:

- get acquainted and feel comfortable with their fellow members
- develop ground rules and norms for the team
- communicate and work cooperatively
- facilitate the sharing of information and expectations between members
- begin trusting each other
- Other??

Handout/ Activity to start off on the "right foot". Team-building exercises that will help
- some simple examples and complex examples eg Photo boards, coffee mornings

We can't always assume that people will work cooperatively from their very first meeting so it is a good idea to use a number of team-building exercises.

Roles of Team Members

- Clarity at the start helps to reduce friction-roles/shared goals/conflict resolution...
- Allows people to get credit for their achievements
- Clear responsibility and timelines for tasks avoids undue last minute pressure
- Roles need to be shared where possible to avoid boredom and assist in retention



Establishing roles is part of team building

Factors critical for Strong Teams

- Team Goals
- Team Structure
- Roles within teams
- Timelines for teamwork

Other factors-participants can identify more if they think there are some missing.

Basic team skills

The following features are fundamental to good teamwork:

- ✓ **trust:** making sure you meet all commitments and maintain confidentiality when required
- ✓ **coaching:** using your skills, knowledge and experience to assist others or ask for help
- ✓ **sharing information:** to assist others do their job
- ✓ **flexibility:** show a willingness to cooperate and help others when possible
- ✓ **good manners:** doing small, simple things, eg. thanking colleagues for their help

When individuals and teams work together, they accomplish more. TEAM –Together Everyone Achieves More

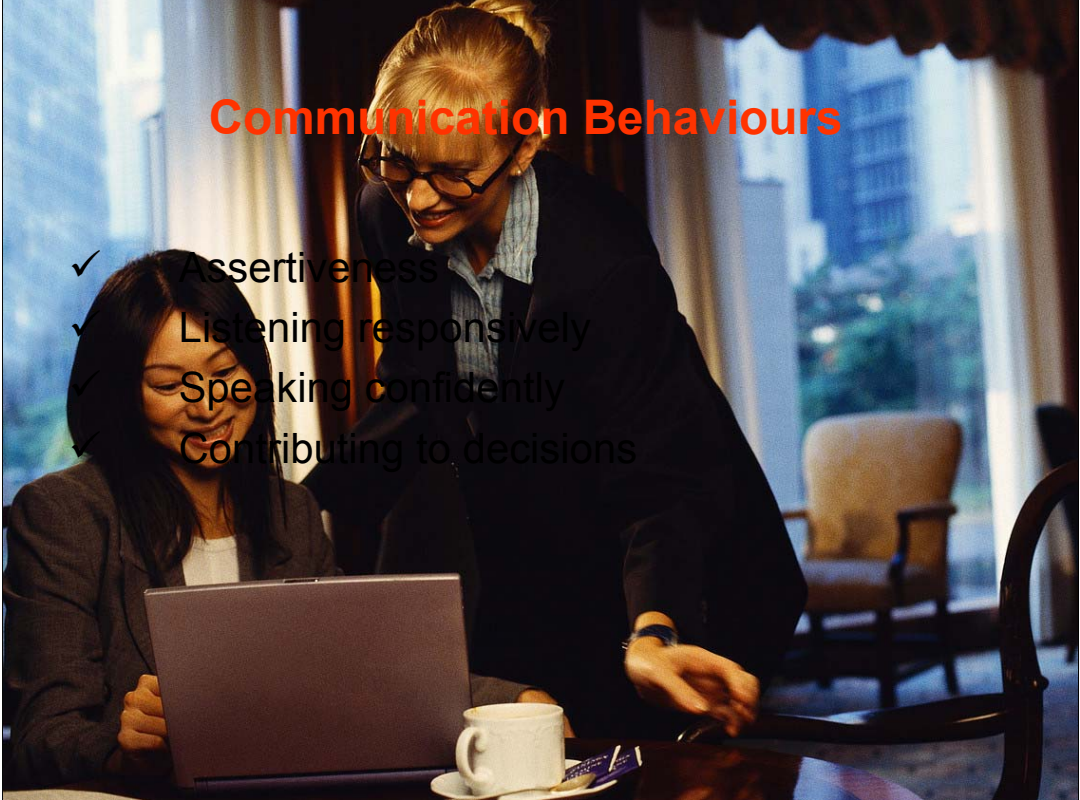
Team Communication

Teams need to master 3 types of communications:

- ✓ The team members need to communicate well with *each other*. They rely on each other's work they are each other's *internal customers*
- ✓ The team needs to communicate well with other teams at work. These are also *internal customers*
- ✓ The team has to communicate directly with their *external customers*.

Communication Behaviours

- ✓ Assertiveness
- ✓ Listening responsively
- ✓ Speaking confidently
- ✓ Contributing to decisions



Communication Choices

- **Aggressive** is characterised by anger, blame and insensitivity to others.
- **Dominating** is bossy and puts people's backs up.
- **Passive** lets others trample all over you.
- **Restrained** may be inoffensive but does not fully take part in a team.

- **Assertive is the one in the middle, the one to aim for in communicating with people in your team.**

Ask participants to think of someone they know who fits into each one of these categories and describe their behaviour handout/ Activity 4 What effect does each of these behaviours have on a team?

Assertiveness

- ✓ Communicates clearly and honestly
- ✓ Expects that s/he has as much right as anyone else in the team to be heard
- ✓ Can say 'no'
- ✓ Respects and listens to others
- ✓ Admits to errors without feeling s/he has lost face
- ✓ Knows s/he deserves respect
- ✓ Gives the same rights to others as s/he claims for her/himself

Where are you? - How do you think that people would describe you? Passive? Aggressive? Assertive? Twitchy?

Listening responsively

Listening is part of assertive behaviour:

- **Aggressive:** always talks.
- **Assertive:** listens and talks appropriately.
- **Passive:** always listens.

How can you use questions to check that you have understood?

Ask participants to identify good “listening” behaviours. When listening in a work team give the speaker your best attention - how can you show this?

What kind of questions can be used for checking? Have a practice. Handout?

Speaking Confidently

- ✓ Team members contribute with honesty and integrity even though they disagree.
- ✓ Be assertive - but consider what you say may be crucial **or** may be wrong.
- ✓ 'Play the ball but not the person' - disagree with an idea not the person who thought of it.
- ✓ Acknowledge other people's ideas and contributions and build on them.
- ✓ Speak with enthusiasm not emotion.

Stakeholder expectations

What does an organisation want from the people it puts together in a team?

What do fellow workers want?

What do the customers want?

What could prevent this from being achieved?

Commitment, cooperation, leadership, achievement of goals-outcomes for the organisation...

Obstacles to Effective Teams

What gets in the way of effectiveness?

- Lack of time
- Lack of skills
- Lack of training
- Not enough clarity about roles
- No shared goals
- Poor processes
- Lack of adequate or effective higher level management

Ask participants to brainstorm and list on whiteboard Activity: Team Building

Conflict Resolution

- Because of an inability to resolve conflict the team may splinter and sub-groups may form.
- Anticipate conflict, know why it arises and have personal and team strategies to deal with it.
- Importance of protocols to manage conflict and other problems

"Don't blame the people. Blame the system"

See Activity 6 Avoiding and Managing Conflict

If the group is to work together properly, some form of conflict resolution needs to occur.
Effective management Protocols to manage conflict and other problems

Consistent, innovative and resourceful management style (or whatever people are looking for)

Activity "Avoiding and Managing Conflict"

Team Leadership

Identify one or more you think is a good leader – what is it about their leadership that you admire?

What is good leadership?

Do team leaders have to be great Persons?

Comparison of an effective leader vs an ineffective leader



List the qualities that make a good leader – most people tend to define them in terms of what they don't do!!

Make own list then share with 2 others – agree on 6 or so qualities that are important for a good leader.

Teams

Team Maintenance

- Coming together is a beginning
- Working together is progress
- Staying together is a triumph

How can we all support, nurture or reinforce effective teams?

Identify “maintenance” actions.

Change is the constant – what are the strategies that can help teams to not fall apart?

What other factors support/nurture/reinforce effective teams as well as looking at the 'dynamic etc of effective teams' topic in isolation. Effective management / Protocols / Consistent, innovative and resourceful management style

Could finish with A “Letter to myself” before completing the valuation if there is time...

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Were people's expectations met?

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