

Effective team 2019

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Training 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

Why team?



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

Groups

Group: A collection of two or more interacting individuals with a stable pattern of relationships among them, who share common goals and who perceive themselves as being a group.

Essentials of a group

1. Social interaction
2. Stable structure
3. Common interests
4. Perceive themselves as part of group

TEAM

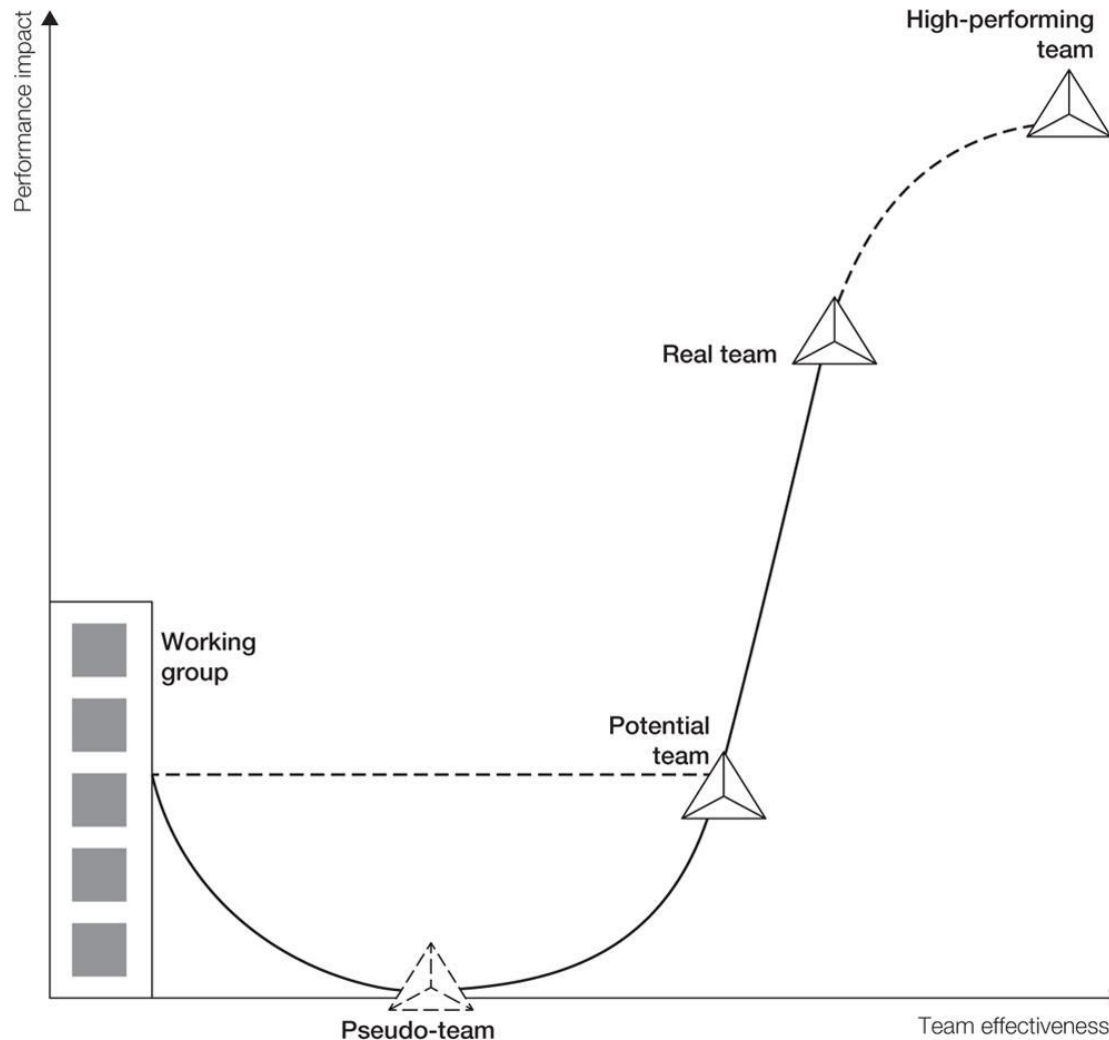
Team: A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

This definition highlights the essentials of a team or in other words the team basics. Here the focus or emphasis is on three characteristics – small number, complementary skills and commitment. These are what basically differentiates a team from a group and makes a team something much more productive and result oriented than a group.

- **Small number** – five to ten people
- **Complementary skills** – appropriate balance or mix of skills and traits
- **Commitment to a common purpose and performance goals** – specific performance goals are an integral part of the purpose.
- **Commitment to a common approach** – team members must agree on who will do a particular job & develop a common approach.
- **Mutual accountability** – at its core, team accountability is about the sincere promises we make to others & ourselves – commitment & trust.

Becoming a team

The Wisdom of Teams by Douglas K. Smith, Jon R. Katzenbach



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.

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?

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)

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.

4 - Performing

- ✓ Energy is now directed towards the task.
- ✓ It needs to be channelled and coordinated well
- ✓ Watchfulness of 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 used-by date

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???

The basics of teamwork:

1. Shared goal
2. Equity Norm State
3. Positive attitudes
4. Reaching consensus
5. Open communication
6. Active listening
7. Distribution of responsibilities and coordination of team roles
8. Collective decision-making
9. Constructive confrontation and feedback
10. Different types of meeting

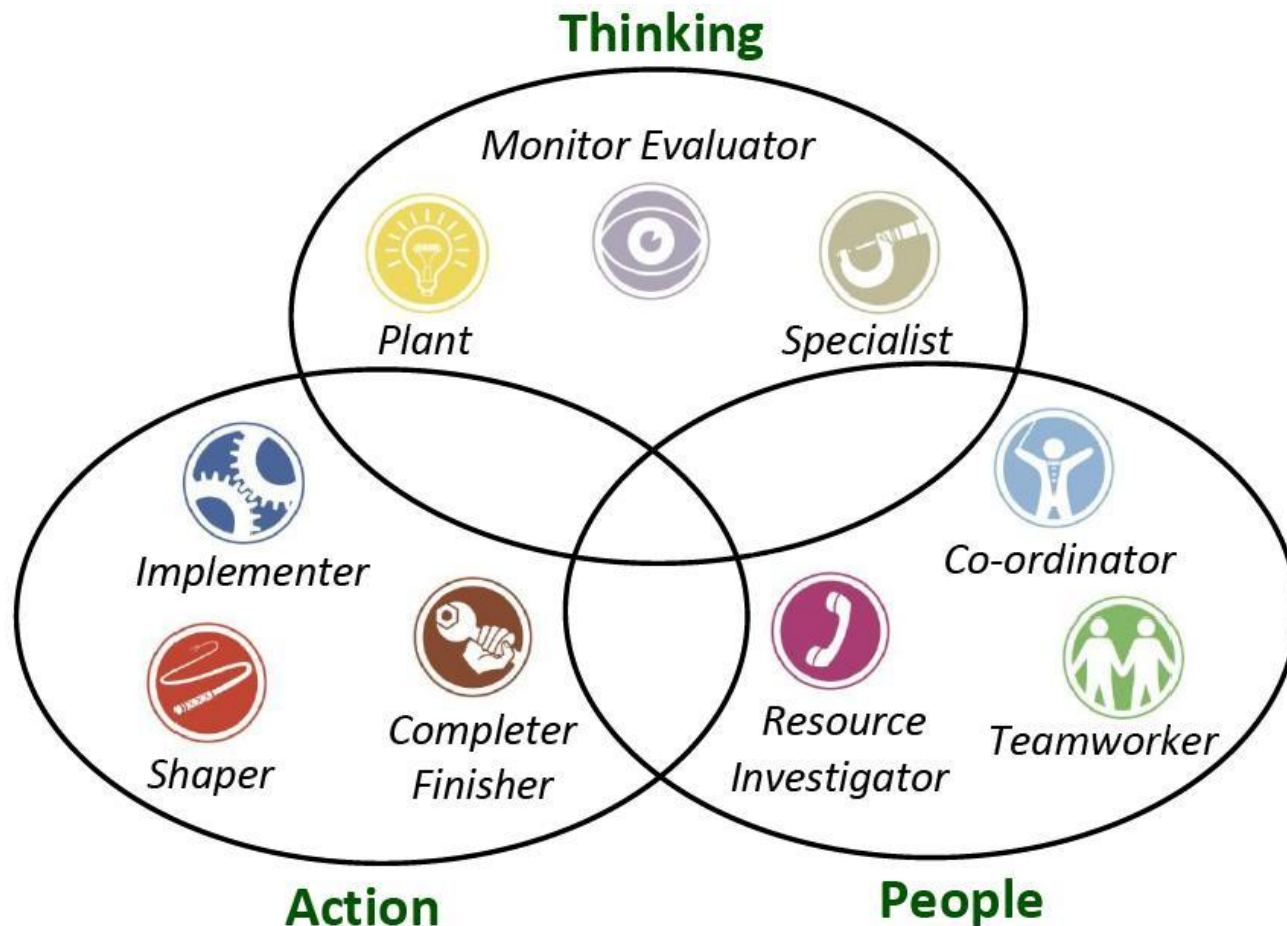
Equity Norm State

- A Norm State is the informal influence structure which a group establishes among its members.
- When all feel equal opportunity to influence the group, it is an Equity Norm State

BEHAVIOURS INDICATING EQUITY NORM STATE:

- All members may speak at any time to contribute to the group's task or process.
- All members are constantly attentive to all other members.
- No member's special role (e.g. Facilitator) blocks any other member's participation.
- From an overhead view, the heads of the group members form a nearly perfect circle.
- All members of the group frequently scan each other's faces.

The Nine Belbin Team Roles



Basic Team Skills

The following features are fundamental to good teamwork:

- ✓ **trust:** making sure you meet all commitments and maintain confidentiality when required
https://www.ted.com/talks/onora_o_neill_what_we_don_t_understand_about_trust#t-43818
- ✓ **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

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 Choices

- **Aggressive** is characterized 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.
- ??????

and

- **Assertive!!!**

Test your assertiveness

1. Can you express negative feelings about other people and their behaviors without using rude and abusive language?
2. Are you able to exercise and express your strengths?
3. Can you easily recognize and compliment other people's achievements?
4. Do you have the confidence to ask for what is rightfully yours?

5. Can you accept criticism without being defensive?
6. Do you feel comfortable accepting compliments?
7. Are you able to stand up for your rights?
8. Are you able to refuse unreasonable requests from friends, family, or coworkers?

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

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?

Assertive rights

- You have the right to be assertive
- You have the right to request that others change their behavior if they are infringing on your rights
- You have the right to use your own time to answer questions
- You have the right to express your needs even if they are illogical.

Be aware that there are responsibilities attached to all these rights.

Communication Behaviours

Assertiveness

- ✓ Listening Responsively
- ✓ Speaking Confidently
- ✓ Contributing to Decisions

ASPECTS OF CONFLICT

DESTRUCTIVE

- Diverts energy from more important activities and issue.
- Destroys the morale of people or reinforces poor self- concepts.
- Polarizes differences in values.
- Deepens differences in values.
- Produces irresponsible and regrettable behavior such as name calling and fighting.

CONSTRUCTIVE

- Opens up issues of importance resulting in their clarification.
- Results in the solution of the problems.
- Increases the involvement of individuals and internal cohesiveness.
- Causes authentic communication to occur.
- Serves as a release for pent up emotion, anxiety and stress.
- Helps build cohesiveness among people sharing the conflict, celebrating in its settlement, and learning about each other.

THANK YOU!