



Teamwork in the Workplace



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Objectives

Group vs. Team Comparison

Stages of Team Growth

**Characteristics of Effective
Teams**

Teamwork in Interviewing

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Team Definition

□ A team comprises a group of people linked in a common purpose.

□ Teams are especially appropriate:

– For highly complicated tasks

– For tasks that build off of one another

□ “None of us is as smart as all of us.”

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Group vs. Team

❑ A group in itself does not constitute a team!

❑ Teams normally have members with complementary skills.

❑ They meet their goals through:

– Focusing on their strengths and weaknesses

– Improvement by using others' skill-sets

Interdependent Teams

❑ Interdependent – everyone needs to work together to accomplish anything significant

❑ Team members specialize in different tasks

❑ Success of individual = success of team

❑ Examples: NBA, Corporation with several stores, musical groups

What is teamwork?

- *The ability to cooperate and communicate effectively with others to achieve a common goal.*



Independent Teams

- ❑ Independent - every person performs basically the same actions
- ❑ Whether one person wins or loses has no direct effect on the performance of the next person
- ❑ Example: Golf, Tennis
- ❑ Tiger Woods, Michael Phelps, Class project where everyone turns in separately

Everyday Teamwork Examples

- Service/Hospitality Industries
- Firefighters/Police Officers/FBI
- Medical Field
- Manufacturing
- Teachers
- Marriage/Relationships

Groups

Members work independently and often are not working towards same goal.

Members focus mostly on themselves because they are not involved in the planning of their group's objectives and goals

Members are given tasks or told what their duty is and suggestions are rarely welcomed.

Members are very cautious about what they say and are afraid to ask questions.

Teams

Members work interdependently and work towards both personal and team goals

Members feel a sense of ownership towards their role in the group because they helped to create their goals.

Members collaborate together and use their talent and experience to meet goals.

Members base their success on trust and encourage all members to express their opinions, varying views, and questions

Group vs Team

Group

Members do not trust each other's motives because they do not fully understand the role each member plays in their group.

Members may have a lot to contribute but are held back because of a closed relationship with each member.

Members are bothered by differing opinions or disagreements because they consider it a threat.

Members may or may not participate in group decisionmaking. Conformity is valued more than positive results

Teams

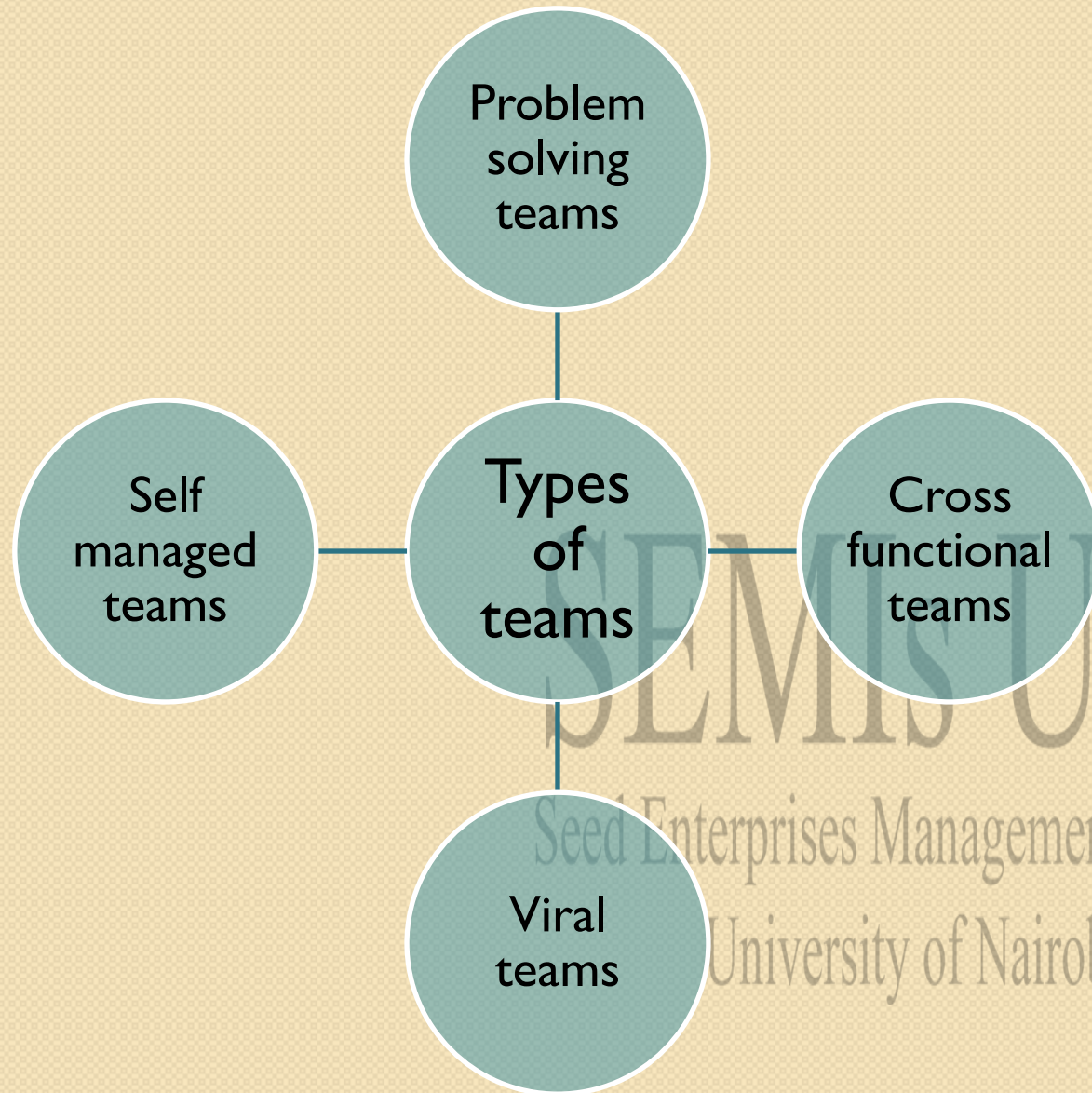
Members make a conscious effort to be honest, respectful, and listen to every person's point of view.

Members are encouraged to offer their skills and knowledge to contribute to success.

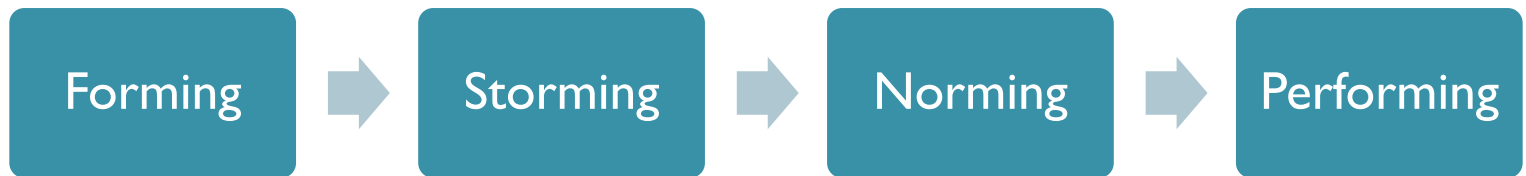
Everybody wants to resolve problems constructively. They see it as human nature to have differing views.

Members participate equally in decision-making, but sometimes the leader must make a final decision.

Types of Teams



Stages of Team Growth



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Stage I: Forming

- Members cautiously explore the boundaries of acceptable group behavior.
- They search for their position within the group and test the leader's guidance.
- It is normal for little team progress to occur during this stage.

Stage 2: Storming

- Storming is probably the most difficult stage for the group.
- Members often become impatient about the lack of progress, but are still inexperienced with working as a team.
- Members may argue about actions to take.
- Much of their energy is focused on each other.

Stage 3: Norming

- During this stage, team members accept the team and begin to reconcile differences.
- Emotional conflict is reduced -relationships become more cooperative.
- The team is able to concentrate more on their work.
- They start to make significant progress.

Stage 4: Performing

- Team members have discovered and accepted each other's strengths and weaknesses, and have learned what their roles are.
- Members are open and trusting.
- Many good ideas are produced because they are not afraid to offer ideas and suggestions.
- Much is accomplished and team satisfaction and loyalty is high.

Performing Stage Accomplishments

- Grade, Production, Efficiency
- Trust, Openness
- New Ideas and Results
- Many teams do not ever get to
this point.

Characteristics of Effective Teams

- ❑ Team must have a clear goal.
 - Avoid fuzzy statements.
- ❑ Team must have a results-driven structure.
 - Must be productive and able to set own goals
- ❑ Team must have competent members.
 - Level of knowledge
- ❑ Team must have unified commitment.
 - Must be directing efforts toward a common goal

Characteristics of Effective Teams (cont.)

- Team must have collaborative climate.
 - Honest, open, consistent and respectful behavior.
- Team must have high standards understood by all.
 - Members must know what is expected of them individually and collectively.
- Team must receive external support and encouragement.
 - Praise works just as well motivating teams as it does individuals.
- Team must have principled leadership.

Interview Questions on Teamwork

Give an example of a project you were a part of. What was your role?

Have you been a member of a team that struggled to reach its goal?

Tell me about a time you were frustrated with a co-worker or supervisor who wasn't holding their weight.

Tell me about a time you had to ask for help.

Are YOU a team player?

Would you rather work alone or with a group?

Do people like working with you?

Are you flexible in adjusting to new situations or new work demands?

Are you willing to help out another team member if they are struggling?

Important Items

When you meet your goal:

What is the next step?

What is your next goal?

What could be improved?

Look toward the future to continue improvement.

There is no “Perfect Group”

Even your leader will make mistakes and you have to accept that.

No one will agree with everyone.

Failure happens.

It only takes one successful idea to turn things around.

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New Ways of Using Teams

- ❑ Distance is less of a barrier because of technology.
- ❑ Different time zones can progress all day long!
- ❑ Virtual teams
- ❑ Teleconferences, web conferences, flying to meetings

You'll be Surprised!

You probably have a lot more in common with everyone in this room than you think.

You could share:

- The same age (or age group)
- Views on raising a family
- Same community
- Some of the same friends/classmates
- Similar experiences
- Similar Goals
- Mothers/Fathers

What Can YOU Bring?

- Get into groups. (3-5 people)
- Talk with each other about each of your strengths/weaknesses
- Choose a job/career/industry where your group would be successful
- We will go over your decisions in 5 minutes.

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Teamwork Quotes

❑ “Coming together is a beginning.

“Keeping together is progress.

“Working together is success.”

❑ “Wearing the same shirts doesn’t make you a team.”

“Talent wins games but teamwork and intelligence wins championships.” M. Jordan

Summary: Teamwork

TEAM
WORK

Taking a positive attitude to and learning from setbacks

Having people who can coordinate and accept responsibility

Being comfortable with disagreement and seeing it useful

Listening to others and giving constructive feedback if needed

Supportive informal group atmosphere, use of humour

Creating enthusiasm and initiative to make things to happen

Using people with different skills eg creative, organizer

Developing tasks to people with the right skills

Making sure everyone clearly understands their roles and goals

Having clear logical objectives

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Cont:



Complete Team Building Exercise

- ❑ Penny for your thoughts
- ❑ Perfect square
- ❑ This is better than that

