



Basics of team work

TEAM

- T ---- Together
- E ---- Everyone
- A ---- Achieves
- M ---- More

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Group ??? Team



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What is a TEAM?

a group of people working
together to achieve
a common goal



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Why work in teams?



Why work in teams?

- We all can learn from each other
- Teams can be more effective than individuals when working on complex projects
- Teamwork helps develop interpersonal skills



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Who is an effective team member?



Characteristics of Effective Team Members

- Cooperate and contribute
- Expect success - have a positive “Can do” attitude
- Good communicators
- Reliable
- Respectful of other team members
- Work to find solutions to problems



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Who is an ineffective team member?



Characteristics of Ineffective Team Members

- Aggressive
- Continuously interrupt others
- Disruptive
- Dominating
- Do not take projects/tasks seriously
- Not dependable
- Withdrawn and/or afraid to contribute



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Team Stages



These stages define how team members will interact:

- Forming – “What’s going on?”
- Norming – “I have to work with them?”
- Storming – “How do we work this out?”
- Performing – “How can we keep this up?”
- Adjourning – “We did it – now what?”



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Forming

- Characterized by:
 - Anxiety
 - Search for Structure
 - Silence
 - Reaction to the Leader



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Forming

- Leader
 - Set goals
 - Help members get to know each other
 - Model Behavior
- Team
 - Ask questions
 - Contribute constructively



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Norming



- Establish Norms
 - Team responsibility
 - Cooperation & Participation
 - Decision Making
 - Confronting Problems
 - Leadership
 - Quality and Excellence



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Norming

- Characterized by:
 - Power struggles
 - Leader-focused discussions
 - Silence
 - Hostility
 - Frequent topic changes
 - Failure to commit to action plans



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Norming



- Leader
 - Develop goals
 - Use consensus
 - Redirect questions
 - Develop positive listening skills
- Team
 - Focus on goals



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Storming

- Characterized by:
 - Increased conflict
 - Increased participation
 - Testing of norms
 - Increased independence from leader



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Storming



- Leader:

- Examine your responses to conflict
- Reinforce positive resolution efforts
- Accept conflict as essential for change

- Team

- Avoid polarization, cliques
- Avoid attacks on the leader
- Support norms or seek acceptable change
- Watch for "Fight or Flight"



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Performing

- Characterized by:
 - Cohesiveness
 - Conflict Management
 - Support for Leader
 - Active Listening
 - Focus on "Here and Now"



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Performing

- Leader:
 - Maintain interpersonal skills
 - Provide feedback
 - Assist in gaining more
- Team:
 - Monitor accomplishments
 - Avoid "Groupthink"
 - Critique process – analyze interactions



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Adjourning



- Prepare team for closure
- Characterized by
 - Denial
 - Break-down of group skills
 - Anger at leader
 - Increased conflict
 - Withdrawal



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Adjourning

- Leader:
 - Acknowledge the situation
 - Encourage expression of feelings
- Team:
 - Focus on completing tasks
 - Prepare for task/goal changes
 - Summary/Ending activity



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Boss versus Leader

Are a boss and leader
always the same?





Skills of Effective Leaders

- Building and sustaining relationships
- Developing and communicating a vision
- Influencing people
- Making decisions
- Overcoming setbacks and adversity
- Understanding people's needs



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Characteristics of a Good Leader

- Challenge people to think
- Communicate clear expectations
- Lead by example
- Make decisions
- Make others feel safe to speak up
- Measure and reward performance
- Properly allocate and deploy talent
- Provide continuous feedback-positive and negative



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Characteristics of a Good Leader

- Are accountable to others
- Are great teachers
- Ask questions and seek counsel
- Create a positive, energetic atmosphere
- Genuinely enjoy responsibility
- Invest in relationships
- Problem solve without procrastinating
- Are professional



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TEAMWORK

- Agree on goals / milestones
- Establish tasks to be completed
- **Communicate** / monitor progress
- Solve problems
- Interpret results
- Agree completion of project



INDIVIDUAL WORK

- Work on tasks
- Work on new / revised tasks
- Research / development
- Networking



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Teamwork



COMMUNICATION

- Communicate well; listen openly

KEEP THE PROJECT ON TRACK

- Work to the plan to keep motivation high
- Update the plan as things change

CONFLICT

- Accept and work with/through conflict
- Develop a *constructive* conflict style



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Conflicts?

- People typically fear and avoid conflict
- Most people believe conflict does not belong in the workplace

However, dynamic organizations use conflict as a CREATIVE FORCE.



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Conflicts?

Conflicts are unavoidable!

However with proper
conflict management
the can contribute
to the overall success of the team



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LEADERS
DON'T
CREATE
FOLLOWERS,
THEY
CREATE
MORE
LEADERS

- TOM PETERS -

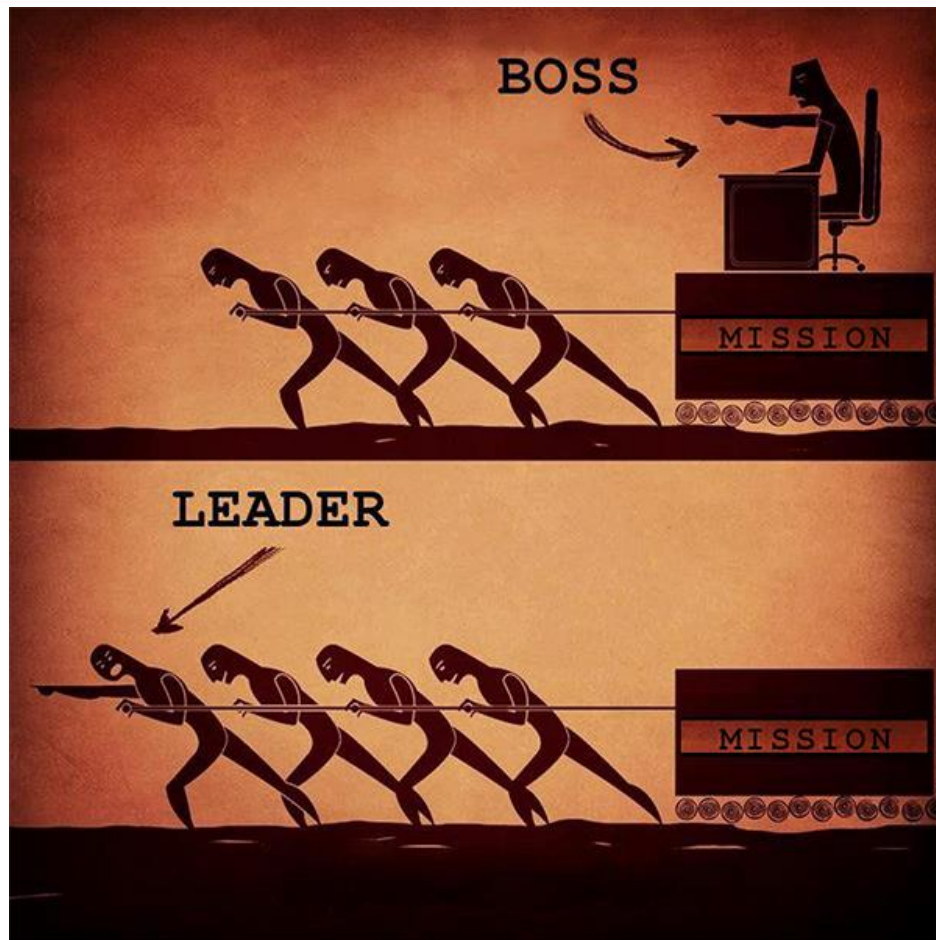
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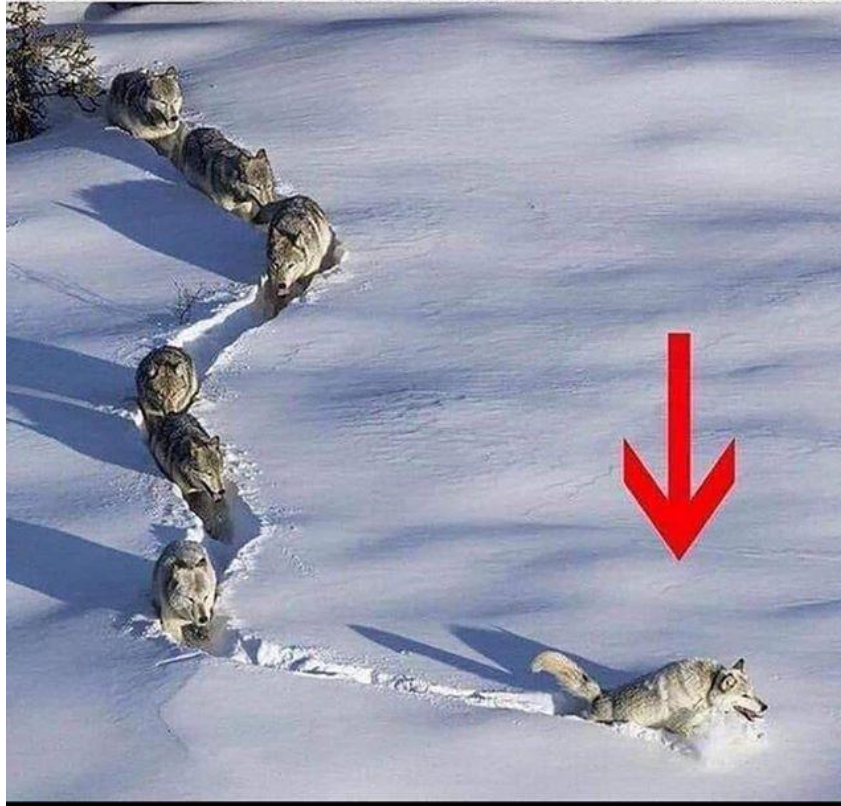


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Followers will never know
how hard the leader tries
to create path.



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**Wish you
very successful and
timely team building!**



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