BASIC TEAMING

• INTRODUCTION
  ▪ Why Should I learn to Team

• TEAMING BASICS
  ▪ Stages of Development
  ▪ Types of Team Players
  ▪ Teamwork Mental Models
  ▪ Teamwork Skills
Problem Solving Style

Quadrant 1: GENERATING
- Conceptualizing
- Optimizing
- Implementing

Quadrant 2: CONCEPTUALIZING
- Conceptualizing
- Optimizing
- Implementing

Quadrant 3: OPTIMIZING
- Conceptualizing
- Optimizing
- Implementing

Quadrant 4: IMPLEMENTING
- Conceptualizing
- Optimizing
- Implementing

Orientation Toward Using Knowledge
- Evaluation
- Ideation

Orientation Toward Acquiring Knowledge
- Evaluation
- Ideation

Thinking
- Problem Solving Style
- Action
- Plan
- Evaluate & Select
- Idea Finding
- Fact Finding
- Problem Definition
- “Sell” idea
- Acceptance

Communication
- Simplex
- Scaling
- Opportunity

Ideation
- Design and Systems Engineering
- Prototype
- Test
- Create

HCD
- Empathize
- Hear
- Define

KEEN
Why Should I Learn to Team?

- Companies are organizing their work around teams.
  - Quicker response to changing conditions
  - Intense global competition
  - Increased complexity

- Teams Strengthen skills needed for success
  - Disciplines
  - Cultural
  - National
  - Expertise
Your Perception of Teaming.

Which of the following are true?

1. Since teamwork is a group experience, individuals can’t be responsible for the quality of their team efforts.
   True or False

2. Getting in a good team is mostly a matter of luck.
   True or False

3. If you are in a poorly functioning team, and you are not in charge, there is little you can do but grin and bear it.
   True or False
Only YOU are Responsible for YOUR Teaming Experience

A Positive Team Experience Results From:

1. Individuals taking responsibility for Enhancing the Teams Effectiveness

2. Knowing a good Team is NOT Random.

3. Taking Responsibility for the Relationships and Team Outcomes
Teams Go Through Multiple Stages of Development

- Members of Teams should talk about their current stage.
- All teams go through rough patches at first.

1. **forming**
   - Start and Build Relationships
2. **storming**
   - Manage Differences
3. **norming**
   - Full Participation
4. **performing**
   - Synergy

Members of Teams should talk about their current stage.

All teams go through rough patches at first.
FORMING

This stage is characterized by **introductions and socializing activities**. In some teams, members may be somewhat tentative and may not fully understand the purpose of the team. But in others, they may get right down to identifying what each member can contribute to meeting the objective and planning an agenda.

**COMMON FEELINGS**

- Excitement, anticipation, and optimism
- Pride in being chosen for the project
- Initial, tentative attachment to the team
- Suspicion, fear, and anxiety about the job ahead

**COMMON BEHAVIORS**

- Attempts to define the mission and decide how it will be accomplished
- Attempts to determine acceptable team behavior and how to resolve problems within the team
- Discussion of symptoms or problems not relevant to the task; difficulty in identifying relevant problems
- Complaints about the organization and barriers to the task
# FORMING: Summary

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Observations of Stage</th>
<th>Actions to Accelerate Team Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Theme: Awareness</td>
<td>• Politeness</td>
<td>• Share individual needs</td>
</tr>
<tr>
<td>• Task Orientation</td>
<td>• Structure and direction is sought</td>
<td>• Develop team mission/goals</td>
</tr>
<tr>
<td>• Relationship: Dependence</td>
<td>• Acceptance is sought</td>
<td>• Establish team structure</td>
</tr>
<tr>
<td></td>
<td>• Task and approach are defined</td>
<td>• Relinquish “comfort” and risk</td>
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<tr>
<td></td>
<td>• Impressions are gathered</td>
<td>• possibility of conflict</td>
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- **Theme: Awareness**
  - Task Orientation
  - Relationship: Dependence

- **Observations of Stage**
  - Politeness
  - Structure and direction is sought
  - Acceptance is sought
  - Task and approach are defined
  - Impressions are gathered

- **Actions to Accelerate Team Development**
  - Share individual needs
  - Develop team mission/goals
  - Establish team structure
  - Relinquish “comfort” and risk
  - possibility of conflict

- **Characteristics**

- **Observations of Stage**

- **Actions to Accelerate Team Development**

- **Diagram**
  - Synergy
  - Perform
  - Norming
  - Storming
  - Forming

- **Diagram Elements**
  - Start and Build Relationships
  - Manage Differences
  - Full Participation
  - Performing
STORMING

This stage is characterized by **individual assertiveness, hidden agendas, conflict, and discomfort**. Significant role negotiation is the undercurrent. This stage provides a foundation for effective interaction in the next stages. Cliques may form, and a struggle for leadership may take place. Individual members may be dissatisfied with the team’s performance at this stage and may reflect that feeling with derogatory comments about the team.

**COMMON FEELINGS**

- Resistance to the mission and to approaches different from those used by each individual member.
- Sharp fluctuations in attitude about the team and the project’s chance of success.

**COMMON BEHAVIORS**

- Arguing among members even when they agree on the real issue
- Defensiveness and competition; factions and “choosing sides”
- Establishing unrealistic goals
- Expressing concern about excessive work
**STORMING: Summary**

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<tr>
<td>• Theme: Conflict</td>
<td>• Bids for power</td>
<td>• Identify and manage conflict</td>
</tr>
<tr>
<td>• Task Resistance</td>
<td>• Testing and proving mentality</td>
<td>• Develop participative climate</td>
</tr>
<tr>
<td>• Relationship: Hostility</td>
<td>• Increased desire for structure</td>
<td>• Move to a problem-solving approach</td>
</tr>
<tr>
<td></td>
<td>• Cliques may form</td>
<td>• Clarify and reinforce structure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Listen to each other</td>
</tr>
</tbody>
</table>

- **Characteristics**
- **Observations of Stage**
- **Actions to Accelerate Team Development**

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**Diagram:**

- **Forming**
- **Storming**
- **Norming**
- **Synergy**

**Legend:**
- Start and Build Relationships
- Manage Differences
- Full Participation
- Performing
NORMING

The team begins to refocus on their task or objective and to develop a team spirit. Leadership may be shared among group members. Problems are addressed as mutual rather than individual. Real progress toward the team’s objective is made.

COMMON FEELINGS

- A new ability to express criticism constructively
- Acceptance of membership to the team
- Relief that it seems everything is going to work out.

COMMON BEHAVIORS

- Attempts to achieve harmony by avoiding conflict
- More friendliness, confiding in each other, and sharing of personal problems; discussion of the team’s dynamics
- A sense of team cohesion, a common spirit and goals
- Establishing and maintaining team methods and boundaries (ground rules).
# NORMING: Summary

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<tr>
<td>Theme: Co-operation</td>
<td>More constructive &amp; functional</td>
<td>Direct activity toward accomplishing goals</td>
</tr>
<tr>
<td>Task: Communication</td>
<td>Strong listening skills are displayed</td>
<td>Address problems</td>
</tr>
<tr>
<td>Relationship: Cohesion</td>
<td>Leadership is shared</td>
<td>Provide for shared leadership</td>
</tr>
<tr>
<td></td>
<td>Team identity is developed</td>
<td>Give and receive feedback</td>
</tr>
<tr>
<td></td>
<td>Contributions are acknowledged</td>
<td>Build loyalty and relationships</td>
</tr>
<tr>
<td></td>
<td>Questions are asked and answered</td>
<td>Maintain shared approach and goals</td>
</tr>
<tr>
<td></td>
<td>Feelings and ideas are shared</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Higher level of trust is found</td>
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</tbody>
</table>
Members feel high morale within the team, loyalty to the team, and an identity that may be represented by a logo or name. Members may participate equally.

**COMMON FEELINGS**

- Insights into personal and group processes; better understanding of each other’s strengths and weaknesses
- Satisfaction at the team’s progress

**COMMON BEHAVIORS**

- Ability to prevent or work through team problems
- Close attachment to the team
- Constructive disagreement used to resolve conflicting issues and ideas
PERFORMING: Summary

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<tr>
<td>• Theme: Productivity</td>
<td>• High productivity, emphasis on achievement</td>
<td>• Identify new opportunities</td>
</tr>
<tr>
<td>• Task: Problem Solving</td>
<td>• More self assurance</td>
<td>• Provide recognition and rewards</td>
</tr>
<tr>
<td>• Relationship: Interdependence</td>
<td>• High morale &amp; unity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experimentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Lots of flexibility &amp; adjustment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Roles and authorities dynamically</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• adjust to the needs of the team &amp; individuals</td>
<td></td>
</tr>
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</table>
Diversity of Perspective is Critical to Team Project Success

A Successful Team Experience Requires:

1. Perspective
2. Style as a Team Player
3. Problem Solving Style
Teams With Members Who Have Similar Styles Will Have Troubles Reaching Goals

**Style as a Team Player**

The team focuses on the team processes and may set these as an end in itself, with the project goals taking second place.

- **CHALLENGER**
  - Question

- **CONTRIBUTOR**
  - Task

Team may be data-bound, shortsighted, perfectionist, and may have trouble completing the whole task.

- **COMMUNICATOR**
  - Process

Team may tend to become overcommitted, too global, and overly ambitious, and it does not know when to stop.

- **COLLABORATOR**
  - Goal

The team spends a great deal of time in non-constructive conflict, constantly questioning the goals and mission, and finds it difficult to complete the project.
Effective Teams Need Both Technical and TEAM SKILLS to be Effective

Team Skills

- Communication
- Self and Team Awareness
- Effective Team Processes
- Feedback
- Collaboration
- Team Development
- Problem solving & decision making
- Conflict Management
Ground Rule for Design Notebook

• Number and date every page
• Never tear out a page
• Leave no blank pages between used pages. Draw a slash between blank pages
• Include all your data, descriptions, sketches, calculations, notes, and so forth
• Put an index on the first page
• Write everything in real time.
• Write in ink
• Past in external figures
• Write as though you know someone else will read it
• Document team meetings.