BASIC TEAMING

• INTRODUCTION
  ▪ Why Should I learn to Team

• TEAMING BASICS
  ▪ Stages of Development
  ▪ Types of Team Players
  ▪ Teamwork Mental Models
  ▪ Teamwork Skills
Warm-Up Exercise

• Show below is the Roman numeral seven. By adding only a single line, turn it into an eight

   VII

• Shown below is the Roman numeral nine. By adding only a single line, turn it into a 6

   IX
Mental Locks

1. The Right Answer
2. That’s Not Logical
3. Follow the Rules
4. Be Practical
5. Play is Frivolous
6. That’s Not My Area
7. Don’t Be Foolish
8. Avoid Ambiguity
9. To Err Is Wrong
10. I’m Not Creative
The Right Answer

• The answer you get depends on the question you ask.
  • Solicit plural answers
  • Change the wording of the question

• Forgetting assumptions to get another right answer
  • “When there is not sun we can see the evening stars” Heraclitus
Problem Solving Style

Quadrant 1
GENERATING

Quadrant 2
CONCEPTUALIZING

Quadrant 3
OPTIMIZING

Quadrant 4
IMPLEMENTING

Orientation Toward Using Knowledge

Evaluation
Ideation

Orientation Toward Acquiring Knowledge

Thinking

Problem Finding
Fact Finding
Problem Definition
Idea Finding

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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 dear 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.

- **Forming**
  - Start and Build Relationships

- **Storming**
  - Manage Differences

- **Norming**
  - Full Participation

- **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>
</tr>
<tr>
<td></td>
<td>• Impressions are gathered</td>
<td>• possibility of conflict</td>
</tr>
</tbody>
</table>
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>
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</table>

### Characteristics
- Theme: Conflict
- Task Resistance
- Relationship: Hostility

### Observations of Stage
- Bids for power
- Testing and proving mentality
- Increased desire for structure
- Cliques may form

### Actions to Accelerate Team Development
- Identify and manage conflict
- Develop participative climate
- Move to a problem-solving approach
- Clarify and reinforce structure
- Listen to each other
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 maintain team methods and boundaries (ground rules).
# NORMING: Summary

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<th>Characteristics</th>
<th>Observations of Stage</th>
<th>Actions to Accelerate Team Development</th>
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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>
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<td></td>
<td>• Higher level of trust is found</td>
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</tbody>
</table>

- **Theme:** Co-operation
- **Task:** Communication
- **Relationship:** Cohesion
PERFORMING

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

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

Theme: Productivity
- Task: Problem Solving
- Relationship: Interdependence

- High productivity, emphasis on achievement
- More self assurance
- High morale & unity
- Experimentation
- Lots of flexibility & adjustment
- Roles and authorities dynamically
- Adjust to the needs of the team & individuals

Actions to Accelerate Team Development
- Identify new opportunities
- Provide recognition and rewards
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

DIVERSITY
Teams With Members Who Have Similar Styles Will Have Troubles Reaching Goals

**Style as a Team Player**

- **CHALLENGER**
  - Question

- **CONTRIBUTOR**
  - Task

- **COMMUNICATOR**
  - Process

- **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.

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

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

Team may tend to become overcommitted, too global, and overly ambitious, and it does not know when to stop.
Effective Teams Need Both Technical and TEAM SKILLS to be Effective
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.