

Team Dynamics



teamwork

teamwork

Tonight's objectives...

- Understand the differences between groups and teams
- Identify individual personality styles that make up teams
- Identify the stages of team development
- Apply what we have learned

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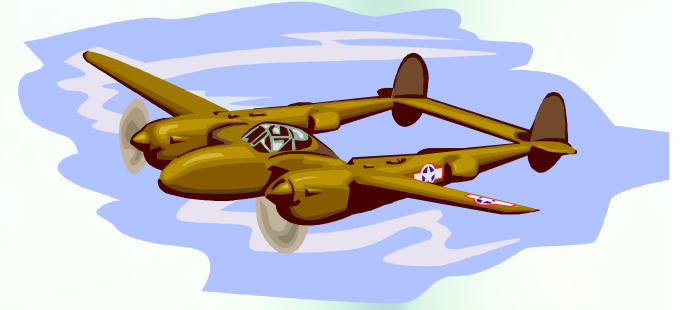
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Team...Teamwork...

Team Development...

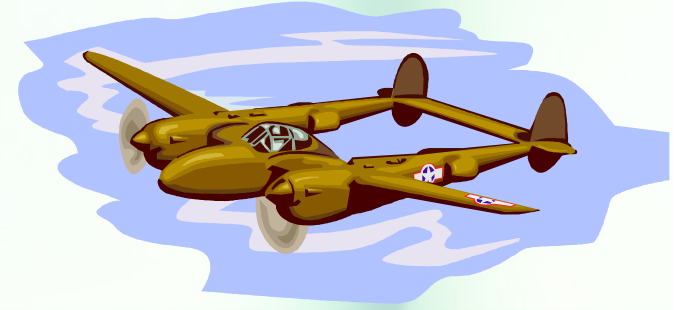
- Team...a group organized to work together. (www.dictionary.com)
- Teamwork...essential to the culture of most successful organizations. The Leader's Window
- Team Development...enhancing the ability of the team to function as a team
PMBOK® Guide: 2000 Edition

Work Teams



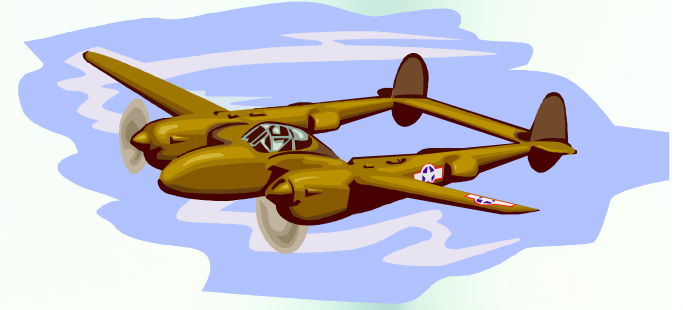
- American bomber crews of WWII
 - Official Mission
 - Bomb a specific target
 - Unofficial mission
 - SURVIVE
- The average bomber crew
 - Varied education levels
 - Varied hometowns

Work Teams WWII



- Only consistent denominator
 - Age
 - Sex (they were all men)
- The Army Air Force recognized teamwork
 - For one year they
 - Worked together
 - Lived together
 - Ate together

Work Teams WWII



- Work Crews needed 4 things to create a successful work team
 - Mission
 - Personal bonding
 - Time
 - Training

Think about 10 people riding a bus...

- All in one place
- Heading in the same direction
- At the same time
- At the same speed
- Under the direction of one leader



Are they a team?

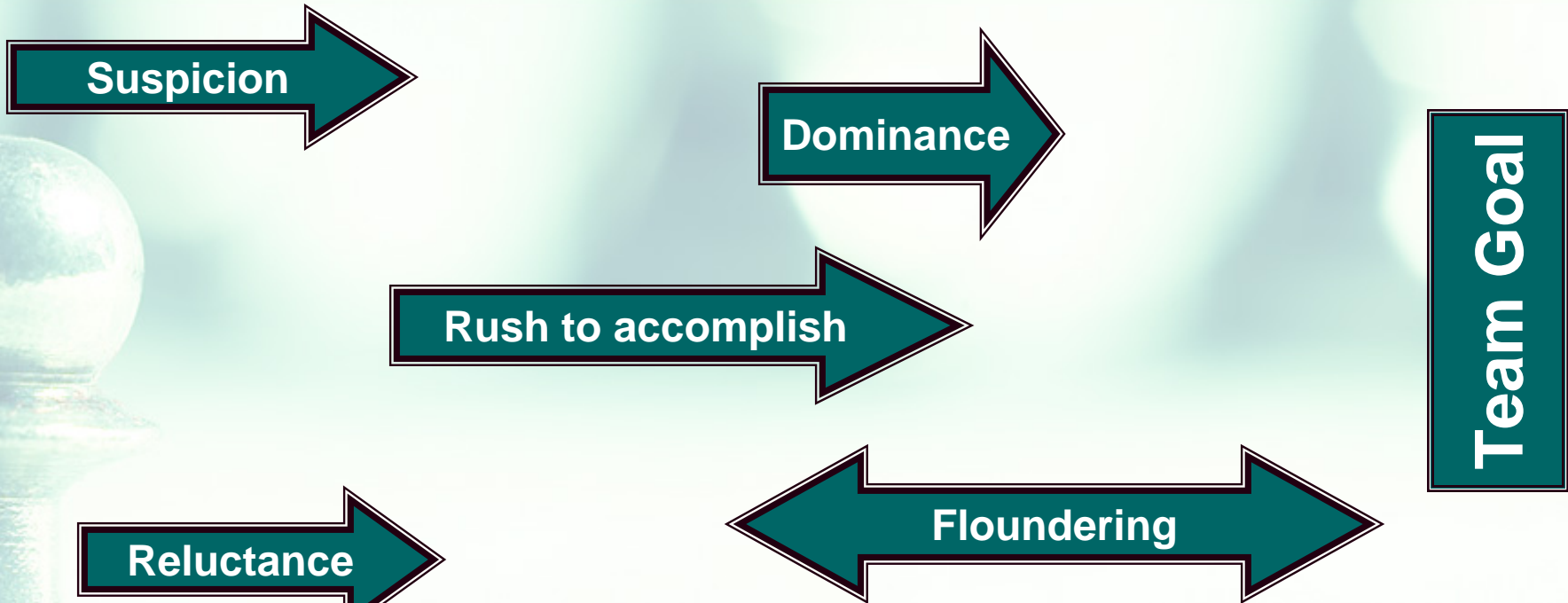
In Reality...the 10 people riding a bus...

- Distinct individuals
- Own purposes
- Get on and off the bus at their own stops
- Avoid contact with others



No, they are a Group!

Dynamics of a Group



A group is not a team!

Think about a football team riding a bus...

- All players get on and off the bus at the same time
- Clear mission
- Interrelated goals
- Clear goals and responsibilities
- Strategies with contingency plans
- Motivating and pumping each other up along the ride



Are they a
Team?

After the game...a football team riding a bus...

- Celebrating their success
- Lessons learned



They are a
TEAM!

Dynamics of a Team



Work for common goal

Accountability

Mutual Respect

Commitment

Interdependency

Trust

Communication

Team Goal

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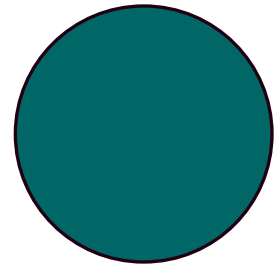
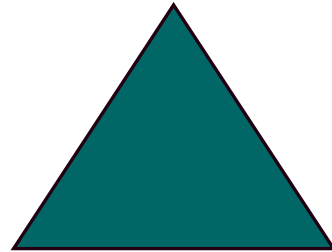
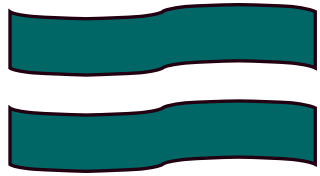
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Personalities

- The next slide will show four shapes
- They will appear for 3 seconds
- Draw the shape that first appeals to you



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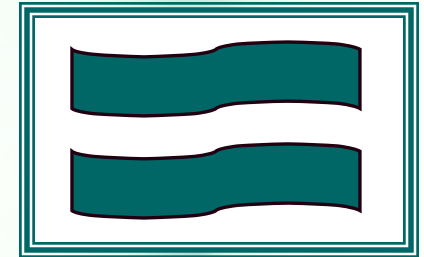
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Which shape was most appealing?

- We all have our own style
- We all have our preferences
 - These preferences are demonstrated in all aspects of our lives.
 - Our preferences also include our behavioral styles
 - What is your preferred behavioral style?

Lines



■ Characteristics

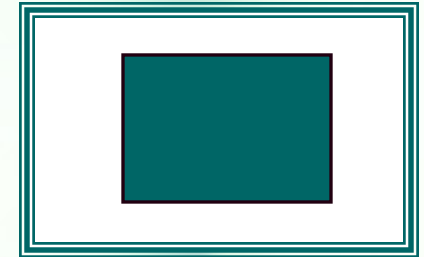
- Enthusiastic
- Creative
- Inventive
- Spontaneous
- Flexible
- Idea-focused
- Free-spirited
- Energetic
- Innovative

■ Behaviors

- Think independently
- Are unaffected by appearances/protocol
- Are frequently late or absent without explanation
- Are easily distracted
- Go with the flow
- Handle multiple tasks
- Adapt easily to change
- Thrive on shaking up the status quo
- Detest handling details

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Boxes



■ Characteristics

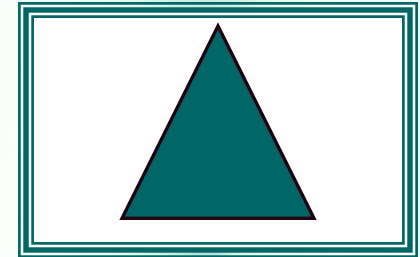
- Organized
- Planning-focused
- Logical
- Industrious
- Analytical
- Structured
- Perfectionist
- Quality focused
- Exact

■ Behaviors

- Go to great lengths to find the right answer
- Are punctual or early
- Move with precise, measured steps
- Keep emotions under control
- Give accurate, exact information
- Enjoy persuading others
- Do one thing at a time, in a structured sequence
- Act with self-discipline
- Speak slowly and carefully

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Triangles



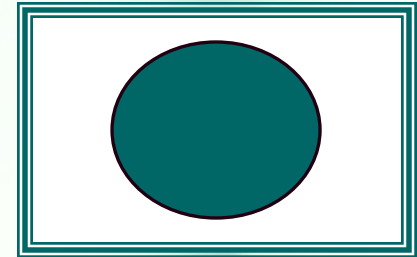
■ Characteristics

- Decisive
- Goal-focused
- Task oriented
- Fast paced
- Confident
- Competitive
- Determined
- Independent
- Forceful
- Natural leaders

■ Behaviors

- Take large, aggressive steps
- Play to win
- Like to lead
- Look people directly in the eye
- Shake hands firmly
- Speak boldly and authoritatively
- Use sweeping gestures
- Talk, rather than listen
- Act first, think later

Circles



■ Characteristics

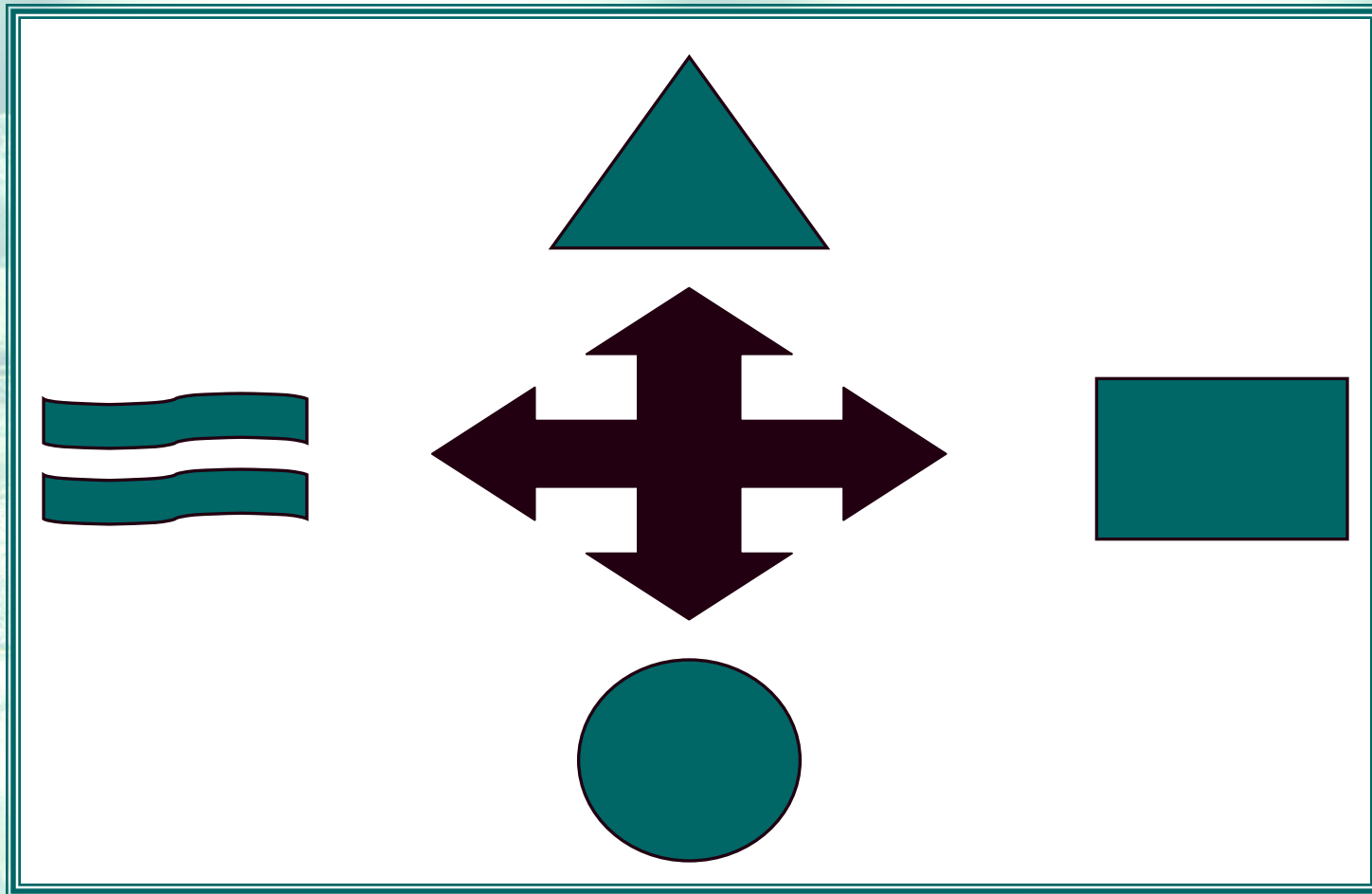
- Generous
- Process focused
- Understanding
- Easygoing
- Good listeners
- Helpful
- Non-confrontational
- Sensitive
- Team player

■ Behaviors

- Volunteer for everything
- Avoid direct eye contact
- Shake hands softly
- Have a soothing effect on people
- Lean their heads and shoulders toward others
- Avoid drawing attention to themselves
- Enjoy listening
- Communicate in a reserved style
- Seek advice from others

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Preferences vs. Direct Opposites






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Belbin® Team Role

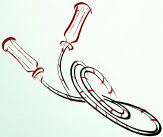


Contributions and Weaknesses

Plant 	<p>Creative, imaginative. Solves difficult problems.</p>	<p>Ignores incidentals. Too pre-occupied to communicate effectively.</p>
Coordinator 	<p>Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.</p>	<p>Can often be seen as manipulative. Off loads personal work.</p>
Monitor Evaluator 	<p>Sober, strategic and discerning. Sees all options. Judges accurately.</p>	<p>Lacks drive and ability to inspire others.</p>

Belbin® Team Role Contributions and Weaknesses

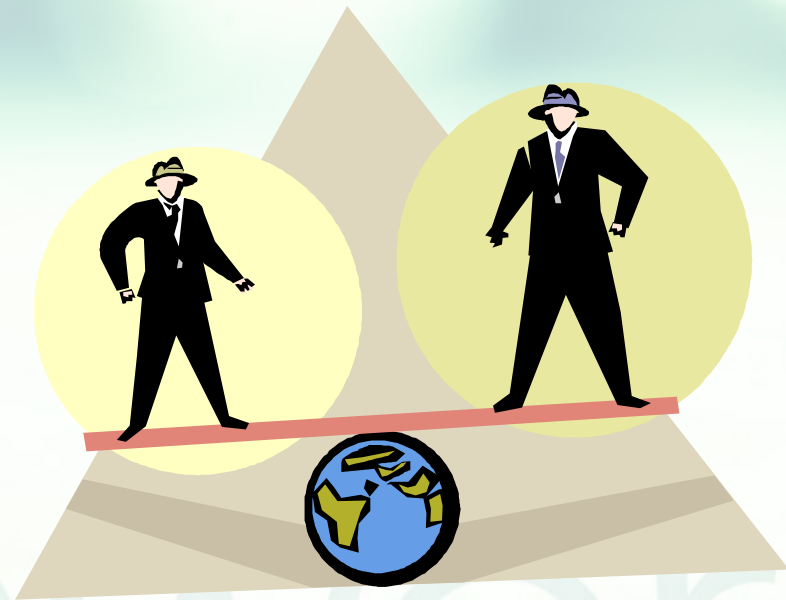
<p>Implementer</p> 	<p>Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.</p>	<p>Somewhat inflexible. Slow to respond to new responsibilities.</p>
<p>Completer Finisher</p> 	<p>Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.</p>	<p>Inclined to worry unduly. Reluctant to delegate.</p>
<p>Resource Investigator</p> 	<p>Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.</p>	<p>Over-optimistic. Loses interest once initial enthusiasm has passed.</p>

Belbin® Team Role Contributions and Weaknesses

<p>Shaper</p> 	<p>Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.</p>	<p>Prone to provocation. Offends people's feelings.</p>
<p>Teamworker</p> 	<p>Co-operative, mild perspective and diplomatic. Listens, builds averts friction.</p>	<p>Indecisive in crunch situations.</p>
<p>Specialist</p> 	<p>Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.</p>	<p>Contributes only on a narrow front. Dwells on technicalities.</p>

Belbin® Team Role

- Effective teams display a balance among the team members with respect to their the strengths and weaknesses



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4 Stages of Team Development

- Forming
- Storming
- Norming
- Performing



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Forming Stage

AKA: EXPLORATION PERIOD

- Initial Stage
- Characteristics
 - Team members being overly polite
 - Team members getting to know each other
 - Limited to no tangible results
 - Team members are guarded in there interaction



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Forming Stage

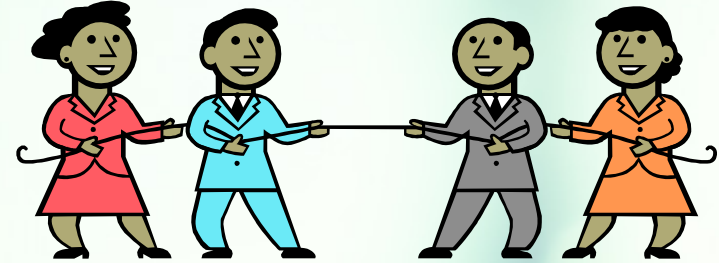
AKA: EXPLORATION PERIOD

- Questions raised during this period
 - Do I really want to be part of this team?
 - Does the leader understand what to do?
 - Who is the leader?



DW

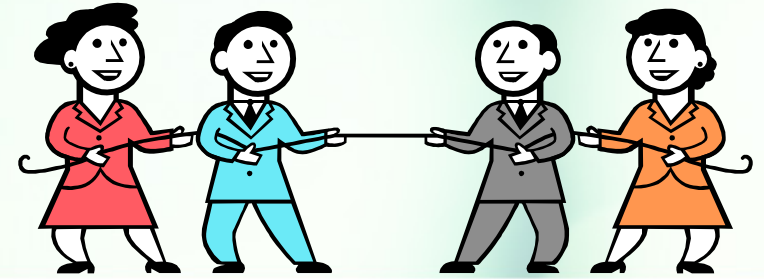
Storming Stage



- Characteristics
 - Conflict
 - Struggle with differences
 - Competition between team members
 - Strained relationships
- Deals with issues of power, leadership, and decision making

DW

Storming Stage



- Questions that are raised
 - Who do I support?
 - Who supports me?
 - How much influence do I have?

Norming Stage

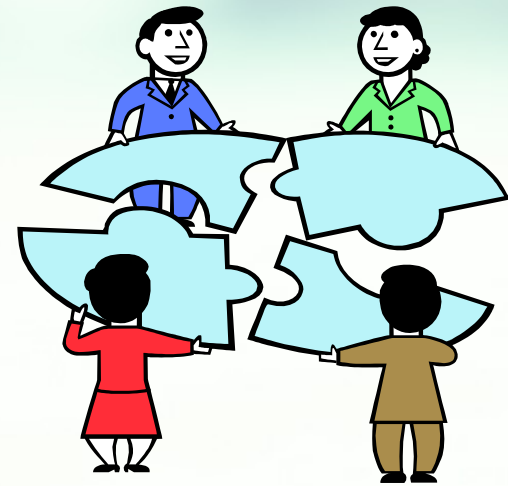
- Characteristics
 - Appreciate differences
 - Work through conflict
 - Become tasked focused
 - Teams are cohesive
 - Friendships develop



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Norming Stage

- Questions raised
 - Will we be successful as a team?
 - How do we measure up to other teams?



DW

Performing Stage

- By this time members have learned to work together as a fully functioning team
- Characteristics
 - Trust
 - Goal agreement
 - Innovative problem solving
 - Collective pride of accomplishment



DW

Performing Stage

- Questions raised
 - How are we doing?
 - What can we do better?
 - How can we be more effective?



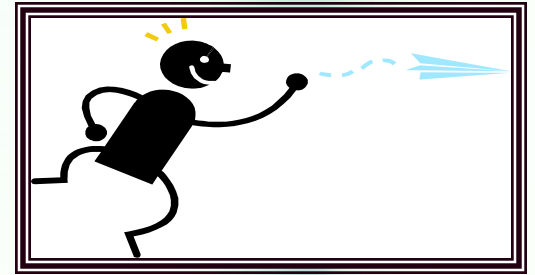
DW

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Team Project

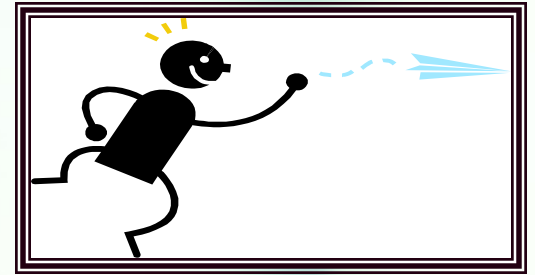
Build an Airplane



- With your table team, you have been charged with building a paper airplane.
- Prizes will be awarded for:
 - Best Design
 - Best Flight Distance
- Rules:
 - You must work with your table team
 - You will have 5 minutes
 - You can only use the items in the envelope

Team Project

Build an Airplane



- Rules (similar to real life?):
 - You must work with your table team
 - Limited Skill Sets – You don't always get the chance to pick your project team members
 - You will have 5 minutes
 - Limited time – Deadlines imposed on you
 - You can only use the items in the bag
 - Limited Resources – You have to make do with what you have

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Team Development and Personality Testing Resources

- PMBOK® Guide: 2000 Edition
- The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams
 - John D. W. Beck & Neil M. Yeager
- The 21 Irrefutable Laws of Leadership Workbook
 - John C. Maxwell
- Society for Human Resource Management (www.shrm.org)
- *Dealing Effective with Co-Workers*
 - American Bankers Association
- *Management Teams: Why they succeed or fail*
 - Dr. Meridith Belbin



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