THE TEAM-BUILDING SERIES

How to be a R.E.A.L. Team Player

Agenda

Training Objectives:

☐ Understand the difference between a work group and a true team

☐ Become familiar with how teams are developed

☐ Learn to become a "R.E.A.L. team player"

☐ Understand what skills & traits are needed for the team to work well

☐ Learn criteria to determine team effectiveness

What is a Team?

A work team is an interdependent collection of two or more individuals who share responsibility for specific outcomes in an organization.

- Qualities of a Work Team:
  - **Interdependent -** members rely on one another for information, resources, & skills to accomplish tasks
  - **Shared Goals** – members work toward a common organizational goal
  - **Bounded** –members clearly know who is on the team
  - **Stable** – most teams work together for a good length of time

Work Group vs. True Team

Work Group:

- Often led by a manager
- Less autonomy and self-direction
- People learn from one another and share ideas, but are not interdependent and are not working toward a shared goal
- Communication goes from the top-down; there is more of a hierarchy

True Team:

- Facilitated by a coach or leader
- More autonomy and freedom to make decisions
- There is interdependence and commitment to a shared goal
- Communication flows across the team

Four Stages of Team Development

- Tuckman's Model of Team Development (1965)

    In this model, there are four stages of team development:

    1.) Forming → 2.) Storming → 3.) Norming → 4.) Performing

- Each step builds on the previous one
- Skipping any step will negatively affect team performance
- Steps can be repeated as required

Stage One of Team Development

1.) <u>Forming:</u> The team comes together and gets to initially know one another and form; there is much uncertainty & anxiety.

Processes in the Forming Stage:

Individuals are not certain about what to do, the mission is not clear yet, trust has not been developed, there is unfamiliarity among group members, team norms have not been established, and people are not yet committed to the team.

Actions to move beyond the Forming Stage:

Establish base-level expectations, create a mission statement, identify member similarities, agree on common goals, set clear roles for members, make contact and bond, develop trust, and decide to be a team

Stage Two of Team Development

2.) <u>Storming</u>: The members try to reconcile different ideas that are competing for consideration. The team addresses and attempts to solve issues.

> This stage is necessary for a team to later function effectively; however, some teams never move beyond this stage

Processes in the Storming Stage:

> Roles & responsibilities are defined, the team mission is identified, issues occur as new ideas are tried and problem-solving takes place, people push for position & power, competition is high, personal attacks occur

Actions to move beyond the Storming Stage:

> Identify power and control issues, gain skills in communication, identify resources, express differences of ideas, feelings, & opinions, and react to choosing a leader

Stage Three of Team Development

3.) <u>Norming:</u> This is where the team comes up with a common goal and mutual plan. By this point, all members take responsibility for their role on the team.

Processes in the Norming Stage:

- The team becomes more successful, resources have been acquired, appreciation & trust are built, the purpose is well-defined, the leader reinforces behavior, members reinforce team norms, motivation & creativity increase, and there is more commitment to goals and the team's mission.

Actions to move beyond the Norming Stage:

Decisions and team norms should be made through negotiation and consensus building, and members should agree about roles and processes for problem-solving

Stage Four of Team Development

4.) <u>Performing:</u> This is where the team is able to function as a unit to get the work done in an effective manner. At this stage, members are able to work together and manage conflict.

Processes in the Performing Stage:

Team members are very motivated, focus on team needs rather than those of the individual, focus on team success, have a "we" orientation, and high trust so that team operations are efficient.

Actions During the Performing Stage:

Solutions are effectively found for problems, the team has its own unique identity, members work collaboratively, care about one another, act interdependently, and thus satisfying results are achieved

What is a "R.E.A.L" Team Player?

Teams that are made up of members who follow this R.E.A.L. acronym have the potential to be high-functioning teams.

R= Responsible

- Seek responsibility and take on more than is required and assume responsibility.

E= Effective

- Work effectively with others to positively impact team performance

A= Accountable

- Be accountable for one's actions & ideas

L= Learning

- Focus on continuous learning and improvement

Required Teamwork Skills

- **Communication & Conflict Resolution:** focus on active listening and negotiating

- **Commitment:** need a strong commitment to the team and focus on "we" rather than "I"

- **Collaboration:** requires bringing together knowledge, experience, and skills of team members to contribute to the development of a specified work outcome

- **Decision-making & Problem-solving:** must be able to make decisions and solve problems as a team to come up with the most effective actions

- **Analytical & Creative Thinking:** these are important skills for generating good solutions and ideas

- **Goal Setting & Performance Management:** specific, challenging, and accepted goals must be established and tracked

Traits of Good Team Players

- Reliable
- Active participant
- Openness & willingness to share information
- Cooperative
- Flexible
- Respectful of others
- Respected by others

Ways to Measure a Team's Effectiveness

There are three primary ways in which to measure a team's effectiveness. This includes examining:

1.) The teams' output and work

2.) The degree to which members can continue working together

3.) The degree to which team members are satisfied with their experience

Questions to Determine a Team's Effectiveness

1.) How productive is the team in terms of their output and task accomplishment?

- The teams' work should meet or exceed the performance standards that have been set by those who will review their work.

2.) Will members still work together again in the future?

- Even if a task is performed well, the team is unsuccessful if they are incapable of working together again in the future.

3.) Are members satisfied with their experience in the team on the whole?

- If team members' experiences are mostly negative and frustrating, this is an indication that the team is unsuccessful.

Recall: Lessons Learned

- True teams differ from work groups in several ways.

- There is a four-stage model of team development.

- Applying the R.E.A.L. acronym can help you to become a more effective team member.

- There are many skills required to work in a team.

- In order to determine the effectiveness of your team, use the three general measures.

Test your Knowledge

- After completing this module, a supplemental quiz should be taken in order to _receive credit_ for the training.

- Follow the link below: