Team Building Summary Sheet

Team = higher level of success for companies

Group: an assembly of individuals who are together due to common interest, skill, or characteristic

Team: a special work group whose members are joined together in a united and coordinated effort towards a goal and whose work is mutually dependant with mutual accountability.

Benefits of a Team: less stress, responsibility is shared, sharing of ideas, more creative ideas, less fear of failure, sense of accomplishment, reward, and recognition.

Benefits of a Team to the Company: increase productivity, increased employee morale, reduced cost, increased quality, decreased losses, and increased profits.

When to Form a Team
- A specific, measurable objective that is best achieved through the coordinate efforts of different people with different skills.
- An organizational structure and culture that encourages and provides for the team concept.
- Adequate time for needed training, deliberation, and discussions.
- Knowledge and use of various problem-solving and decision making techniques.

Team Selection Criteria
- Technical abilities: training, skills, experience
- Personal attributes: standards, values, initiatives, organization identification
- Interpersonal behaviors: influence, sensitivity, supporting others, trustworthiness
- Communication skills: dialogue skills, presentation skills, writing skills, reading skills
- Administrative skills: planning, organization, implementing, delegating, evaluating

Personality Types (http://www.humanmetric.com/cgi-win/Jtypers1.htm)
- Extravert
  - Energy gained from surroundings, directed outward
  - Acts first, reflects later
  - More talkative, expressive
  - Like to be around people, social
  - Motivated by environment (people, things)
- Introvert
  - Gain energy internally, directed inward
  - Quiet energy, thoughtful, perceptive
  - Reserved, private, cautious
  - Think before they act
o Are more comfortable spending time alone, recharge

• Sensory
  o Facts, details, and realities
  o Lives in the present
  o Memory recall rich in details and past experiences
  o Have straightforward speech – are more realistic
  o Want clear and concrete information

• Intuition
  o Seek understanding in patterns, context, connections, and theory
  o Are more future oriented
  o Admires creativity, imaginative – see possibilities
  o Focus on ideas & the big picture
  o Comfortable with ambiguous, roundabout thoughts

• Thinking
  o Search for facts and logic to make decision
  o Objective, direct
  o Analytical and systematic
  o Naturally critical
  o Motivated by achievement

• Feeling
  o Employ personal feelings and impact on others to make decision
  o Warm & friendly
  o Sensitive & diplomatic
  o Try hard to please others
  o Are motivated by being appreciated

• Judgment
  o Are serious and formal
  o Are time conscious
  o Like to make plans
  o Work first, play later
  o Like to finish project

• Perception
  o Playful & casual
  o Unaware of time or date
  o Like to wait-and-see
  o Play first, work later
  o Like to start project

Different Types of Teams
• Functional Team: responsible for maintaining function processes involved in delivering a specific output
• Process Improvement or Reengineering Team: responsible for improving and/or optimizing processes by which a produce or service is delivered
• New Product Design Team: responsible for designing a new product or process
• Project Team: responsible for design and implementation of special projects
• Problem Solving Team: responsible for analysis and elimination of an undesirable, unpredictable, or unworkable situation

Engineering Team Structures
• Function Teams – advanced development, high technical expertise
  o Members work completely in their principle function
  o Member tasks are coordinated by respective managers
  o Primary responsibility for project is passed from one function to another
  o Strength: depth of experience, clear career path, well suited to tasks
  o Weakness: similar solutions (lack of breadth), bureaucratic, not project oriented
• Light Weight Teams – incremental improvement
  ▪ Project manager works with department liaison
  ▪ Determines the tasks and responsibilities of the team members
  ▪ Strength: better coordination to ensure project completion, better communication
  ▪ Weakness: weak project leader, weak focus for members
• Heavy Weight Teams – new platform developments
  o Project manager has direct control over functional member task
  o Core group members work with project manager and functional members
  o Strength: strong project focus, ownership and commitment of team members
  o Weakness: generalistic problem solving, hard to staff, breaks down functions
• Autonomous Teams – radical break from the past methods or products
  o Individuals from the different functional areas are committed and co-located with the project manager
  o Project leader in the organization has complete control over the member responsibilities
  o Strength: focus, high ownership, innovative
  o Weakness: isolation causes more difficult transition to fold back into the organization

Team Roles
• Sponsor: supports, empowers team
• Leader/coordinator: organizes team activities
• Facilitator: helps team members function as team
• Evaluator: looks at the big picture
• Recorder: documents teamwork
• Team worker: engages in the task completion

Key Elements
• Commitment to the team
• Team members are cooperative and collaborate
• Honest and open communication
• Effective method for decisions-making
· Have a process for managing conflict

Effective Skills:
· Listening: hear, interpret
· Questioning: interact, discuss and pose questions
· Persuading: exchanging, defending and rethinking ideas
· Respecting: respect the opinion of others. Encourage and support the ideas and efforts of others
· Helping: offer assistance
· Sharing: offering ideas and reporting their findings to each other
· Participating: contributing to the project

Communication:
· Verbal and non-verbal
· Transmission and understanding
· Share information and ideas
· Between two or more people
· Six-Step communication model
  Sender \rightarrow formulates \rightarrow converts \rightarrow sends \rightarrow receives
  Receiver \rightarrow interprets \rightarrow gives feedback

Decision Making
· Effective decision-making process \rightarrow success
· Members should be clear about the decision
· Members should be clear about the method
  o Decision by authority, minority, majority, consensus, unanimity
· Clear understanding of who is accountable for implementing the decision

Resolving Team Conflict (conflict is an emotional disturbance or disagreement)

Causes of Conflict
· Personality difference
· Value differences
· Differences in perspectives
· Differences in goals
· Differences in departmental allegiance
· Ambiguities about responsibilities
Five Strategies to Conflict Resolution
- Competition: when immediate, decisive action is needed, issues are imperative and unpopular
- Collaboration: when need to find an integrative solution, objective is to learn or combine knowledge from people with different perspectives
- Avoidance: when issue is insignificant, to let others cool down and regain perspective
- Accommodation: when issues are more important to others, build social support for later
- Compromise: opponent team members are committed to different means to similar end, arrive at an expedient solution under time pressure

Six Steps to Manage Team Conflict
1. Clarify and identify the cause of conflict
2. Determine the common goal
3. Determine options
4. Determine and remove the barriers
5. Determine solution that everyone can accept
6. Acknowledge solution: win-win solution

Key Areas of Resistance
- Organization
  - Top-down structure with many formal levels
  - Bureaucratic practices
  - Rigid and cautious corporate culture
  - One-way information flow
  - Department segregation
- Management
Fear of losing control
Fear of not being needed
Failure to support teams' initiatives and members
Failure to set clear goals
Failure to understand the issues, project, team
Unwilling to take risk
Too passive and does not hold members accountable

Individual
Fear of losing individuality and individual recognition
Lack of confidence in abilities
Fear of sharing ideas to protect own interest
Inability to express ideas
Fear of conflict

A Team that Does NOT Work
- Confused and conflicting goals
- Unresolved roles and responsibilities
- Lack of team trust
- Lack of support
- Lack of communication
- Critical/negative attitude

States of Team Development
• Forming
  - Teams members uncertain about roles and expectations
  - Team members try to assess themselves and others
  - Reliance on strong, formal leadership
  - Guidelines for a successful forming stage:
    ▪ Provide structure to the team by assigning and clarifying task/role
    ▪ Encourage participation
    ▪ Share all relevant information
    ▪ Encourage open, honest communication among team members
• Storming
  - Deals with power and decision making
  - Members challenge the differences in an attempt to gain
    - their individuality and influence
  - The team members need control and sense of direction.
  - To help through this stage, some guidelines are:
    ▪ Assist the team members to establish methods that support the
      communication of their different points of view.
    ▪ Determine within the team how the team will make decisions
    ▪ Encourage members to share their ideas about issues
    ▪ Facilitate methods to resolve conflicts
• Norming
  - Members produce as a cohesive unit
  - Functional relationships are established
Members work collaboratively to gain and share insight.

To best facilitate this stage, some guidelines are:

- Talk openly and honestly about team issues and the members’ concerns.
- Encourage feedback.
- Assign tasks for consensus decision making.

Performing

- Members have learned to work together.
- Members skills to define tasks, manage conflict, and work towards producing results.
- The members are committed to the team and its goals.

Guidelines for this stage are:

- Jointly set goals that are challenging and accepted to all members.
- Continue to look for ways to promote the team’s chances to excel.
- Keep an ongoing assessment of the team.
- Acknowledge each member’s contribution.
- Develop members to their fullest potential.

PRIDE principles

- Purpose: have a common purpose and goal.
- Respect: act with mutual respect, trust and support.
- Individuals: recognize and respect the difference which enhances creativity and collective imagination.
- Discussion: should have open, honest and frequent discussions.
- Excellence: team should strive for excellence.