Team Building Skills
Paper Toss

• Please take out a piece of paper.
• Write down everything that you hate about working on teams.
• Throw it up here.
• If you hit me, you fail this class.
## Decision Matrix

<table>
<thead>
<tr>
<th>Decision Matrix</th>
<th>Time Frame</th>
<th>Innovation</th>
<th>Coolness Factor</th>
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<tr>
<td>Option B</td>
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<tr>
<td>Weighting Factors</td>
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<td>95</td>
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</table>

In this case, Option B wins.
Overview

- What is team?
- Personality types
- Resolving conflicts
- Stages of teams
Definition of a Team

• What is the difference between a group and a team?
Group vs. Team

**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.
QUIZ # 1

In order to be a team, a group of people must have: I. A common objective, defined according to their own departmental goals; II. Shared information; III. Shared responsibility?

a. All of the above
b. I and II
c. II and III
d. I and III
When to Form a Team

• Specific, measurable objective
• Encouraged by organizational structure and culture
• Adequate time for training, deliberation, and discussions
• Interdisciplinary
QUIZ # 2

Which of these problems signal the need to form a team? I. Several new engineers have been hired, and the old engineers and the new engineers aren't getting along; II. On three separate occasions, production employees have produced low-quality products because they were not properly trained on newly-installed equipment; III. There is a company-wide joke that employees can either work or they can go to meetings.

a. II.
b. I., II. and II.
c. I., and II.
d. None of the above
QUIZ # 3

If a problem can be resolved by a single person, why may it be better to use a team rather than a single person? (choose all that apply)

a. A single person can carry out a task more efficiently than a group of people
b. Involving people who will implement the solution will provide better motivation, and therefore improve implementation
c. A team will always solve a problem better, because it has a broader understanding of a problem than any individual can have
d. By involving more people, a greater understanding of and commitment to the organization's goals develops throughout the organization
Team Selection Criteria

• Technical abilities
• Personal attributes
• Interpersonal behaviors
• Communication skills
• Administrative skills
QUIZ # 4

Which skills should you look for in team members?

a. Communications and interpersonal skills
b. Administrative skills
c. Technical skills
d. All of the above
Personality Types

- Extravert vs. Introvert
- Sensory vs. Intuition
- Thinking vs. Feeling
- Judgment vs. Perception
QUIZ # 5

When forming a team, you should choose:

a. People who think and work the way you do, so that the team will not waste time clashing on logistical issues

b. The most skilled or knowledgeable person from each of the needed departments, regardless of personality or work style

c. People you like the best from each of the needed departments

d. A mix of personality types, so they can overcome one another's shortcomings
Stages of Team Development

• Stage 1: Forming
• Stage 2: Storming
• Stage 3: Norming
• Stage 4: Performing
Forming

- Team 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.
- Guidelines:
  - 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 relations are established.
• Members work collaboratively to gain and share insight.
• Guidelines:
  – 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:
  - 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 contributions.
  - Develop members to their fullest potential.
The first three stages of group development, forming, storming, and norming, are important because they:

a. Allow people to voice and resolve conflicts so they can better work together

b. Establish the ground rules for the team so a minimum of time will be wasted and the team can be more productive

c. Involves lots of social events, so the team can develop a sense of community

d. All of the above
Collaboration and Cooperation

Effective Skills

- **Listening**: hear, interpret
- **Questioning**: interact, discuss, pose questions
- **Persuading**: exchanging, defending, rethinking
- **Respecting**: respect opinion of others; encourage and support effort
- **Helping**: offer assistance
- **Sharing**: offering ideas and reporting their findings
- **Participating**: contributing to project
Quiz # 7

After a successful team has accomplished its goal, which of the following would you expect its members to do? I. Have frequent reunions; II. Experience a sense of loss; III. Consult with one another on other problems as they arise, even though they might work in different departments; IV. Return to their regular jobs and interact only as they did before the team formed?

a. IV.
b. II. and III.
c. II. and IV.
d. I. and III.
Causes of Conflict

• Differences in
  – Personality
  – Values
  – Perspectives
  – Goals
  – Departmental Allegiance

• Ambiguities about responsibilities
Five Strategies to Conflict Resolution

- Competing
- Collaborating
- Avoiding
- Accommodating
- Compromising
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
Five Strategies to Conflict Resolution
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.
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
Key Areas of Resistance

Management

• Fear of losing control
• Fear of not being needed
• Failure to support team initiatives and members
• Failure to set clear goals
• Failure to understand the issues / project team / team
• Unwilling to take risk
• Too passive and does not hold members accountable
Key Areas of Resistance

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
Quiz # 8

For your annual review, you are asked to list some of your more important accomplishments. In your position as leader of a team, you proposed a solution that has proven to be enormously successful. You should:

a. Take full credit. Though it was proposed in a team setting, it was your idea and you deserve to get the recognition - and perhaps financial reward - it carries.

b. Make no mention of it. It was the result of a team effort, and you have no right to take personal credit.

c. List it as one of the group's accomplishments. As a member of the group you have a right to share in the credit.

d. List it as one of the group's accomplishments, and give yourself personal credit for assembling and leading a successful team.
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
Quiz # 9

Your team is split down the middle on how to resolve a manufacturing issue. The team should:

a. Implement the solutions one at a time, to see which works

b. Establish a procedure within the team to resolve the issue

c. Enlist the help of people outside the team to resolve the conflict. For example, the choices might be presented to certain affected employees or to upper management.

d. Revisit the facts and stimulate new discussion, so people have another opportunity to consider their decisions.
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
Quiz # 10

Why do virtual teams face a bigger challenge than other teams?

a. They might be from different cultures, and might therefore have different norms

b. They might never have face-to-face communication

c. They may be in different time zones

d. All of the above
Questions
Answers to Quiz
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