

Winning Teamwork Strategies



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6900 Squibb Road • P.O. Box 2768 • Mission, KS 66201-2768
1-800-873-7545

www.skillpath.com

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SYMBOL KEY

Symbols used in this workbook:



Introduction: A brief overview of the course you are about to begin



Learning objectives: A guide to a course's key points intended to help focus your attention on important elements and essential take-aways



Summary: A quick review of what you have learned in the current course



Personal Action Plan: An opportunity to apply your newly learned skills and knowledge to your specific work environment

Introduction



In this one-hour audio conference, we will throw light on the common myths about teamwork, provide a fresh look at collaboration and conflict, examine personality and interpersonal styles and offer great tips for working with people.



Learning Objectives

■ List key characteristics of successful teams
■ Clarify what the differences are between a work group and a true team
■ Examine how teams collaborate and conflict
■ Describe the four stages of team growth
■ Debunk some of the common myths about teamwork
■ Explain the main types of groups and how they compare to others
■ Describe why teams get better results than groups

Calling a Team a Team Doesn't Make It One: Find Out the 13 Key Characteristics That Define a Successful Team

Calling a team a team doesn't make it one. While you may meet, discuss and work with others, you may in fact be only a group. True teams possess certain qualities that make them different from groups.

Thirteen key characteristics that make a team successful are:

1. Trust
2. Empowerment
3. Authentic participation
4. Ability to manage conflict
5. Communication skills
6. Use of delegation to help others
7. Willingness to embrace innovation
8. Leadership
9. Decision-making skills
10. Integration of personalities
11. Need for constructive change
12. Goals and objectives
13. Training

Understand the Differences Between a Work Group and a True Team—and the Eight Reasons Why a Team Gets Better Results

People have always formed groups—families, governments, companies. The behaviors of groups can be as varied as the roles they perform. Research shows that groups are more successful when they form units called teams. Many managers are satisfied with group performance, probably because they have not thought beyond what is being accomplished to what *might* be accomplished under different conditions. The team-oriented manager can achieve dramatic productivity improvements within a group by encouraging a climate where people “buy in” to the concept of a team—where the individual is valued for his or her skills and ideas and where each team member is motivated by interconnected personal and team goals that draw a clear connection between the success of one and the success of all.

Why do teams achieve better results than groups?

1. People on a team know they are dependent on each other and understand that personal and team goals are important. By realizing this, team members' time and effort are not wasted squabbling over tasks and attempting to achieve personal gain at the expense of others.
2. As part of a team, individuals work in an atmosphere of trust and respect, and are encouraged to openly express their ideas. This generally results in better question asking and more creative problem solving than is found in groups.
3. Members of a team feel a sense of ownership for their jobs and team because they have made a personal investment into the team. They are more willing to focus on being successful for the team's sake than if they were part of a group where they might approach tasks as if they were simply hired help.
4. Teams encourage individuals to apply their unique talents and knowledge to team objectives; thus, members contribute to the organization's success.
5. Team members practice open communication, which fosters clarity and understanding and builds a climate of trust and respect.
6. Team members are encouraged to learn on the job, constantly developing new skills. New and improved skills can directly affect the overall performance of a team and are often key to its success. Group members may have the opportunity to learn new skills, but can apply them only at their supervisor's discretion.
7. Team members are encouraged to participate in the decision-making process, but understand that the team leader will make the final decision. Generally, group members do not participate in the decision-making process.
8. Any conflicts that occur in a team environment are resolved quickly and constructively. Team members are more comfortable being open with each other, since they are encouraged to freely communicate with each other. Group members are unable to solve conflicts without the intervention of a supervisor, which can lead to further, sustained conflict or other serious damage to the group as a whole.

The Two Primary Classifications of Teams and How They Compare to Other Groups

1. **Multiple-focus Teams** are composed of members from across the organization. This type of team usually addresses a specific task that deals with issues that affect the entire organization. Team duties are usually secondary to members' primary job responsibilities. The team is disbanded when the task is completed. The team leader may be chosen from among the team members.
2. **Integral Teams** already exist or are permanent teams. Team members devote their time fully to the assigned task. The team leader may focus on scheduling and coordinating duties or may actually be a team member. Rotating team leadership wisely allows members to develop individual leadership skills.

Team Chemistry: Personality and Interpersonal Styles That Lead to Collaboration—and Also to Conflict

Turn a diverse group of people into an empowered, smoothly functioning team by:

1. Understanding the different personality dynamics of the team
2. Removing obstacles
3. Training

Together Everyone Achieves More

The four personality styles:

- Targeted
- Enthusiastic
- Accommodating
- Meditative

Targeted

- Focuses on team goals and results
- Expects team to take action and be decisive
- Encourages risk taking
- Expresses own opinions and feelings freely to the team
- Doesn't encourage a lot of interpersonal team member involvement
- Tends to be controlling when under stress
- Competitive

Needs: Control, a fast pace, independence and accomplishment

Fears: Being taken advantage of

Enthusiastic

- Focuses on people and team member relationships
- Enjoys teamwork and people involvement
- Encourages team innovation
- Considers team member facts, opinions and ideas
- Gets team members to do things by using persuasion more than power
- Tends to be impulsive under stress
- Optimistic

Needs: Recognition, approval, a fast pace, involvement and fun

Fears: Being disliked

Accommodating

- Focuses on team harmony and steadiness
- Creates team climate of trust, dependability and security
- Listens sincerely to team member feedback and ideas
- Tends to be more careful and contemplative with the goals and actions of the team
- Tends to be indecisive under stress
- Open and considerate

Needs: Personal assurance, comfort, direction, sincerity and a slower, methodical pace

Fears: Conflict

Meditative

- Focuses on team analysis, facts and details
- Encourages the team to plan strategically and focus on tasks
- Creates a climate where team rules are encouraged and followed
- Encourages the team to solve problems through effective analysis
- Encourages team spirit as much as team process
- Tends to withdraw under stress
- Contemplative and reserved

Needs: To be right, a slow pace for processing information, accuracy and time to be alone

Fears: Being wrong and confronting a quick change without substantiation

The Four Stages of Successful Team Development

1. Forming

2. Storming

3. Norming

4. Performing

Debunking the Common Myths About Teamwork

- Personality inventories

- Sports teams and organizational teams

- Team leadership

- Physical challenges

- One person does not a team make

- People truly enjoy working together

- Large teams produce more

- Teams are better at performing a task

- Any situation can benefit from a team



In this program, you've learned about the characteristics of successful teams, differences between groups and teams and team classifications. You have also learned about how team chemistry affects collaboration and conflict. We've taken a look at the different stages of how teams develop and learned about some of the myths associated with teams.



ACTION PLAN— TEAMWORK ISSUES

Create a concise guide to the challenges and opportunities specific to you and your organization by completing the statements below.

I plan to approach the following personalities in different ways:

My team fails to exhibit the following traits that successful teams share:

Changes I plan to make that will encourage new behavior:

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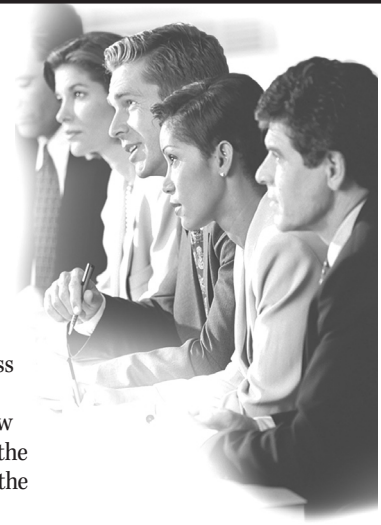
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