



Teams and Teamwork

Presented

by

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*What is the difference between
Groups and Teams?*



Teams vs Groups

TEAMS	GROUPS
Small/limited number of people	Can comprise very large in numbers
Very clear, shared common purpose & sense of direction	May have a shared purpose, but not necessarily clear (may be vague)
Needs very specific, challenging goals	Not necessarily clear, specific or challenging goals
Members have set of complementary skills	Do not necessarily have complementary set of skills
Roles & responsibilities usually very clear & specified, not allocated at random (highly structured)	Loose collection; roles may or may not be specified (eg: group of fruit pickers - most individuals do the same task - unstructured)

Teams vs Groups

TEAMS	GROUPS
Tasks are clearly specified	Tasks may be loosely defined
Leadership is clearly defined & shared	Leadership may be clear or lacking
Mutually accountable to each other & to the team as a whole (each team member is responsible for the results of the team)	Not necessarily accountable to each other or the group
Must participate in team effort	Can work individually within the group
Have clear procedures and systems in place (eg: groundrules, conflict resolution processes, feedback mechanisms, performance measuring and rewards systems in place)	Do not necessarily have clear procedure or systems

Teams vs Groups

TEAMS	GROUPS
<p>Team members have, or strive for, a high level of interpersonal skills (eg: clear & honest communication, ability to handle conflict, good interpersonal relationships)</p>	<p>Communication among group members can be very inconsistent & poor</p>
<p>Learning and development takes place (teams have the ability to learn & grow, especially from their mistakes). Each team member must feel supported during their time in the team</p>	<p>Learning & development do not necessarily take place</p>
<p>Time bound according to the task (they have a clear beginning and end)</p>	<p>Duration of group may be time bound, but not necessarily limited to achievement of task</p>

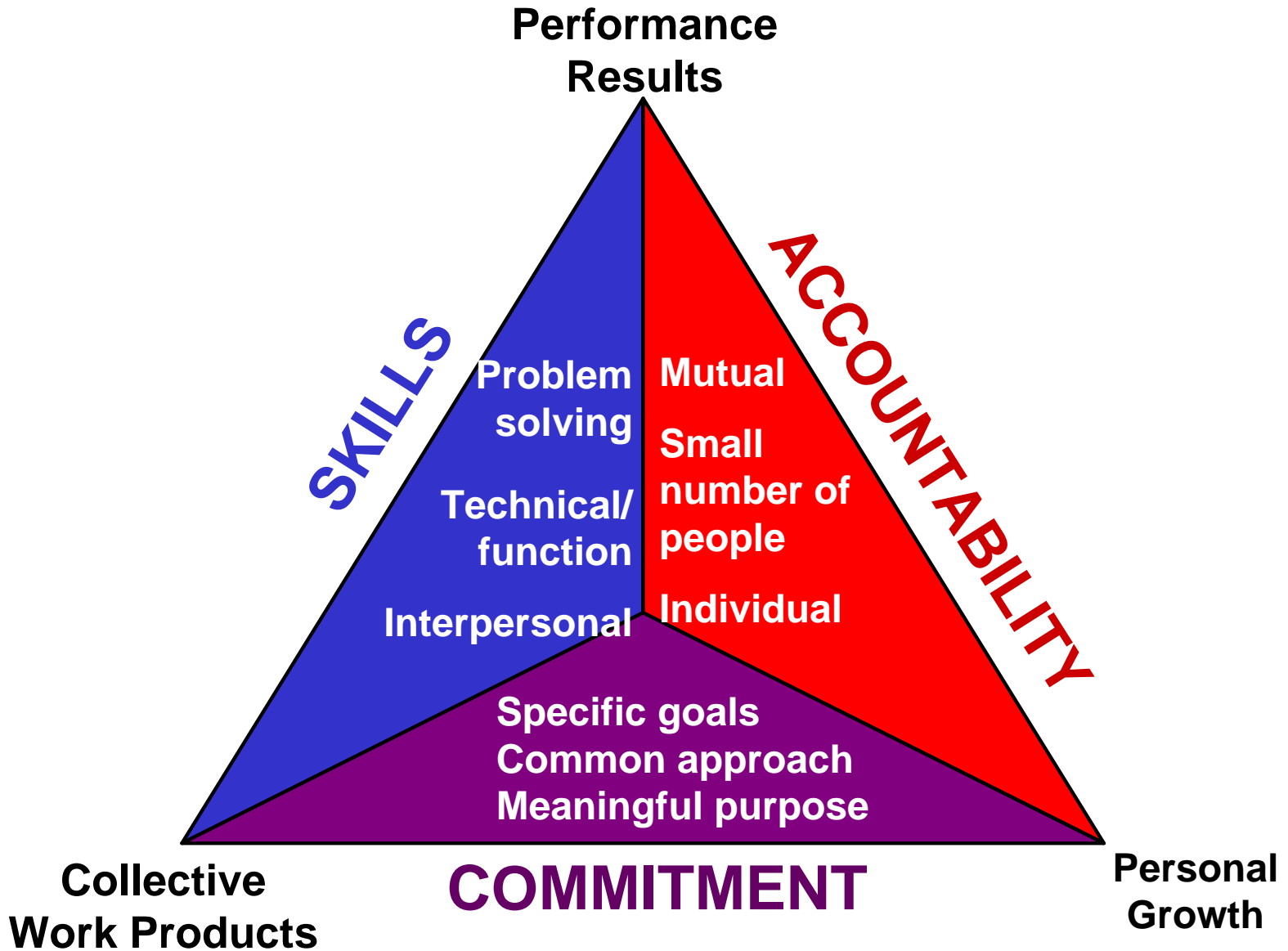
What is a team?



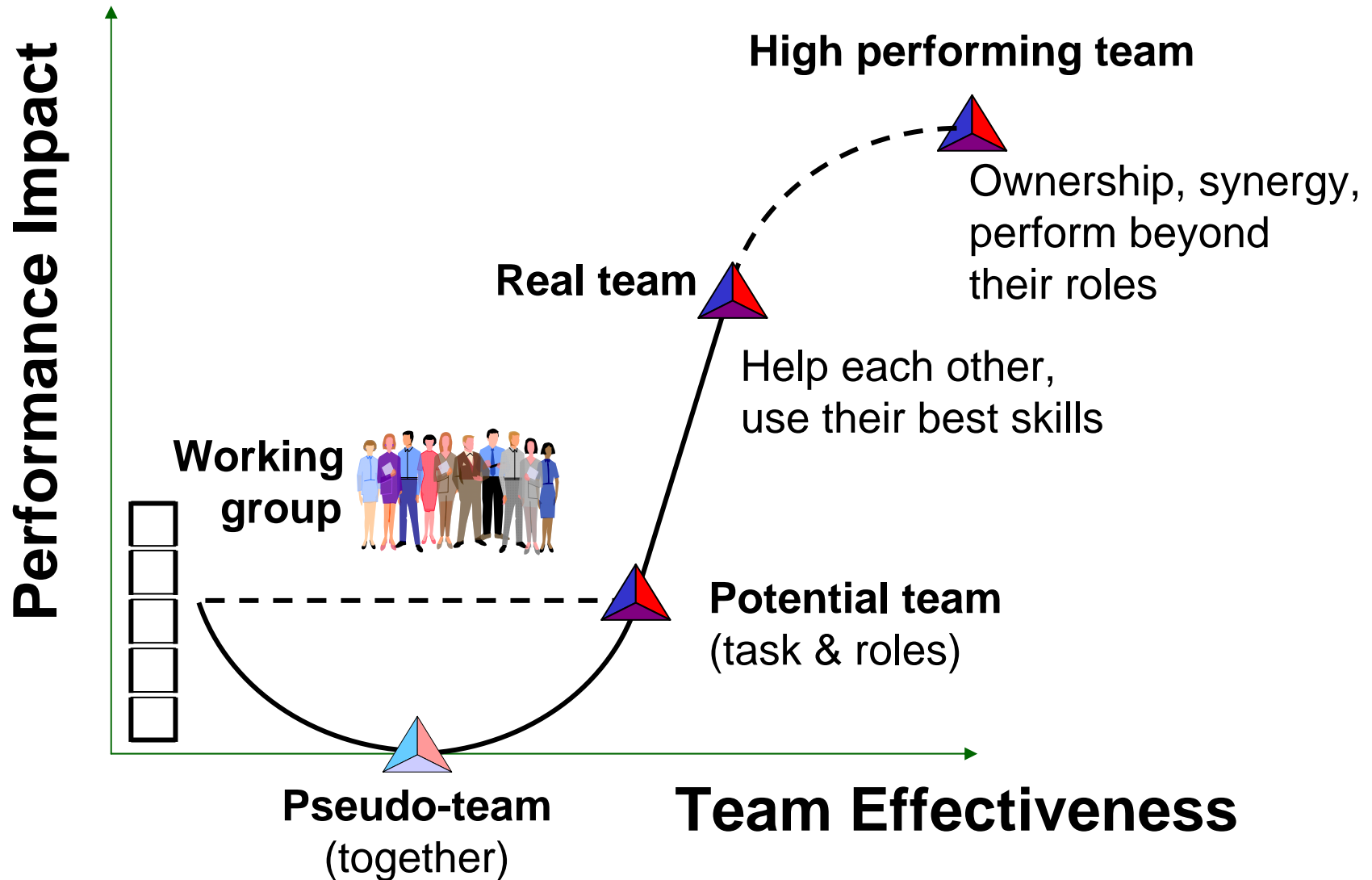
A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.

Katzenbach & Smith (1998)

TEAM BASICS



The Team Performance Curve

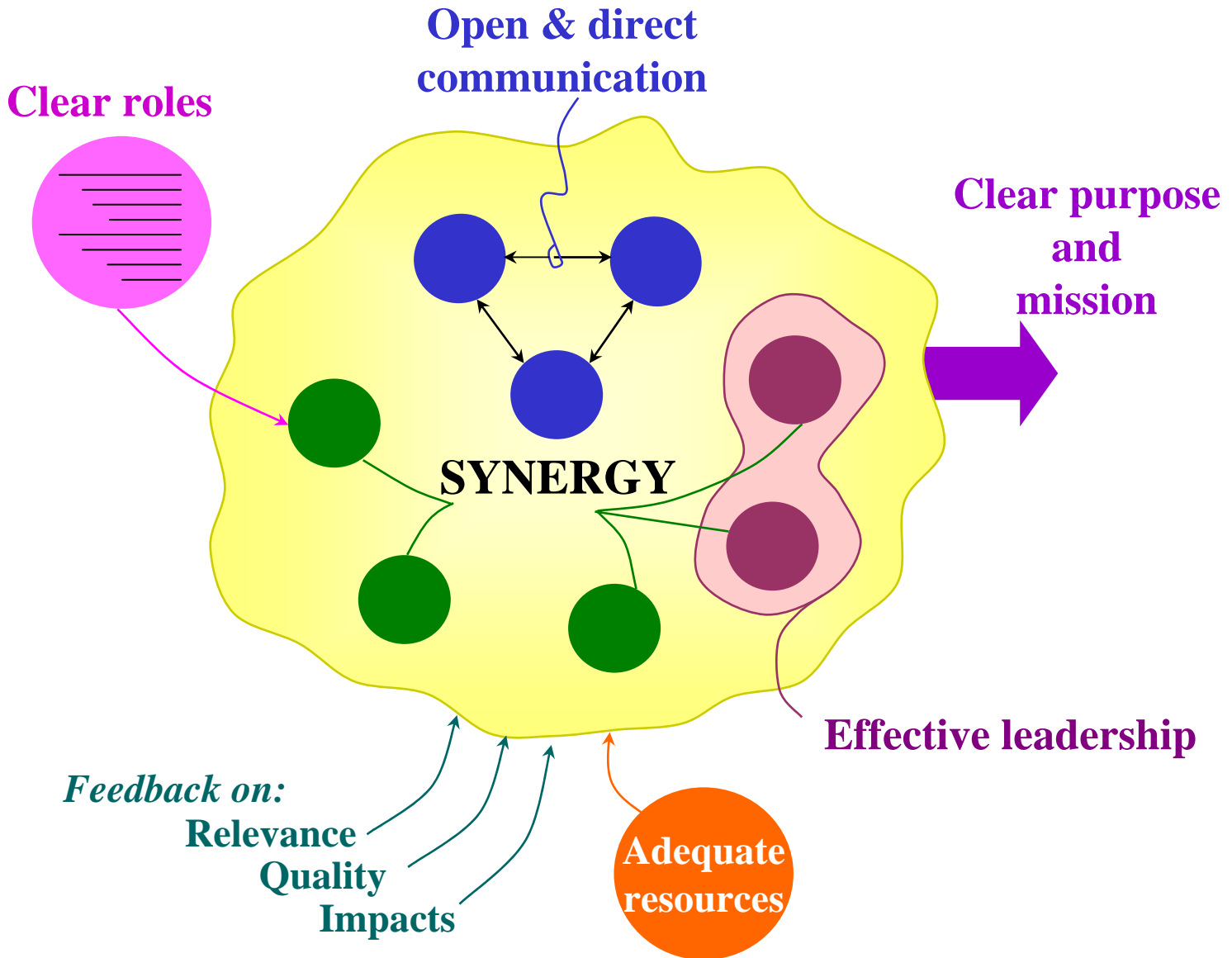


The **FIVE DYSFUNCTIONS** of **TEAMS**

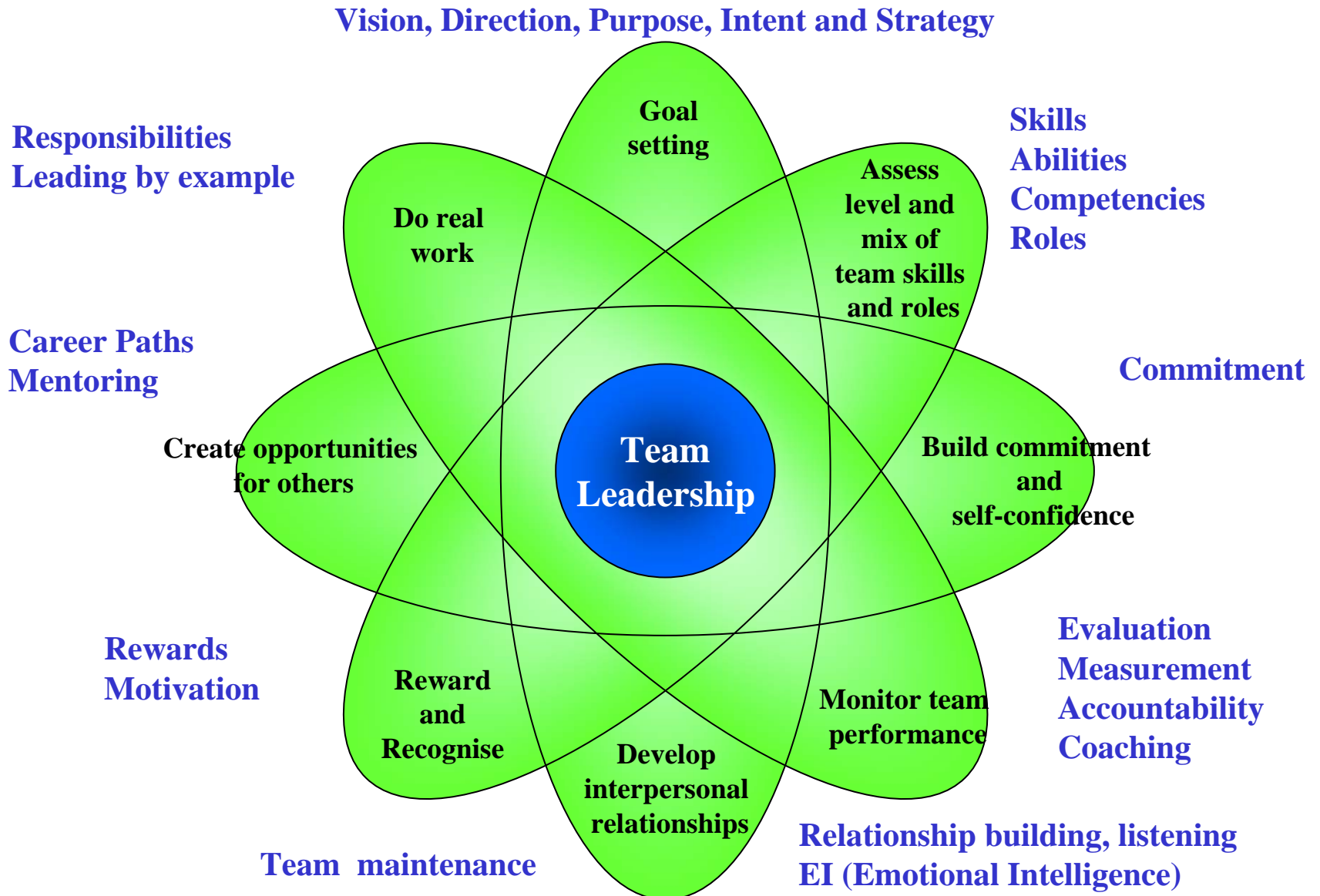


(Lencioni, 2002)

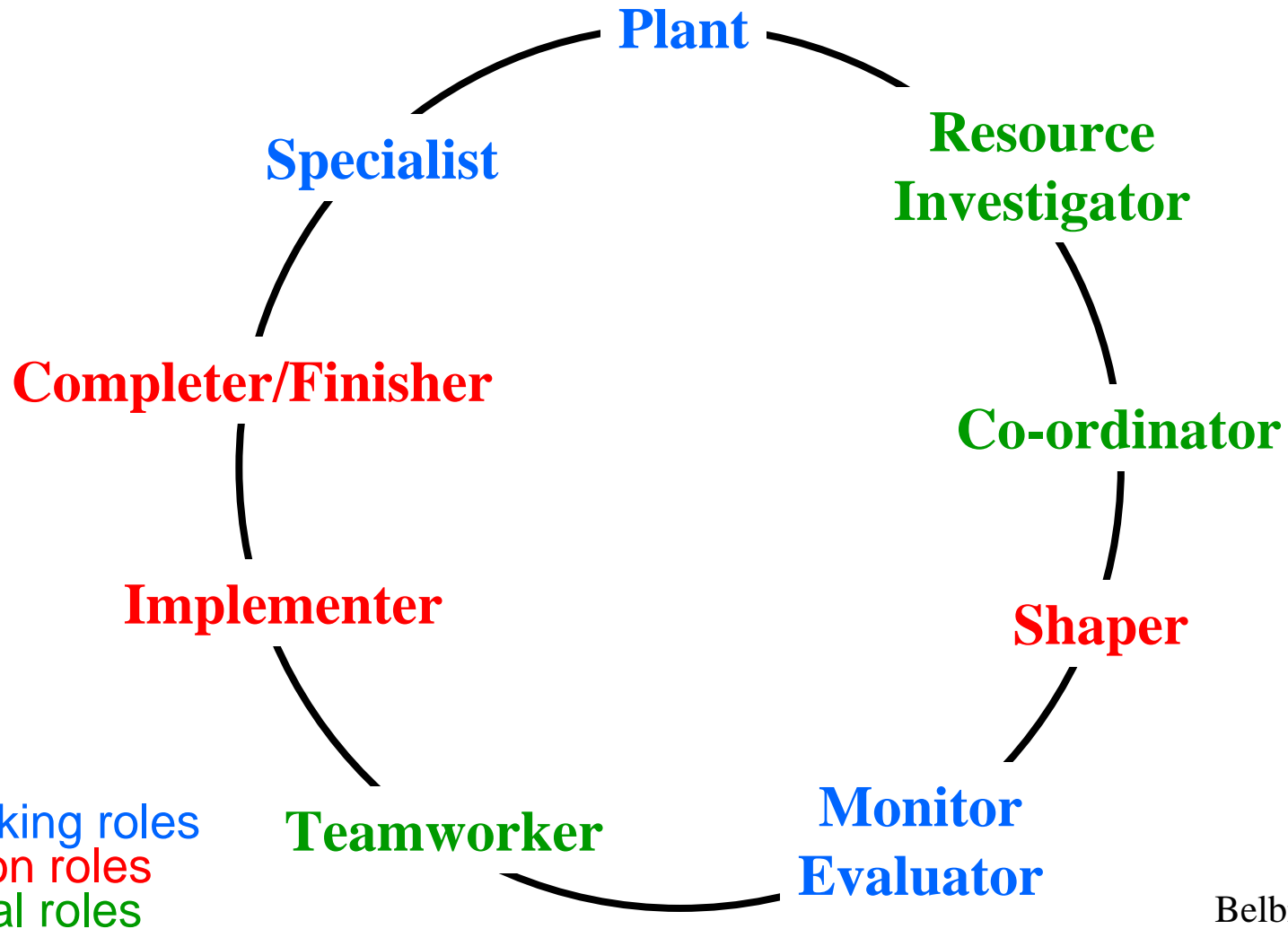
Graphic representation of an effective team



8 Essential Tasks for Effective Team Leaders



Belbin's Nine Team Roles



The Nine Team Roles

Team Role	Description & Contribution	Allowable Weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too preoccupied to communicate effectively
Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Overoptimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.	Can be seen as manipulative. Delegates personal work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Tends to hurt people's feelings.
Monitor Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others. Overly critical.

A Thin Line Can Separate Some Allowable Weaknesses from Unacceptable Behaviour

	Weaknesses	
Team Role	Allowable	Not allowable
Plant	Preoccupation with ideas and neglect of practical matters	Strong 'ownership' of idea when co-operation with others would yield better results
Resource Investigator	Loss of enthusiasm once initial excitement has passed	Letting clients down by neglecting to follow up arrangements
Co-ordinator	An inclination to be lazy if someone else can be found to do the work	Taking credit for the effort of a team
Shaper	A proneness to frustration and irritation	Inability to recover situation with good humour or apology
Monitor Evaluator	Scepticism with logic	Cynicism without logic

The Nine Team Roles (cont.)

Team Role	Description & Contribution	Allowable Weaknesses
Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction, calms the waters.	Indecisive in crunch situations. Can be easily influenced.
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate. Can be a nit-picker.
Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities. Overlooks the 'big picture'.

A Thin Line Can Separate Some Allowable Weaknesses from Unacceptable Behaviour (cont.)

	Weaknesses	
Team Role	Allowable	Not allowable
Team Worker	Indecision on crucial issues	Avoiding situations that may entail pressure
Implementer	Adherence to the orthodox and proven	Obstructing change
Completer	Perfectionism	Obsessional behaviour
Specialist	Acquiring knowledge for its own sake	Ignoring factors outside own area of competence