

# Team Building



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Training for You

# What is Teamwork & Team Building

## Teamwork

- Concept of people working together as a team

## Team player

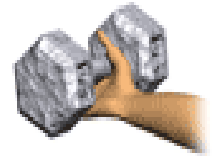
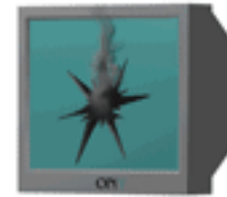
- A team player is someone who is able to get along with their colleagues and work together in a cohesive group

## Team Building

- Process of establishing and developing a greater sense of collaboration and trust between members

# Teamwork

## “Create A Story”



# Why Should We Be a Team?

- When staff use their skills and knowledge together, the result is a stronger agency that can fulfill its mission

*“To provide accurate information that would assist individuals in achieving a better quality of life.”*

- People working together can sustain the enthusiasm and lend support needed to complete the work of each program.

# How does a Team Work Best?

A Teams succeeds when its members have:

- **a commitment to common objectives**
- **defined roles and responsibilities**
- **effective decision systems, communication and work procedures**
- **good personal relationships**

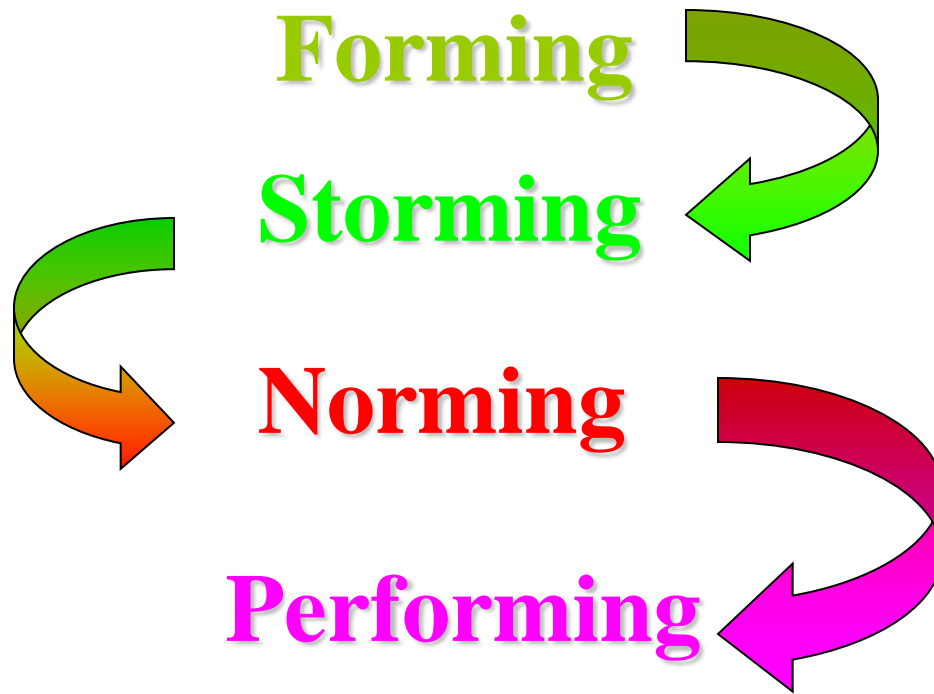
# Team Morale Depends On

- Support
- Resources
- Communication
- Personalities

# Teamwork Skills

- **Listen**
- **Question**
- **Persuade**
- **Respect**
- **Help**
- **Share**
- **Participate**

# Stages in Team Building





# Stage 1: FORMING

## The Team

- ❑ defines the problem
- ❑ agrees on goals and formulates strategies for tackling the tasks
- ❑ determines the challenges and identifies information needed
- ❑ Individuals take on certain roles
- ❑ develops trust and communication

# Team Roles - Leader

- **Encourages and maintains open communication**
- **Leads by setting a good example**
- **Motivates and inspires team members**
- **Helps the team focus on the task**
- **Facilitates problem solving and collaboration**
- **Maintains healthy group dynamics**
- **Encourages creativity and risk-taking**
- **Recognizes and celebrates team member contributions**

# Other Team Roles – Members Can Formally or Informally Take on These Roles

**Initiator** - Someone who suggests new ideas. One or more people can have this role at a time.

**Recorder** - This person records whatever ideas a team member may have. It is important that this person quote a team member accurately and not "edit" or evaluate them.

**Devil's Advocate/Skeptic** - This is someone whose responsibility is to look for potential flaws in an idea.

**Optimist** - This is someone who tries to maintain a positive frame of mind and facilitates the search for solutions.

**Timekeeper** - Someone who tracks time spent on each portion of the meeting.

**Gate Keeper** - This person works to ensure that each member gives input on an issue. One strategy to do this is to ask everyone to voice their opinion one at a time. Another is to cast votes.

**Summarizer** - Someone who summarizes a list of options.

# From Individuals → A Group Forms

**Help members understand each other**

Myers-Briggs Type Indicator (MBTI)

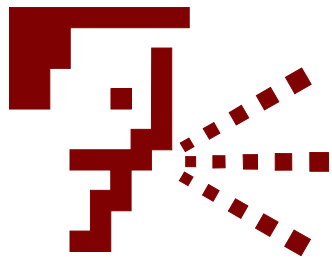
Extraverts -----	Introverts
Sensors -----	iNtuitive
Thinker -----	Feelers
Judger -----	Perceiver

By selecting one from each category, we define our personality type, ESTJ, ENTJ...INFP

# Relevance to Teams (E/I)

- Extraverts

- Need to think aloud
- Great explainers
- May overwhelm others



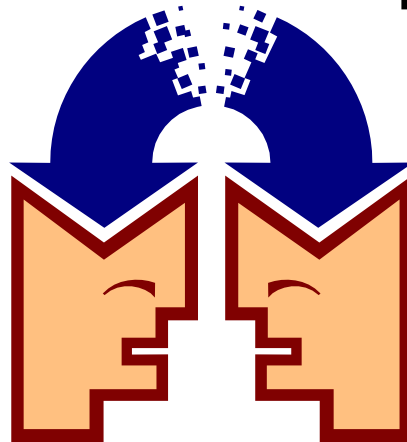
- Introverts

- Need time to process
- Great concentration
- May not be heard



# Relevance to Teams (N/S)

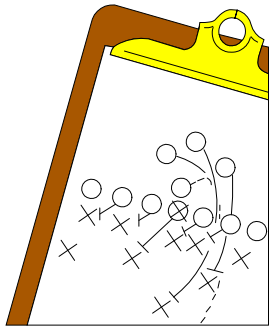
- iNtuitive
  - Great at big picture
  - See connections
  - May make mistakes in carrying out plans
- Sensor
  - Great executors
  - May miss big picture, relative importance



# Relevance to Teams (T/F)

- Thinker

- Skillful at understanding how anything works



- Feeler

- Knows why something matters



# Relevance to Teams (J/P)

- Judger

- Good at schedules, plans, completion
- Makes decisions easily (quickly)
- May overlook vital issues



- Perceiver

- Always curious, wants more knowledge
- May not get around to acting





# What Type are You?

## Online Personality Tests

- Jung types <http://www.humanmetrics.com/cgi-win/JTypes1.htm>
- Keirsey types  
<http://www.keirsey.com/cgi-in/keirsey/newkts.cgi>

## Stage 2: STORMING

During the *Storming* stage team members:

- realize that the task is more difficult than they imagined
- have fluctuations in attitude about chances of success
- may be resistant to the task
- have poor collaboration

# Storming Diagnosis

- Do we have common goals and objectives?
- Do we agree on roles and responsibilities?
- Do our task, communication, and decision systems work?
- Do we have adequate interpersonal skills?



# Negotiating Conflict

- Separate problem issues from people issues.
- Be soft on people, hard on problem.
- Look for underlying needs, goals of each party rather than specific solutions.

# Addressing the Problem

- State your views in clear non-judgmental language.
- Clarify the core issues.
- Listen carefully to each person's point of view.
- Check understanding by restating the core issues.

## Stage 3: **NORMING**

- During this stage members accept:
  - their team
  - team rules and procedures
  - their roles in the team
  - the individuality of fellow members



- Team members realize that they are not going to crash-and-burn and start helping each other.

# Behaviors



- Competitive relationships become more cooperative.
- There is a willingness to confront issues and solve problems.
- Teams develop the ability to express criticism constructively.
- There is a sense of team spirit.

# Giving Constructive Feedback

- Be descriptive
- Don't use labels
- Don't exaggerate
- Don't be judgmental
- Speak for yourself





# Giving Constructive Feedback

- Use “I” messages.
- Restrict your feedback to things you know for certain.
- Help people hear and accept your compliments when giving positive feedback.

# Receiving Feedback

- Listen carefully.
- Ask questions for clarity.
- Acknowledge the feedback.
- Acknowledge the valid points.
- Take time to sort out what you heard.

## Stage 4: PERFORMING

Team members have:

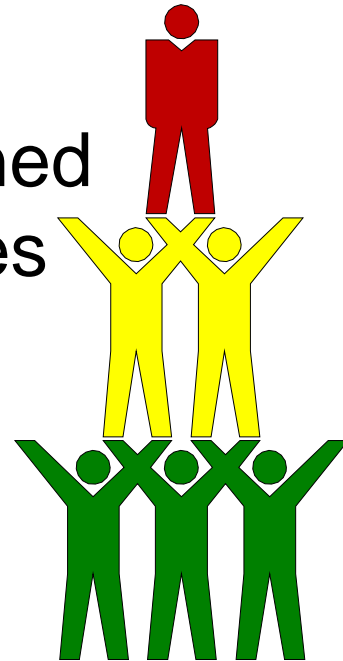
- ✓ gained insight into personal and team processes
- ✓ a better understanding of each other's strengths and weaknesses
- ✓ gained the ability to prevent or work through group conflict and resolve differences
- ✓ developed a close attachment to the team

# Recipe for Successful Team

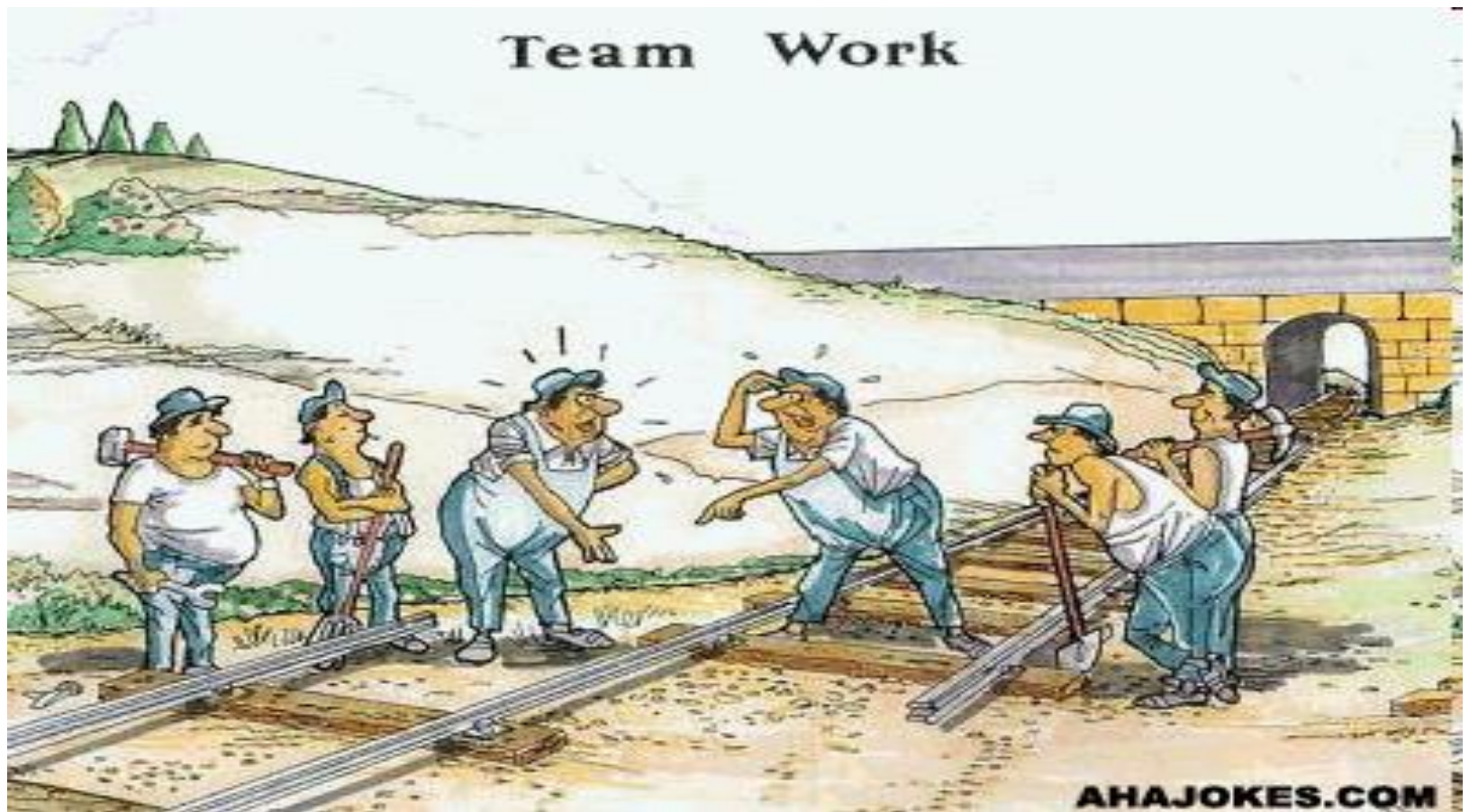
- Commitment to shared goals and objectives
- Clearly define roles and responsibilities
  - ⊗ Use best skills of each
  - ⊗ Allows each to develop in all areas

# Recipe for Successful Team

- Effective systems and processes
  - Clear communication
  - Beneficial team behaviors; well-defined decision procedures and ground rules
  - Balanced participation
  - Awareness of the group process
  - Good personal relationships

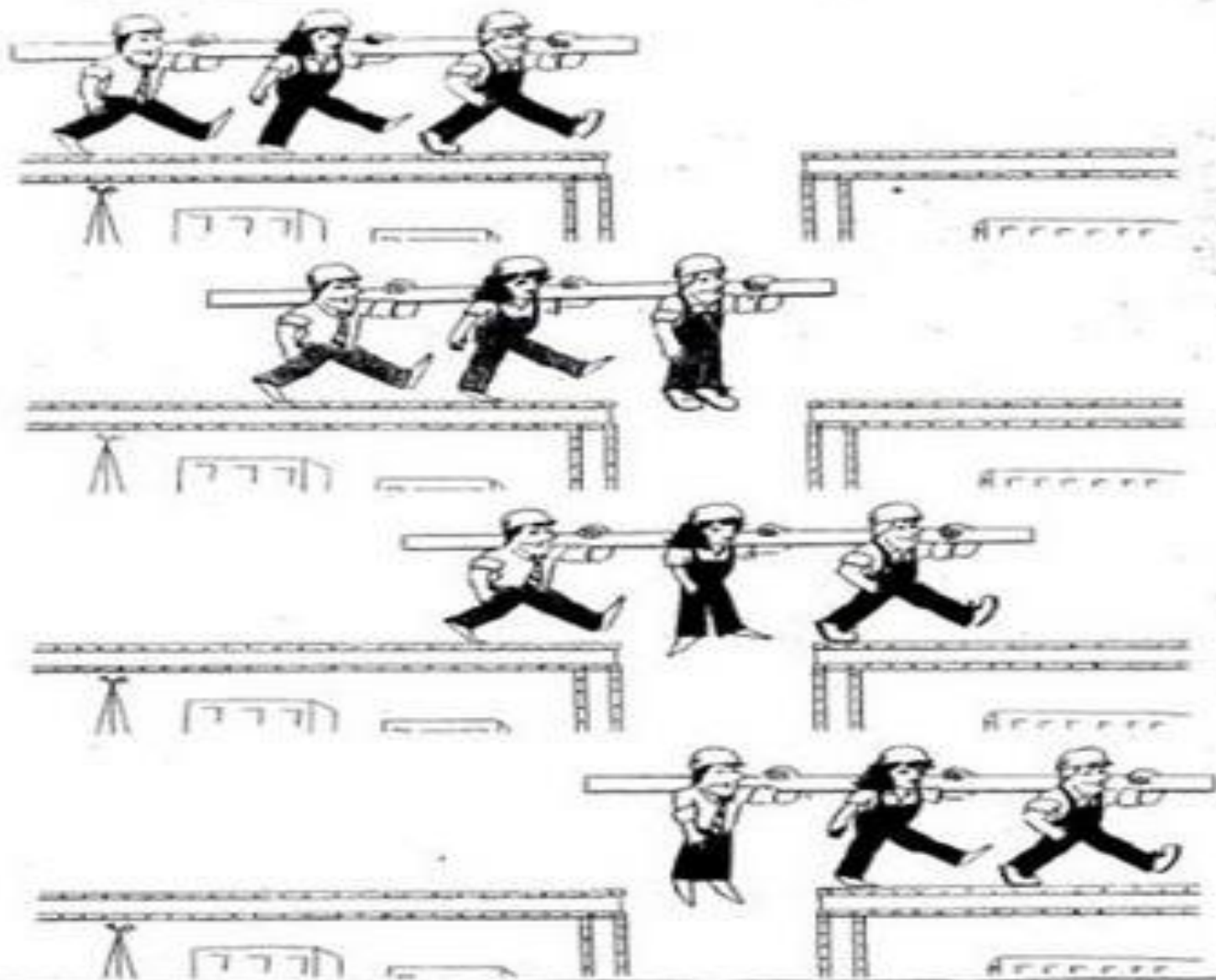


# The Results of Team Work



# Every Team Member Can Help!





**Every member in a Team, has times when they need support -- >>>**



# Everyone Has to Hang in There!

<http://karaul.ru>



**Enjoy your Game!**

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Every team can be successful!

# Resource Credit

- Bob Mendonsa and Associates <http://www.trainingplus.com>
- <http://www.unitar.org>
- [www.challenge.nm.org/resources/\*\*Team\\_Building.ppt\*\*](http://www.challenge.nm.org/resources/Team_Building.ppt)