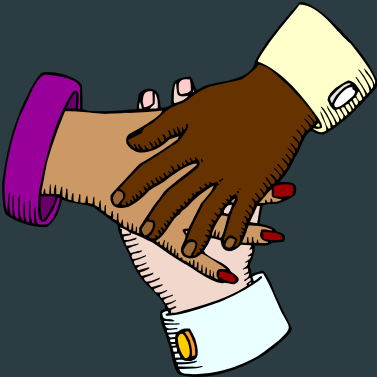


Team Work - Why?



Task!

1. Working in groups, discuss what you think makes a successful team.
2. Feed back your thoughts to the group
3. Time - 10 minutes



Team development

There are four stages that all teams go through

1. Forming
2. Storming
3. Norming
4. Performing

(Tuckman)

Forming (awareness)

- ▶ This is the first time a group of people are put together
- ▶ Team members will hide their weaknesses & mistakes
- ▶ There is no shared understanding about what needs to be done
- ▶ People show little care for other peoples values and views

Storming

- ▶ This is the conflict stage
- ▶ Personal issues start to open up
- ▶ The team become more aware of each other
- ▶ There is more concern for each others values, views and problems in the team
- ▶ People begin to become more open

Norming

- ▶ People start to trust each other
- ▶ More open with each other in discussions
- ▶ This leads to a more logical way to work
- ▶ The team start to set common goals and objectives
- ▶ All options are considered
- ▶ Plans make improvements

Performing

- ▶ Productivity starts to show
- ▶ Leadership is decided by situation & agreement rather than protocol
- ▶ Energy is utilised and put to best use
- ▶ The team starts to “perform” and meet targets and objectives

Task

1. In your groups, think of any teams that you have been involved with e.g. planning an event or working in the kitchen, bakery or restaurant.
2. Within your team, discuss the stages of team building and give examples of when you have seen these stages in practice.

Have you been stuck in the forming or norming stage?

Have you been in a team that performs well?

Were you set clear targets?

What prevented the team from performing?

What would you have done differently if you were the Team Leader?

Task time - 20 minutes

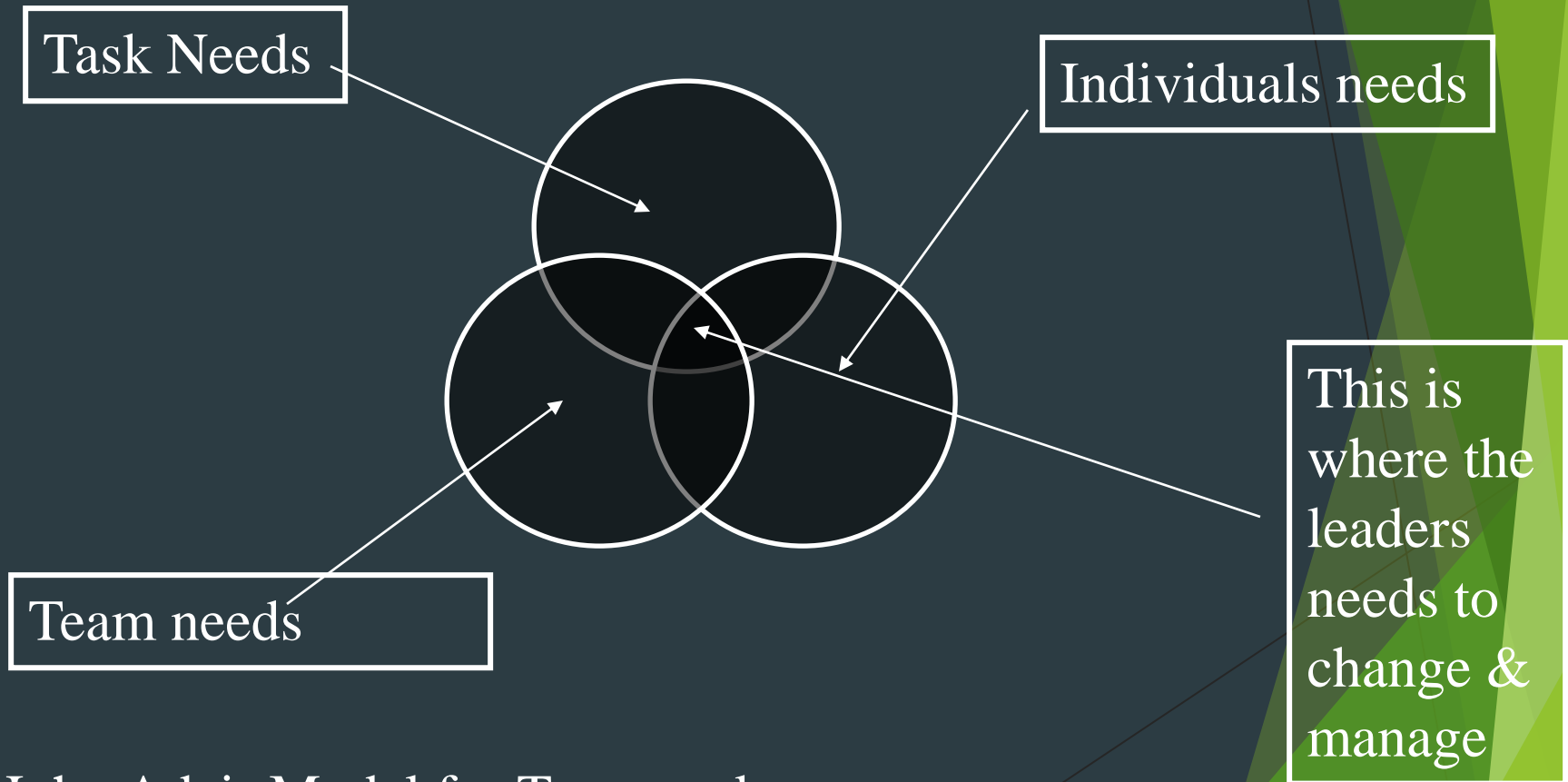
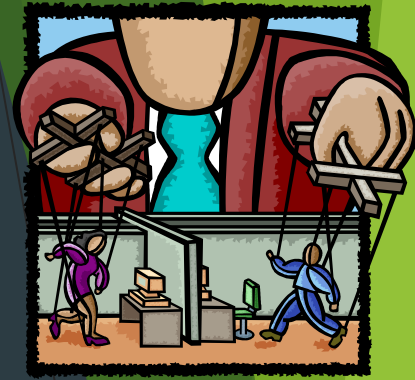
Team who go through the stages should then:-

- ▶ Have clear objectives and agreed goals
- ▶ Openness and confrontation
- ▶ Support and trust
- ▶ Co-operation & conflict
- ▶ Good decision making
- ▶ Appropriate leadership

Good team leadership

- ▶ There needs to be clearly defined task
- ▶ The task needs to be relevant to the team
- ▶ The task also needs to be relevant to individuals in the team
- ▶ The team leader must concentrate on a small centre part of the team

A Model for team work



John Adair Model for Teamwork

Requirements of the team leader

- ▶ Define the task or job
- ▶ Build & coordinate the team
- ▶ Develop & satisfy the individual needs of the team
- ▶ To direct the team in order to achieve results

How the team leader achieves this

- ▶ Planning
 1. Define the team task or purpose
 2. Make a workable plan
 3. Set team standards

Initiate

1. Explain why the plan is necessary
2. Allocate tasks to team members

Controlling

1. Influence the tempo
2. Make sure all action works towards the goal
3. Keep discussions relevant
4. Guide the team to actions & decisions

Supporting

1. Encourage & discipline the team & individuals
2. Create team spirits
3. Relieve tension
4. Reconcile disagreements

Information

1. Give new information to the team
2. Receive information from the team
3. Summarise ideas & suggestions

Evaluating

1. Test the consequences of proposed solutions
2. Evaluate team performance
3. Help the team evaluate its own & individual performance against the standards

- ▶ High performance teams have three main attributes: -
 1. High task fulfilment
 2. High team maintenance
 3. Low self-orientation

- ▶ Team members must be given responsibility & authority to represent their part of the organisation process

- ▶ Giving responsibility allows the team to gain respect and knowledge

- ▶ Teams should have:-
 1. Good team selection & leadership
 2. Team objectives
 3. Team meetings
 4. Team assignments
 5. Team dynamics
 6. Results & reviews