

# Team or Group?

## **Group**

- Strong leader
- Individual accountability
- Purpose same as business
- Individual services
- Efficient meetings
- Indirect measures
- Discusses, decides and delegates (work)

## **Team**

- Shared leadership
- Individual and mutual accountability
- Team purpose delivered by team effort
- Collective services
- Active problem solving
- Direct measures
- Works together

# Definition of a Team

- Small group of people with complementary skills, committed to a common purpose, with measurable goals, who hold each fully accountable for the team's results.
- Teams comprises groups of people who share common objectives and who work together to achieve them.

# Roles in a Team (Belbin)

- Company worker
- Chairperson
- Shaper
- Idea Maker (plant)
- Resource investigator
- Monitor Evaluator
- Team worker
- Completer finisher
- Specialist

# Functions of the Team

## Maintenance

- Harmonizing
- Expressing group feeling
- Encouraging and acknowledging others
- Standard setting and testing
- Gate keeping
- Compromising

## Task

- Initiating
- Give information
- Seek information
- Clarifying
- Consensus testing
- Summarizing

# Hindering the Team

- Dominating fighting and distracting
- Avoiding
- Degrading
- Uncooperative and resisting authority
- Side conversations and forming alliances
- Withdrawing

# High Performance

- Clear Direction
- Customer Focus
- Detailed action plans
- Clearly Defined Roles
- Commitment
- Decision Making
- Problem Solving
- Shared leadership
- Open communication
- Change management
- Conflict management
- Innovation – creativity
- Positive reinforcement
- Team assessment
- Rules and procedures

# Effective and Constructive Debate

- Focus on the facts
- Multiply alternatives
- Create common goals
- Use humour
- Balance power
- Seek consensus with qualification
- (how to have a good fight)

# Discipline of Teams

- Team owns meaningful purpose
- Compelling goals - inspire
- Complementary skills
- Committed to getting the work done
- Mutual accountability
- The price of silence
- Importance of ethics

