

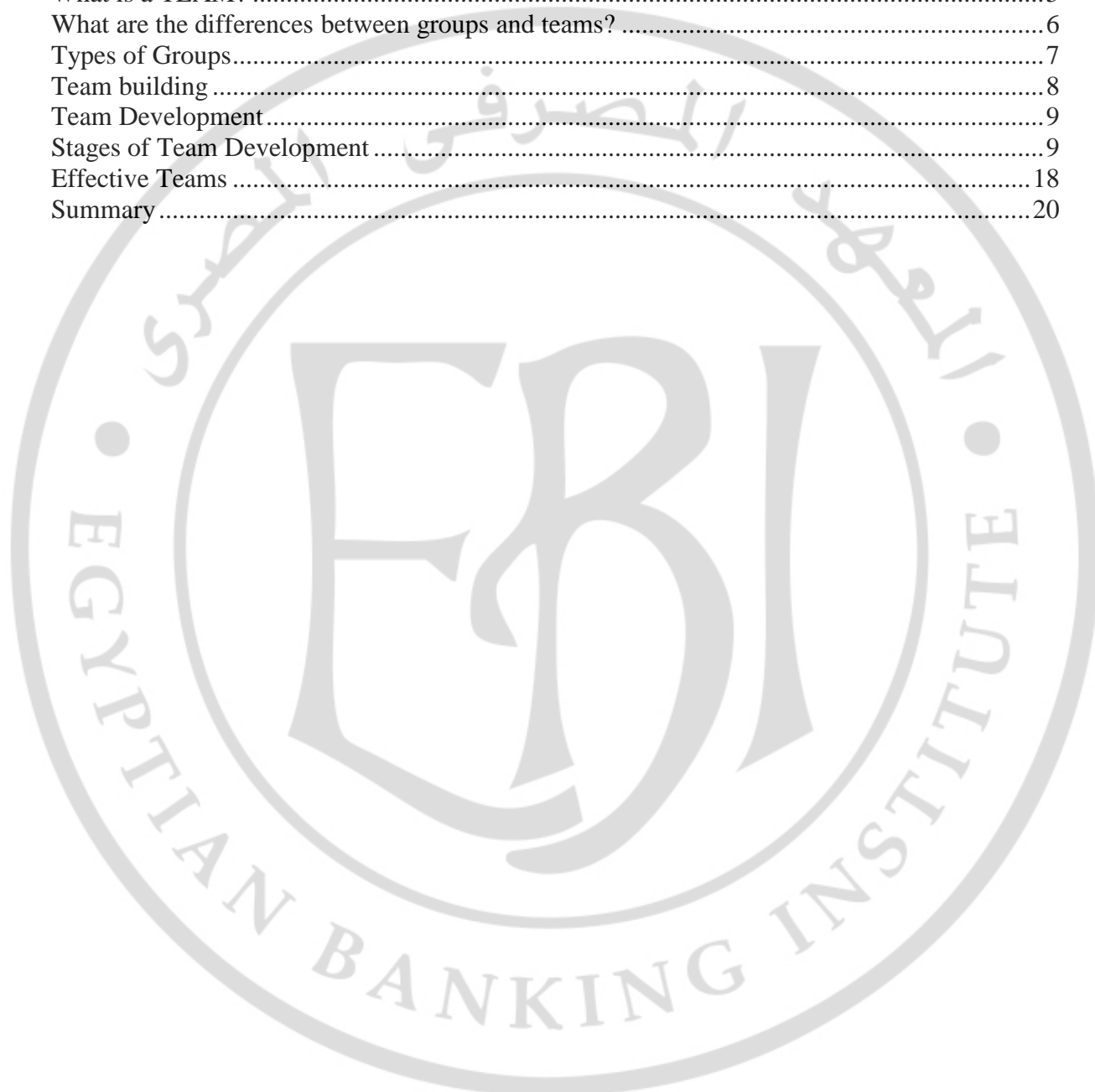
## ***Module 5: Teamwork Concepts***

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## Table of Contents

### Module 5: Teamwork Concepts

Importance .....	3
Learning Objectives .....	3
Knowledge Presentation .....	4
What is a TEAM? .....	5
What are the differences between groups and teams? .....	6
Types of Groups.....	7
Team building .....	8
Team Development.....	9
Stages of Team Development .....	9
Effective Teams .....	18
Summary .....	20



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# Train for Employment

## Module 5: Teamwork Concepts

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### Importance

Making teams more productive is a constant issue for most managers. Productivity is, of course, the essence of what makes businesses competitive, but it is particularly important in times of economic slowdown such as the one we are currently experiencing. Having a high performing team is definitely a business advantage.

A common pitfall seen in business organizations is the confusion between a "group" and a "team." With "team" being a buzzword in today's business world, we often think that any work in which various people work together is, by definition, a team. This is not necessarily the case. A restaurant, for example, is a group in which there is a general manager, cooks, waiters and waitresses, cleaning people, and so on. Each person performs specific tasks given to them by management, and each person is evaluated according to how well he has done the task at hand. They work as a group, but not as a team.

### Learning Objectives

- Explain what is meant by team
- Demonstrate the barriers for building teams
- List the stages of team development
- Apply teamwork effectively

## Knowledge Presentation

A team is a group of people who are jointly responsible for achieving a shared goal. For the last 20 years, organizations have embraced teams and teamwork as an effective way of doing business. The last two decades have also seen the replacement of “supervisors” by “team leaders”. People in every workplace talk about building the team, working as a team, and “my team”, but few understand how to create the experience of teamwork or how to develop an effective team.

Companies have embraced the concept of team and team building because it works. Employee motivation and morale improves dramatically when people feel valued and when their contributions make a difference. Increased use of technology and new ways of doing business are changing the ways we use teams, but the underlying principles and benefits remain.

### The “Team” Concept

It is all about success!

- Together
- Everyone
- Achieves
- More

## What is a TEAM?

A team is a small group of people with complementary skills who work actively together to achieve a common purpose for which they hold themselves collectively accountable. Team members actively work together in such a way that all of their respective skills are utilized to achieve the common purpose.

### Types of Teams

- **Teams that recommend things:** These are teams that are established to study specific problems and recommend solutions
- **Teams that run things:** These are teams that have formal responsibility for leading other teams
- **Teams that make or do things:** These are functional teams that perform ongoing tasks
- **Teams that make or do nothing:** These are “blame sharing groups”

### Team Characteristics

- A team has a definable membership which is sometimes given a name
- The members consider themselves a team; they have a conscious identification with each other
- There is a shared sense of purpose within a team to achieve the common task
- The members rely on one another to be able to complete the common task
- The members communicate, influence and interact with one another in the process of working towards the common task
- A team acts in unity, almost like a single organism

### Teams are superior to individuals:

- When there is no clear expert in a particular problem or task
- When problem solving can be handled by a division of labor and the sharing of information
- When creativity and innovation are needed

## What are the differences between groups and teams?

### Teams:

Are committed to shared goals

Contribute to procedures

Promote cooperation

Are open and honest with each other they say

Conflict is constructive

### Groups:

Are committed to individual goals

Wait for procedures

Breed competition

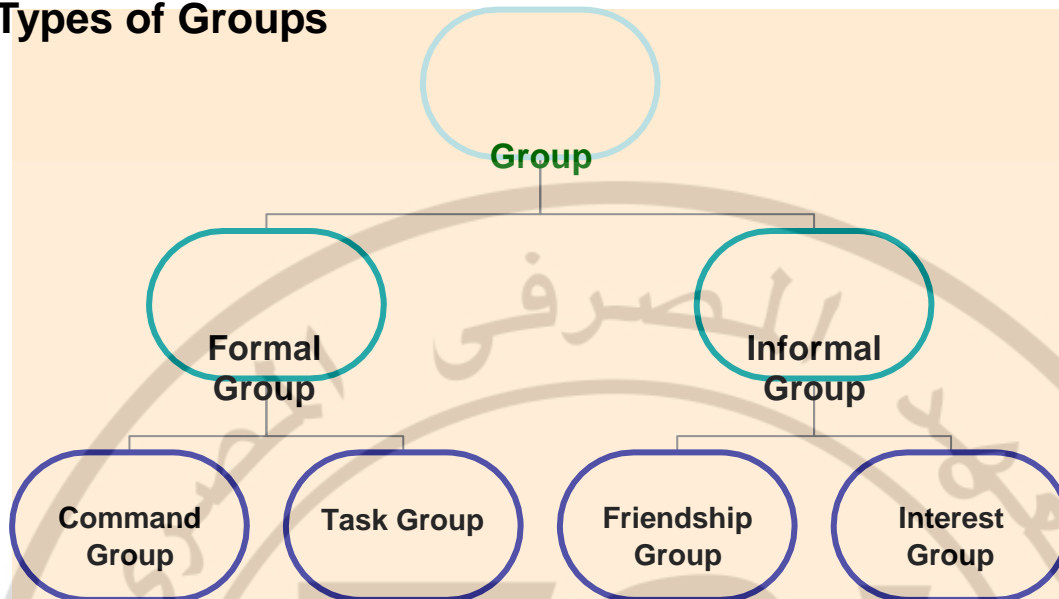
Are careful and cautious with what they say

Conflict easily escalates

### Groups and Teams

The terms group and team are used interchangeably but they are not the same. A group may not necessarily be a team. Teams are specific forms of groups.

## Types of Groups



### Formal Groups/Teams

- ❑ Officially designated to serve a specific organizational purpose
- ❑ May be permanent or temporary
- ❑ Permanent work teams are command teams in the vertical organization structure
- ❑ Temporary work teams are task teams specifically created to solve a problem or perform a defined task

### Informal Groups

- ❑ Emerge without being officially designated by the organization
- ❑ Types of informal groups
- ❑ Friendship groups
- ❑ Interest groups

### Benefits of informal groups

- ❑ Can speed up work flow by supplementing formal lines of authority
- ❑ Can satisfy needs that are unmet by the formal group
- ❑ Can provide members with social satisfaction, security, and a sense of belonging

In informal groups people learn more about their work beside the coffee machines than in the training rooms!

### Groups Become Teams

A group becomes a team when each member is sure enough of themselves and their contribution to praise the skill of the others.



## Team building

### ***Constructing What is Team Building?***

Team building is a sequence of planned activities designed to gather and analyze data on the functioning of a team and to initiate changes designed to improve teamwork and increase team effectiveness.

Team building is important in building a successful team. Team members and leaders must work hard to achieve teamwork, and team building is a tool that can help them build an effective team.

Team building is not a one event session. It is a continuous process. Effective team building requires you to perform your role as a leader and lead and motivate your team. It is your responsibility to choose when to do team building and how to do it.

### ***Problems that Require Team Building***

Some problems that might require team building are:

- ❑ **Team members lack the skills to do their job.** As a leader it is your responsibility to be sure your team is adequately trained to do their jobs.
- ❑ **The team is having problems making decisions or communicating.** Indicators of poor decision making, communication, priority setting, etc., should be explored to determine if training is required rather than, or in conjunction with, team building.
- ❑ **The team does not have the resources it needs.** This is an issue teams may not be able to solve. You need to work with your boss to determine how to acquire the additional people, budget, equipment, or other resources the team needs to meet its goals.
- ❑ **Teamwork is not rewarded.** Identify things within the team's authority that can be done to reward teamwork. However, compensation and performance management systems are bigger issues. Let Human Resources and others know the extent to which these issues are impeding team effectiveness.
- ❑ **There is confusion about the team's authority.** Although teams can clarify their shared purpose or mission, they may not be able to resolve problems related to their limits of authority. This is particularly true for cross-functional project teams or problem-solving teams. When appropriate, the management sponsors and the team leader need to agree on scope of authority, boundaries, and limits.
- ❑ **It is not possible to get all the team members involved in team building.** Sometimes there are geographical or logistical factors that impede a team's ability to come together for team building.



## How to build a team?

- Define Roles & Responsibilities.
- Facilitate communication.
- Encourage listening, trust and cooperation among. Employees on your team.
- Consider each member's ideas as valuable.
- Respect and care about each member's needs
- Acknowledge reward.

## Team is built when

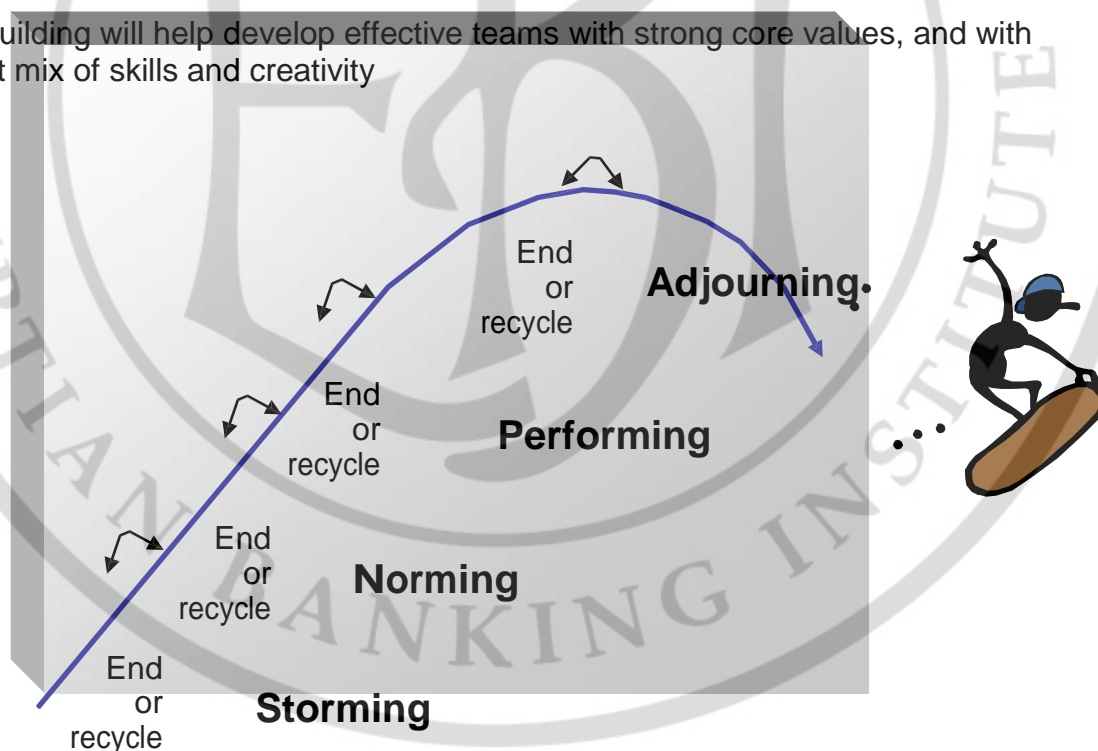
- There is only one target for all members not individual targets
- Members have a common purpose
- Are committed to listening to each other
- Respect each other's views and opinions
- Are sensitive to each other's needs

## Team Development

### Stages of Team Development

A group or team passes through five lifecycle stages:

Team building will help develop effective teams with strong core values, and with the right mix of skills and creativity



## Forming

**Stage 1: *Forming*** is the initial entry of members to a team.

MEMBER CONCERNS	WAYS TO ENHANCE TEAM DEVELOPMENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Getting to know each other.</li> <li><input type="checkbox"/> Discovering what is considered acceptable behavior.</li> <li><input type="checkbox"/> Determining the team's real task.</li> <li><input type="checkbox"/> Defining team rules.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sharing responsibility.</li> <li><input type="checkbox"/> Encouraging open dialogue.</li> <li><input type="checkbox"/> Providing structure.</li> <li><input type="checkbox"/> Directing team issues.</li> <li><input type="checkbox"/> Developing a climate of trust and respect.</li> </ul>

Forming is a period in which members are often guarded in their interactions because they are not sure what to expect from other team members. This is also the period in which members form opinions of their teammates.

**Stage 2: Storming** is characterized by competition and strained relationships among team members. There are various degrees of conflict dealing with issues of power, leadership, and decision-making. This is the most critical stage for the team. This is a period of high emotionality and tension among team members.

MEMBER CONCERNS	WAYS TO ENHANCE TEAM DEVELOPMENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Formation of coalitions.</li> <li><input type="checkbox"/> Dealing with outside demands.</li> <li><input type="checkbox"/> Clarifying membership expectations.</li> <li><input type="checkbox"/> Dealing with obstacles to team goals.</li> <li><input type="checkbox"/> Understanding members' interpersonal</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Encouraging joint problem solving.</li> <li><input type="checkbox"/> Encouraging listening to different points of view.</li> <li><input type="checkbox"/> Use decision-making procedures.</li> <li><input type="checkbox"/> Encourage two-way communication.</li> <li><input type="checkbox"/> Support collaborative team efforts.</li> </ul>

Members are starting to assert themselves to regain their individuality, power, and influence to satisfy their need for respect from others. They may feel defensive. The group argues heatedly about who should be a leader. They may strongly express their views, challenge the ideas of others, and not listen well.

**Feelings associated with Storming:**

- Resistance
- Uncertainty
- Impatience
- Hostility
- Discomfort

**Stage 3: Norming** is characterized by cohesiveness among members. In this phase, members realize their commonalities and learn to appreciate their differences. Functional relationships are developed resulting in the evolution of trust among members. This is the point at which the team really begins to come together as a coordinated unit.

MEMBER CONCERNS	WAYS TO ENHANCE TEAM DEVELOPMENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Holding the team together.</li> <li><input type="checkbox"/> Dealing with divergent views and criticisms.</li> <li><input type="checkbox"/> Dealing with a premature sense of accomplishment.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicating frequently and openly about concerns.</li> <li><input type="checkbox"/> Encouraging members to manage the team process.</li> <li><input type="checkbox"/> Giving positive and constructive feedback.</li> <li><input type="checkbox"/> Supporting consensus decision-making efforts.</li> <li><input type="checkbox"/> Delegating to team members as much as possible.</li> </ul>

**Stage 4: Performing** marks the emergence of a mature, organized, and well- functioning team.

MEMBER CONCERNS	WAYS TO ENHANCE TEAM DEVELOPMENT
The primary challenge is to continue to improve relationships and performance.	<input type="checkbox"/> Delegate and oversee.

Members deal with complex tasks and handle internal disagreements in creative ways. The team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed upon with the leader. The team has a high degree of autonomy.

Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team. The team is able to work towards achieving the goal, and also to attend to relationship, style, and process issues along the way. Team members look after each other.

The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development. The leader delegates and oversees.

**Stage 5: Adjourning** is the break-up of the group, hopefully when the task is completed successfully, its purpose fulfilled. Everyone can move on to new things, feeling good about what has been achieved. This stage is particularly important for temporary teams. A well-integrated team is able to disband when its work is finished.

## The 6 Cs

These are the emotions that occur at each stage of team development starting with confusion and ending in commitment.

### **Confusion**

- When the team meets for the first time.

### **Conflict**

- The period of conflict depends on the ability of team leader - (More ability = shorter period or less ability = longer period).

### **Control**

- When the leader is into the development of laws.

### **Cooperation**

- A sense of belonging spirit and common goals.

### **Consensus**

- The group focuses on the relationship (Everyone feels comfortable) and not on the job or on the target (teams going through this phase demonstrate a high level of maturity).

### **Commitment**

- The levels of personal growth and performance of the group are high and team members understand the concepts of energy and group power.

## **Foundations of Team Effectiveness**

The foundations of team effectiveness are:

### **Task**

- Refers to the technical demands of a task, such as monotony, level of difficulty, and information requirements.
- Tasks that are complex in their technical demands require unique solutions and more information processing.
- Social demands of a task include relationships, ego involvement, and controversies over ends and means.
- Tasks that are complex in social demands involve difficulties in reaching agreement on goals or methods for accomplishing them.

### **Technology**

- Provides the means to get work accomplished.
- The right technology must be available for the task at hand.
- Work-flow technology can affect the way team members interact.

### **Membership characteristics**

- A team must have the right skills and competencies available for task performance and problem solving.
- Homogeneous teams may not perform well if they lack the requisite experiences, skills, and competencies.
- Heterogeneous teams may perform well if they effectively utilize a variety of experiences, skills, and competencies.



**Status**

- A person's relative rank, prestige, or standing in a team.
- Status equality: Occurs when a person's position within the team is equivalent in status to positions held outside the team. When status inequality is present, problems will likely occur.

**Team Size**

- As team size increases, performance and member satisfaction increase up to a point.
- Division of work promotes performance and increased satisfaction.
- Communication and coordination problems occur, in turn decreasing performance and satisfaction.

**Ideal Team Size: Generally, from 7-12 members.**

(Problem-solving teams may have 5 to 7 members.)

**Differences between odd and even numbered teams:**

Teams with an odd number of members may be more effective for resolving disagreements and reaching a speedy decision.

Teams with an even number of members may be more effective when careful deliberation, consensus building, or complex problem solving is required.

**Understanding Personality Styles**

Understanding the personality styles of each member of your team identifies individual differences in how people relate to one another. Personality styles are based on needs to express and receive feelings of inclusion, control, and affection. Teams whose members have compatible characteristics are likely to be more effective. Teams whose members have incompatible characteristics are likely to be less effective.



## Negative vs. Positive Team Members

Negative Team Member	Positive Team Member
<ul style="list-style-type: none"> <li><input type="checkbox"/> Avoids working on projects independently.</li> <li><input type="checkbox"/> Content with superficial explanations; does not seek to learn more about things in detail.</li> <li><input type="checkbox"/> Is packed with emotions.</li> <li><input type="checkbox"/> Does not concern himself with others.</li> <li><input type="checkbox"/> Seeks to exploit others.</li> <li><input type="checkbox"/> Lacks energy and vitality.</li> <li><input type="checkbox"/> Is usually not satisfied with others.</li> <li><input type="checkbox"/> Cannot break away from old emotional habits.</li> <li><input type="checkbox"/> Surrenders to avoid frustration and unable to concentrate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Works independently when necessary</li> <li><input type="checkbox"/> Seeks to challenge explanations</li> <li><input type="checkbox"/> Has a vision</li> <li><input type="checkbox"/> Feels free to express their feelings, thoughts, and desires.</li> <li><input type="checkbox"/> Their time and effort are valuable resources</li> <li><input type="checkbox"/> Achieves results</li> <li><input type="checkbox"/> Doesn't get stuck in old habits</li> <li><input type="checkbox"/> Confronts difficult situations.</li> <li><input type="checkbox"/> Focuses on the end result</li> </ul>

### Classifying People's Behavior

Two dimensions of behavior can explain and predict how people behave:

- Assertive
- Aggressive

**Assertive** is defined as being forceful and directive and refers to the extent to which a person openly expresses his rights

#### Assertive people:

- Move, talk & decide fast.
- Express their beliefs publicly.
- Speak out with strong statements.
- Confront difficult situations.
- Are proactive & like to win.

#### Assertive people:

- Feel free to express their feelings, thoughts, and desires.
- Know their rights.
- Have control over their anger. It does not mean that they repress this feeling. It means that they control it for the moment and then talk about it later in a logical way.
- Have a good understanding of feelings of the person with whom they are communicating.

## Assertiveness ≠ Aggressiveness

### Non-Verbal Cues for Distinguishing Degrees of Assertiveness

	<b>Non-Assertive</b>	<b>Aggressive</b>	<b>Assertive</b>
<b>General:</b>	Very passive. Actions only, instead of words. Looking as though you don't mean what you	Sarcastic, harsh. Air "know it all" and superiority.	Congruent, firm
<b>Voice:</b>	Weak, stuttering soft, more monotone.	Loud, shrill, very cold, demanding.	Firm, warm, confident.
<b>Eyes:</b>	Teary, down-casted, pleading.	Narrow, cold, staring	Warm, keep appropriate eye-
<b>Stance:</b>	Stooped, leaning for support.	Hands on hips, feet apart, pointing fingers.	Relaxed.
<b>Hands:</b>	Clammy, sweaty, fidgety.	Pointing fingers, making fists,	Natural gestures at

Assertive people make good team members because they feel free to express their feelings, thoughts, and desires; know their rights; and have control over their anger. It does not mean that they repress this feeling. It means that they control it for the moment and then talk about it later in a logical way. They also have a good understanding of feelings of the person with whom they are communicating.

## Effective Teams

Tips for having Effective teams work :

- **Task performance:** Members attain performance goals regarding quantity, quality, and timeliness of work results.
- **Member's satisfaction:** Members believe that their participation and experiences are positive and meet important personal needs.
- **Team viability:** Members are sufficiently satisfied to continue working together on an ongoing basis.
- **Synergy:** Effective teams have synergy. With synergy, teams accomplish more than the total of the members' individual capabilities. Synergy is necessary for organizations to compete effectively and achieve long-term high performance.

Effective teams have a common purpose and are committed to listen intently to each other and respect each other's views and opinions. They are concerned about how their actions and attitudes affect one another, are sensitive to each other's needs, and are willing to work on building a positive environment and stay involved.

The foundations of team effectiveness are goals, rewards, and resources. Long term performance relies on appropriate goals, well-designed reward systems, and adequate resources.

### Was the team effective?

A team is judged effective by its results. A team is effective if:

- The outcomes—products, services, ideas, or recommendations—meet or exceed initial expectations;
- Members of the team feel satisfied with the process and the product of their effort;
- Team members have learned lessons that will make themselves and the organization more effective in future initiatives.

### The most effective teams:

- Share information openly.
- Participate in the team's task.
- Encourage each other.
- Use all of the team's resources.

**Ineffective Teams** may experience social loafing as a performance problem. Social loafing is the tendency of people to work less hard in a team than they would individually. Reasons for social loafing are individual contributions are less noticeable in the team context, and some individuals prefer to see others carry the workload.

### The We / I Ratio

- In any written or spoken communication, simply count the occurrences of -We and the occurrences of -I pronouns.
- The ratio of W e's to I's is the best indicator of the development of a team.



## Summary

In this module, you learned

- Explain what is meant by team
- Demonstrate the barriers for building teams
- List the stages of team development
- Apply teamwork effectively

