



THE TEAM-BUILDING SERIES:

Skills for Professionals



OBJECTIVES

- The nature of team building
- Methods of effective team building
- Promoting teamwork skills
- Successfully communicating with teams
- Handling team conflicts



WHAT IS A WORK TEAM?

A group of people who work interdependently with one another toward common shared goals over time.

Members (employees) share & combine resources, information, and skills

There are several types of teams based on their levels of authority, responsibility, and control



WHY ARE TEAMS IMPORTANT?

Teams have become increasingly popular because:

- Groups can do more than individuals
- There is increased knowledge and skill
- They are more effective at certain tasks
- The nature of work has changed due to increases in technology and a focus on knowledge

“Coming together is a beginning.
Keeping together is progress.
Working together is success.” ~ Henry Ford

WHY IS TEAM BUILDING IMPORTANT?

Team-building improves:

- Communication among employees and between employees and management
- Cooperation and coordination
- Trust and confidence
- Professional relationships
- Employee motivation
- Productivity and work quality

EXAMPLES OF TEAM BUILDING ACTIVITIES

Promote informal addressing and getting to know one another as people and not just employees working on the same team

Celebrate successes

Utilize group discussions

Conduct feedback activities

Organize trips



THE PROFESSIONAL'S ROLE IN TEAM BUILDING

Initially, it is valuable to recognize one's team-building responsibilities up-front.

The goal is to create a well-designed team

Strategize about the team's tasks, skills, and work processes

“A single arrow is easily broken, but not ten in a bundle.” ~ Japanese proverb

CREATE THE TEAM



- 1.) Consider the organization's overall objectives
- 2.) Determine a need & what type of work will be done
- 3.) Set clear goals and a **team mission**
- 4.) Figure out how closely members will work together
- 5.) Determine the appropriate size of the team
- 6.) Focus on empowerment

SELECT MEMBERS

Recruit members with ***diverse skill sets*** that fit the team.

Focus on those who have:

- Technical skills
- Task-management skills
- Interpersonal skills



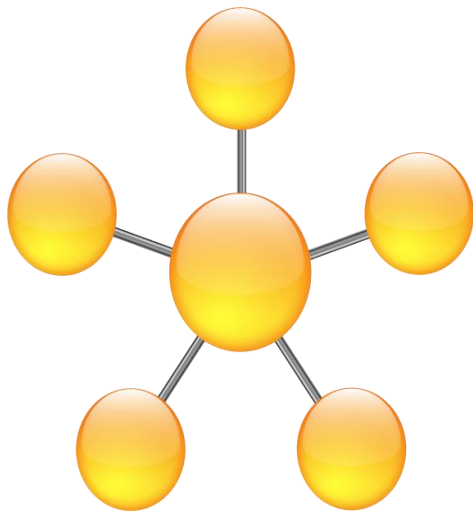
PLAN TEAM PROCESSES

Consider the structure of the group & Focus on team norms:

- norms are informal rules for appropriate behaviors & actions
- include what people should and should not do

Blend team members skills as coordination is required among employees.

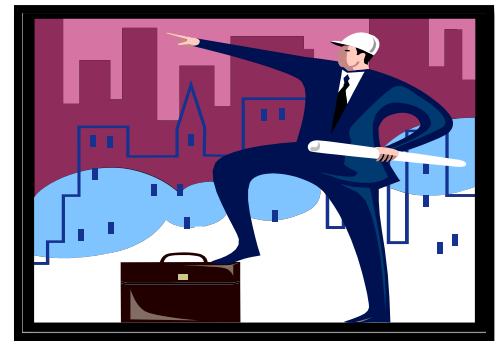
- Implement team training so that individual and team skills are learned
- Set clear performance standards



GENERATE A PLAN FOR CHANGE

Forming & implementing a team calls for huge change.

1. Must have a supportive organizational environment
2. Move forward with gradual changes
3. Handle employee resistance up-front and honestly



TEAM COMMUNICATION

Team effectiveness depends on communication!

- Two types of communication = Verbal & Nonverbal
- Focus on effectively giving and receiving feedback
- Practice active listening



VERBAL COMMUNICATION

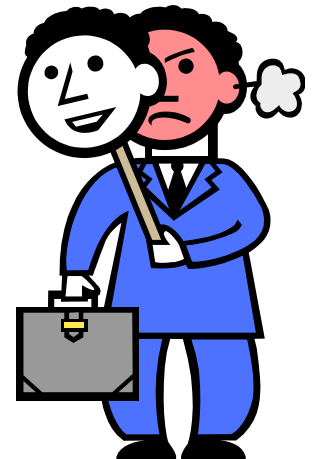
- Focus on information sharing within the team
- Communicate directly rather than through others
- Use open and honest dialogue
- Allow for free exchange of ideas
- Manage emotions and disclose information appropriately

NONVERBAL COMMUNICATION

People often rely on nonverbal signals during social interactions

Types of nonverbal communication include:

- facial expressions, eye contact, tone of voice, body posture and motions, and positioning within groups.



WHY IS FEEDBACK AN IMPORTANT COMMUNICATION TOOL?

Benefits of feedback include:

- Reducing uncertainty
- Solving problems
- Building trust
- Improving relationships
- Improving the quality of work

RECEIVING TEAM FEEDBACK M

Those receiving feedback should:

- Have openness to suggestions
- Not be defensive
- Encourage others' opinions
- Sincerely weigh & analyze given information
- Utilize and apply the feedback



GIVING FEEDBACK IN THE TEAM

Feedback should be:

- Constructive
- Positive; not just negative
- Descriptive and specific
- Open and honest
- Ongoing and frequent
- Timely and directly follow incidents
- Focused on the task

ACTIVE LISTENING



To become a better listener and focus on what others are saying, it is important to practice active listening skills. It is important to not only hear what another person is saying, but to also comprehend and retain the information being given.

Steps to become an active listener:

- 1.) Be open-minded and receptive to new information
- 2.) Pay attention and do not get distracted
- 3.) Show that you are listening - use body language and gestures
- 4.) Provide feedback -paraphrase what is said and ask questions
- 5.) Do not interrupt -resist judgments and let the speaker finish
- 6.) Give appropriate responses

DEVELOP RAPPORT IN THE TEAM

Fostering trust and respect is important for teams.

- Trust: the willingness to rely on another person.
- Respect: the level of esteem people have for one another.

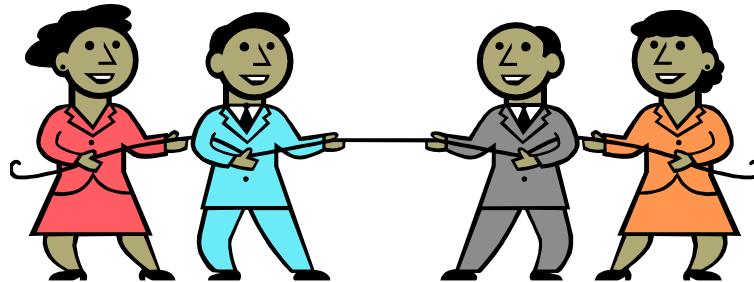


MANAGE TEAM CONFLICT

Conflict, disagreements, and differences are natural when people work together.

Two forms of conflict = constructive and destructive

Team members should have some conflict resolution training



CONSTRUCTIVE CONFLICT

Conflicts can be beneficial to the team if handled well and certain outcomes occur.

Constructive conflict exists when:

- People change and grow personally from the conflict
- A solution to a problem results
- There is increased involvement from those involved
- Cohesiveness is strengthened among the group

DESTRUCTIVE CONFLICT

Some forms of conflict can be dysfunctional and disruptive to the team.

Destructive conflict exists when:

- No decisions are reached and the problem still occurs
- Energy is diverted away from more valuable activities
- The morale of team members is lowered
- The team becomes divided



HOW IS CONFLICT PREVENTED?

Develop ground rules for team behaviors and processes

Come up with a team agreement on how to resolve conflicts

Develop team goals and clear roles early on

Focus on building trust and effective communication

Create an environment where

productive comments are

encouraged



STEP BY STEP PROCESS TO MANAGE DESTRUCTIVE CONFLICT

- 1.) Set up an atmosphere in which all involved know the goal is to resolve the conflict
- 2.) Make sure all individuals involved want to resolve it
- 3.) Have everyone accept the conflict as a mutual problem
- 4.) Consider all possible reasons for the conflict
- 5.) Come up with options for solutions
- 6.) Have involved individuals agree on the best solutions
- 7.) Implement the solution
- 8.) Evaluate the success or failure of the solution
- 9.) If there is a failed solution, go back to step # 6

RECALL: WHAT IS NECESSARY FOR AN EFFECTIVE TEAM?

- Specific goals and processes
- Skilled team members
- Clear roles
- Support and resources
- Effective communication systems
- Performance monitoring and feedback



THANK YOU!

If you have further questions, concerns or would like more input on the matter after completing this module, please feel free to contact your **Human Resources & Risk Management Department.**

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