

SEMM 1921

Lecture 13.0 LEADERSHIP & TEAMWORKING

Learning Outcome

At the end of this chapter, students should be able to describe leadership skills in team working.

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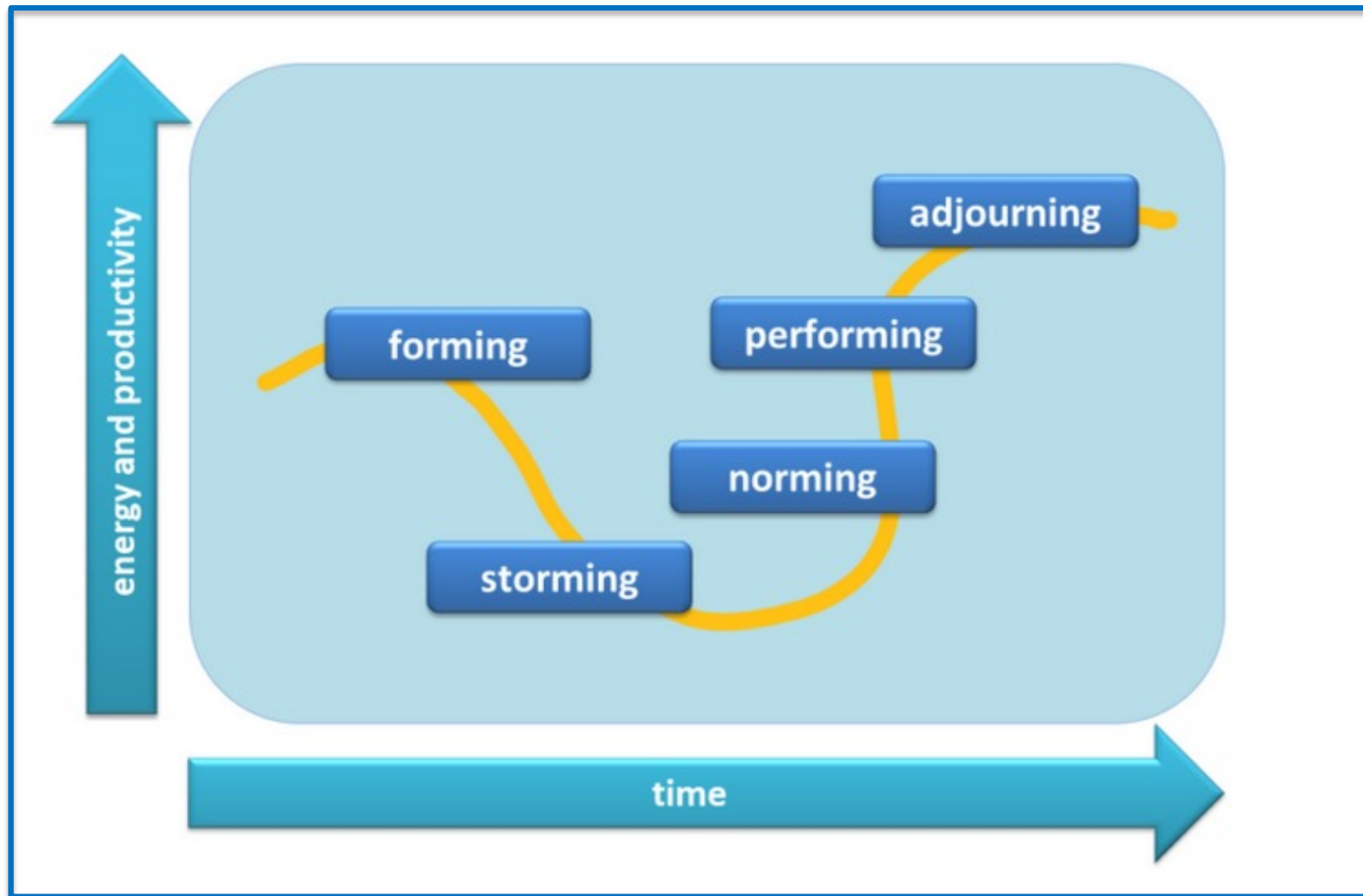
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INTRODUCTION

- Individuals working together in teams can achieve much, much more than they can on their own
- But there can be a huge difference between high-performing teams, and those where "teamwork" seems to consume more energy than it delivers
- or — worse — where team meetings seems little more than a forum for power struggles and conflict.

FIVE STAGES OF TEAM DEVELOPMENT

Bruce Tuckman's Team Development Model*



*<https://www.coachingcultureatwork.com/bruce-tuckman-team-development-model/>

FORMING

- Teams initially go through a "**forming**" stage in which members are positive and polite.
- Some members are anxious, as they haven't yet worked out exactly what work the team will involve.
- Others are simply excited about the task ahead.
- As a leader, you can play a dominant role at this stage: other members' roles and responsibilities are less clear.
- This stage is usually fairly short, and may only last for the single meeting at which people are introduced to one-another.
- At this stage there may be discussions about how the team will work, which can be frustrating for some members who simply want to get on with the team task.

STORMING

- Soon, reality sets in and your team moves into a "**storming**" phase.
- Your authority may be challenged as others jockey for position and their roles are clarified.
- The ways of working start to be defined, and, as a leader, you need to be aware that some members may feel overwhelmed by how much there is to do, or uncomfortable with the approach being used.
- Some may react by questioning how worthwhile the goal of the team is, and by resisting taking on tasks.
- This is the stage when many teams fail, and even those that stick with the task may feel that they are on an emotional roller coaster, as they try to focus on the job in hand without the support of established processes or relationships with their colleagues.

NORMING

- Gradually, the team moves into a "**norming**" stage, as a hierarchy is established.
- Team members come to respect your authority as a leader, and others show leadership in specific areas.
- Now that team members know each other better, they may be socializing together, and they are able to ask each other for help and provide constructive criticism.
- The team develops a stronger commitment to the team goal, and you start to see good progress towards it.
- There is often a prolonged overlap between storming and norming behavior: As new tasks come up, the team may lapse back into typical storming stage behavior, but this eventually dies out.

PERFORMING

- When the team reaches the "**performing**" stage, hard work leads directly to progress towards the shared vision of their goal, supported by the structures and processes that have been set up.
- Individual team members may join or leave the team without affecting the performing culture.
- As a leader, you will be able to delegate much of the work and can concentrate on developing team members.
- Being part of the team at this stage feels "easy" compared with earlier on.

ADJOURNING

- Project teams exist only for a fixed period, and even permanent teams may be disbanded through organizational restructuring.
- As a team leader, your concern is both for the team's goal and the team members.
- Breaking up a team can be stressful for all concerned and the "**adjourning**" or "mourning" stage is important in reaching both team goal and personal conclusions.
- The break up of the team can be hard for members who like routine or who have developed close working relationships with other team members, particularly if their future roles or even jobs look uncertain.

TEAM ROLES

TEAM ROLES

- Even when you have a team of highly qualified individuals with skills that are perfectly suited to the task at hand, you still might have trouble successfully reaching the goal.
- The problem, often, is that the personalities and roles that each person takes on might not successfully work together with the others in the group
- Only when a team is comprised of a good balance of roles, along with the right skills, will it be successful










THE 9 BELBIN TEAM ROLES



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Team Role Contribution

Allowable Weakness

			Team Role Contribution	Allowable Weakness
Thinking	Plant	PL 	<i>Creative, imaginative, free-thinking. Generates ideas & solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	ME 	<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	SP 	<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
Action	Shaper	SH 	<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	IMP 	<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	CF 	<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
People	Coordinator	CO 	<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	TW 	<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	RI 	<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

Qualities of an Effective Team Player

Qualities of an Effective Team Player

- Demonstrates reliability
 - Member gets work done consistently
 - Fair share to work hard and meet commitments
- Communicates constructively
 - Speak up and express thoughts and ideas clearly, directly, confidently, honestly and in respectful manner
- Listens actively
 - Absorb, understand, consider (ideas and points of view) without arguing
 - Accept criticism without reacting defensively
 - Listen first and speak second for meaningful dialogue

Qualities of an Effective Team Player

- Functions as an active participant
 - Prepared , listen and speak up in discussion
 - Fully engaged in the work
 - Take initiative to make thing happen
- Shares openly and willingly
 - Sharing information, knowledge and experience
 - Make communication informal, day-to-day information
 - Keep other team members in the loop with information and expertise without any surprise
- Cooperates and pitches in to help
 - Working with others and acting together to reach goal
 - Figure out ways, style and perspective to solve problems and gets work done.
 - Respond to requests and offer to help

Qualities of an Effective Team Player

- Exhibits flexibility
 - Adaptation to ever-changing situations
 - Able to consider different points of views and compromise when needed
 - Strong team players are firm in their thoughts yet open to what others have to offer
- Shows commitment to the team
 - Care about work assigned, the team and the team's work
 - Show up every meeting with up front commitment

Qualities of an Effective Team Player

- Works as a problem-solver
 - Willing to deal with all kinds of problems in a solution-oriented manner
 - Not problem-dweller (rehash), problem-blamer (pointing to others fault) or problem-avoider (put of dealing with issues)
 - Get problems out in the open for discussion, then collaborate with others to find solutions and form action plans
- Treats others in a respectful and supportive manner
 - Treat fellow team members with courtesy and consideration
 - Show understanding and appropriate support to other team members to help get the job done
 - Have sense of humor and know how to have fun in a professional manner
 - Soft-spoken, creative to create a pleasurable environment

Leading a Team



An example of a standard team charter

• What is it that the team are trying to address e.g. We are rapidly losing market share in Europe

• Clearly defines the areas to be covered e.g. Europe markets excluding the Balkans

• Indicates something that must happen if the objectives are to be realised e.g. Supplying Europe is core to the company strategy

Issues	Scope	Critical Success Factors
Objectives	Deliverables	Measures
The Team		

• The aims of the team e.g. to restore market share to its 1999 level

• High level indicators with a target that clearly enables progress against the stated objectives to be measured e.g. Current market share in Europe (target 30% by end 2001)

• Identifies the key people who need to be involved and as appropriate, defines their role e.g. A. N. Other Facilitator; J. Bloggs Client

• Specific tasks which the team will complete e.g. Summary of market share by country for the last 5 years

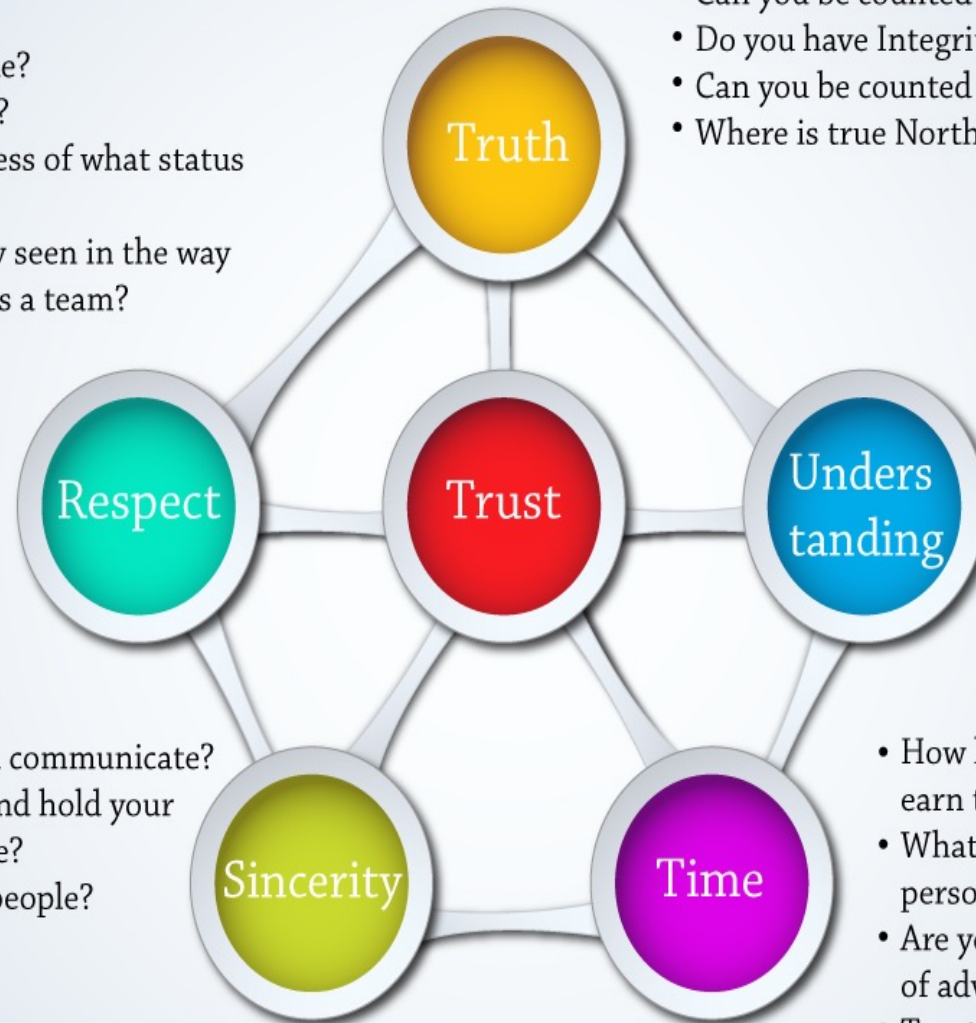
Managing Meetings

- The ability to plan and run a productive meeting is one that is learned through practice and by using appropriate management tools
 - Establishing roles and responsibilities
 - Establishing ground rules
 - Minutes of meeting - Agenda & Summary
 - Project Plan
 - Milestone Chart

BUILDING THE TRUST OF YOUR TEAM

- Do you show respect for people?
- Do you show respect for ideas?
- Do you respect people regardless of what status they hold in society?
- Can your Respect be genuinely seen in the way you do things when working as a team?

- How honest are you when you communicate?
- Do you look at people's eyes and hold your concern in your voice and tone?
- Are you a good listener to all people?



- Can you be counted on as telling the truth all the time
- Do you have Integrity in your actions and words?
- Can you be counted on – and be dependable?
- Where is true North for you?

- Do you seek to understand people?
- Have you tried to walk a mile in your friends shoes?
- Do you show your true feelings?
- Do you care for people?
- Do you expand your caring beyond those who you expect to get something in return?

- How long have you know that person to earn their Trust?
- What actions have you taken for that person to give you their Trust?
- Are you constantly wavering in the face of adversity?
- Trust takes Time and Patience!

Qualities of an Effective Team Leader

Qualities of an Effective Team Leader*

- An effective team leader has a variety of traits and characteristics that encourage team members to follow
- The qualities of an effective team leader inspire trust & respect of the team members and stimulate production amongst the team

*<https://smallbusiness.chron.com/10-effective-qualities-team-leader-23281.html>

Qualities of an Effective Team Leader*

- Communicates clearly
- Strong organization skills
- Confident in his abilities & in the abilities of the team
- Respectful of team members
- Fair and kind
- The leader is an example of integrity
- Influential in core areas to help team in meeting goals through effective decision making
- Willing to share leadership through delegation
- Powerful facilitator in organizing action plans
- Skilled negotiator in solving problems for the best interest of everyone

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Summary

