Teamwork in the Workplace
Objectives

- Group vs. Team Comparison
- Stages of Team Growth
- Characteristics of Effective Teams
- Teamwork in Interviewing
Team Definition

- A team comprises a group of people linked in a common purpose.
- Teams are especially appropriate:
  - For highly complicated tasks
  - For tasks that build off of one another
- “None of us is as smart as all of us.”
Group vs. Team

- A group in itself does not constitute a team!
- Teams normally have members with complementary skills.
- They meet their goals through:
  - Focusing on their strengths and weaknesses
  - Improvement by using others’ skill-sets
Interdependent Teams

- **Interdependent** – everyone needs to work together to accomplish anything significant
- Team members specialize in different tasks
- **Success of individual = success of team**
- **Examples:** NBA, Corporation with several stores, musical groups
Independent Teams

- **Independent** - every person performs basically the same actions
- Whether one person wins or loses has no direct effect on the performance of the next person
- **Example:** Golf, Tennis
- **Example:** Tiger Woods, Michael Phelps, Class project where everyone turns in separately
Everyday Teamwork Examples

- Service/Hospitality Industries
- Firefighters/Police Officers/FBI
- Medical Field
- Manufacturing
- Teachers
- Marriage/Relationships
## Group vs. Team

<table>
<thead>
<tr>
<th>Groups</th>
<th>Teams</th>
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<tbody>
<tr>
<td>Members work independently and often are not working towards same goal.</td>
<td>Members work interdependently and work towards both personal and team goals.</td>
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<td>Members focus mostly on themselves because they are not involved in the planning of their group’s objectives and goals.</td>
<td>Members feel a sense of ownership towards their role in the group because they helped to create their goals.</td>
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<td>Members are given tasks or told what their duty is and suggestions are rarely welcomed.</td>
<td>Members collaborate together and use their talent and experience to meet goals.</td>
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<td>Members are very cautious about what they say and are afraid to ask questions.</td>
<td>Members base their success on trust and encourage all members to express their opinions, varying views, and questions.</td>
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<td>Groups</td>
<td>Teams</td>
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<td>Members do not trust each other’s motives because they do not fully understand the role each member plays in their group.</td>
<td>Members make a conscious effort to be honest, respectful, and listen to every person’s point of view.</td>
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<td>Members may have a lot to contribute but are held back because of a closed relationship with each member.</td>
<td>Members are encouraged to offer their skills and knowledge to contribute to success.</td>
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<td>Members are bothered by differing opinions or disagreements because they consider it a threat.</td>
<td>Everybody wants to resolve problems constructively. They see it as human nature to have differing views.</td>
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<td>Members may or may not participate in group decision-making.</td>
<td>Members participate equally in decision-making, but sometimes the leader must make a final decision.</td>
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<td>Conformity is valued more than positive results.</td>
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Stages of Team Growth

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

- Members cautiously explore the boundaries of acceptable group behavior.
- They search for their position within the group and test the leader’s guidance.
- It is normal for little team progress to occur during this stage.
Stage 2: Storming

- Storming is probably the most difficult stage for the group.
- Members often become impatient about the lack of progress, but are still inexperienced with working as a team.
- Members may argue about actions to take.
- Much of their energy is focused on each other.
Stage 3: Norming

- During this stage, team members accept the team and begin to reconcile differences.
- Emotional conflict is reduced - relationships become more cooperative.
- The team is able to concentrate more on their work.
- They start to make significant progress.
Stage 4: Performing

- Team members have discovered and accepted each other’s strengths and weaknesses, and have learned what their roles are.
- Members are open and trusting.
- Many good ideas are produced because they are not afraid to offer ideas and suggestions.
- Much is accomplished and team satisfaction and loyalty is high.
Performing Stage
Accomplishments

- Grade, Production, Efficiency
- Trust, Openness
- New Ideas and Results
- Many teams do not ever get to this point.
Characteristics of Effective Teams

- Team must have a clear goal.
  - Avoid fuzzy statements.
- Team must have a results-driven structure.
  - Must be productive and able to set own goals
- Team must have competent members.
  - Level of knowledge
- Team must have unified commitment.
  - Must be directing efforts toward a common goal
Characteristics of Effective Teams (cont.)

- Team must have collaborative climate.
  - Honest, open, consistent and respectful behavior.

- Team must have high standards understood by all.
  - Members must know what is expected of them individually and collectively.

- Team must receive external support and encouragement.
  - Praise works just as well motivating teams as it does individuals.

- Team must have principled leadership.
  - Someone needs to lead the effort.
Interview Questions on Teamwork

- Give an example of a project you were a part of. What was your role?
- Have you been a member of a team that struggled to reach its goal?
- Tell me about a time you were frustrated with a co-worker or supervisor who wasn’t holding their weight.
- Tell me about a time you had to ask for help.
Are YOU a team player?

- Would you rather work alone or with a group?
- Do people like working with you?
- Are you flexible in adjusting to new situations or new work demands?
- Are you willing to help out another team member if they are struggling?
Important Items

- When you meet your goal:
- What is the next step?
- What is your next goal?
- What could be improved?
- Look toward the future to continue improvement.
There is no “Perfect Group”

- Even your leader will make mistakes and you have to accept that.
- No one will agree with everyone.
- Failure happens.
- It only takes one successful idea to turn things around.
New Ways of Using Teams

- Distance is less of a barrier because of technology.
- Different time zones can progress all day long!
- Virtual teams
- Teleconferences, web conferences, flying to meetings
You’ll be Surprised!

- You probably have a lot more in common with everyone in this room than you think.
- You could share:
  - The same age (or age group)
  - Views on raising a family
  - Same community
  - Some of the same friends/classmates
  - Similar experiences
  - Similar Goals
  - Mothers/Fathers
What Can YOU Bring?

- Get into groups. (3-5 people)
- Talk with each other about each of your strengths/weaknesses
- Choose a job/career/industry where your group would be successful
- We will go over your decisions in 5 minutes.
Teamwork Quotes

- “Coming together is a beginning.
  “Keeping together is progress.
  “Working together is success.”

- “Wearing the same shirts doesn’t make you a team.”

“Talent wins games but teamwork and intelligence wins championships.” M. Jordan
Complete Team Building
Exercises