

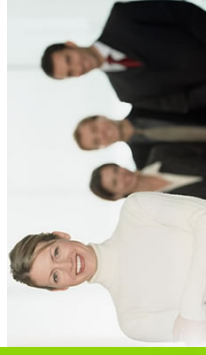
# Collaboration and Teambuilding



## Your Presenter

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# Individual and Group Issues in Group Development

Forming

Storming

Norming

Performing

Individual Issues

“How do I fit in?”

“What’s my role here?”

“What do the others expect me to do?”

“How can I Best perform my role?”

Group Issues

“Why are we here?”

“Why are we fighting over who’s in charge and who does what?”

“Can we agree on roles and work as a team?”

“Can we do the job properly?”



# Group or Individual Decision Making

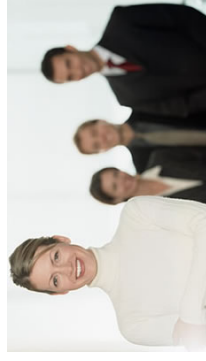
Factor	Group	Individual
Organisational culture	When the culture supports group problem solving	When culture is competitive
Amount of time available	When relatively more time is available	When relatively little time is available
Characteristics of individuals	When group members have experienced working together	When individuals cannot collaborate





# Satisfaction is higher when

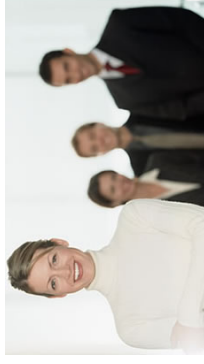
- Small groups
- Uniform status and norms among group members
- Use higher level skills
- Meaningful work
- Significant effect of outcomes
- Positive feedback
- When groups experience substantial autonomy





# Group Cohesiveness

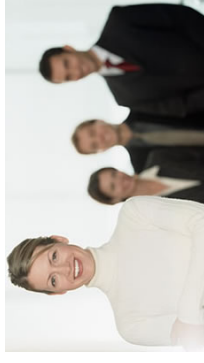
- Positive consequences:
  - Increased group member satisfaction
  - Increased participation in group activities
  - Increased acceptance of group goals
  - Potentially higher productivity
  - Decreased absenteeism and turnover
- Negative consequences:
  - May be counterproductive if group's goals are contrary to organisation's goals





# Conditions for Groupthink

- Culturally defined
- Team is highly cohesive
- Team is isolated from outsiders
- Team faces external threat
- Team has recent decision failures
- Team leader tries to influence decision
- Organization does not respond well to mistakes



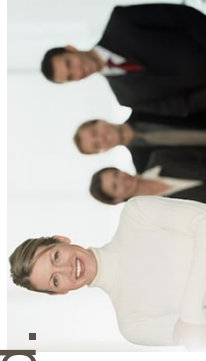


# Symptoms of Groupthink

## Illusion of Unanimity

On the surface and at first glance it may appear all are in agreement. It may come as a result of the fostering of the earlier described symptoms. Group members may be led to believe that unanimity, not good decisions, is the primary role of the group. When an objection is shared it may seem easy to go along with group then carp about the group's decision afterward to friends.

Have the group to take regular time-out breaks to give individuals room to re-think, re-formulate, gather further data and re-present. Sub-groups can do more detailed work for re-presentation. Value and reward those who voice concerns and follow the concerns through to the end.





# Advantages of Teams

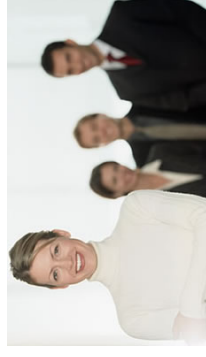
- ❑ More minds working on the problem
  - ❑ More information available
  - ❑ Leads to a better decision
- ❑ Ownership of decisions
  - ❑ More people committed to the decision
  - ❑ Better chance for support of solutions to the problem
- ❑ Continuity
  - ❑ Less need to “re-invent the wheel” in later efforts
  - ❑ Better chance of constancy in follow-up activities
- ❑ Communication
  - ❑ Face to face contact can increase trust & understanding
  - ❑ Interpersonal skills improved through joint

# Components of Team Dynamics: Size

- Ideal team size varies, depending on the team's purpose
- No consensus on the ideal size for groups
- Team size affects leadership, members, and its process of getting the job done

## Implications for Managers

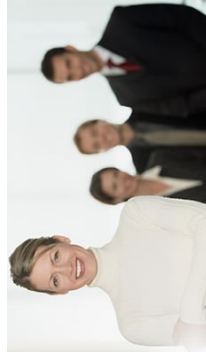
- Usually managers have no say in the size of their functional groups
- The appropriate leadership style may vary with team size





# A work group becomes a team when

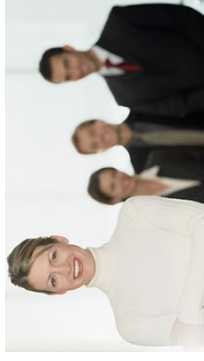
- 1) Leadership becomes a shared activity
- 2) Accountability shifts from strictly individual to both individual and collective
- 3) The group develops its own purpose or mission
- 4) Problem solving becomes a way of life, not a part-time activity
- 5) Effectiveness is measured by the group's collective outcomes and products





# Ten Common Team Problems

1. Floundering
2. Overbearing participants
3. Dominating participants
4. Reluctant participants
5. Unquestioned acceptance of opinions as facts
6. Rush to accomplishment
7. Attribution
8. Discounts and "plops"
9. Wanderlust: digression and tangents
10. Feuding members





# Empowering Self-Managed Teams

## Production/Service Responsibilities

- ❑ The team sets its own production/service goals and standards
- ❑ Team assigns jobs and tasks to its members
- ❑ Team members develop their own quality standards and measurement techniques
- ❑ Team members take on production/service learning and development opportunities
- ❑ Team members handle their own problems with internal and external customers
- ❑ The team works with a whole product or service not just a part



# How to be a Team Player

- Personality
  - Collectivism not individualism
- Interpersonal Skills
  - Conflict management skills
  - Collaborative problem solving skills
  - Communication skills
- Self-Management Skills
  - Develop and establish goals
  - Co-ordinate activities
  - Monitor, evaluate, and provide feedback on performance
  - Help establish task and role assignments

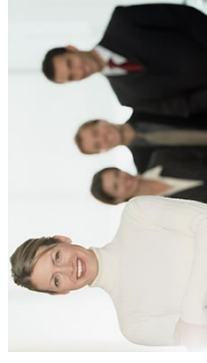




# Collaboration

Collaboration depends on the following situational factors :

- Shared values
- Shared goals
- Shared perceptions
- Co-operative framework
- Trust ( history and consistency )





# Assertive Feedback

Give assertive feedback on aggressive or offensive behaviour :

- Describe the behaviour
- Disclose how you feel about it
- Describe the effect on you

*Your constant references to ethnic stereotypes bother me, and make me less receptive to your ideas.*

Finally, react when aggressors interrupt and try to silence you : *Bob, you keep interrupting me. Please let me finish.*





# Keys to successful collaboration

- Good Timing
- Strong Stakeholder Group
- Broad-based Involvement
- Overcoming Mistrust
- Clear Need
- Credibility
- Open process

