UNIFORS 2020

Universities for future work skills 2020

Module 1a
Team Working
Teaching materials for soft skills blended course

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- Instituto Politecnico Do Porto
- Infalia Private Company
- Haute école de la province de Liège

Overall of the materials

1. Target groups: students, teachers and business

2. Educational outcomes:

- Knowledge: What is a team? – Team vs. Group – The 5 C's of a team – Emotional management – Team roles

- Skills: Team working: training on team interaction and knowledge

- Competences: Understanding the team construction and evolution. Identifying roles and attitudes within a team. Acquiring abilities to interact within the mates

Useful literature

1. R. Meredith Belbin, "Management teams: why they succeed or fail", Taylor and Francis, 2010

2. Tuckman, B. W. (1965). Developmental sequence in small groups. Psychological Bulletin, 63(6), 384–399. https://doi.org/10.1037/h0022100

3. Blanca Pérez, "Collaborative Work in a New Market" (5 C's of a team), https://inusual.com/en/blog/collaborative-work-in-new-market
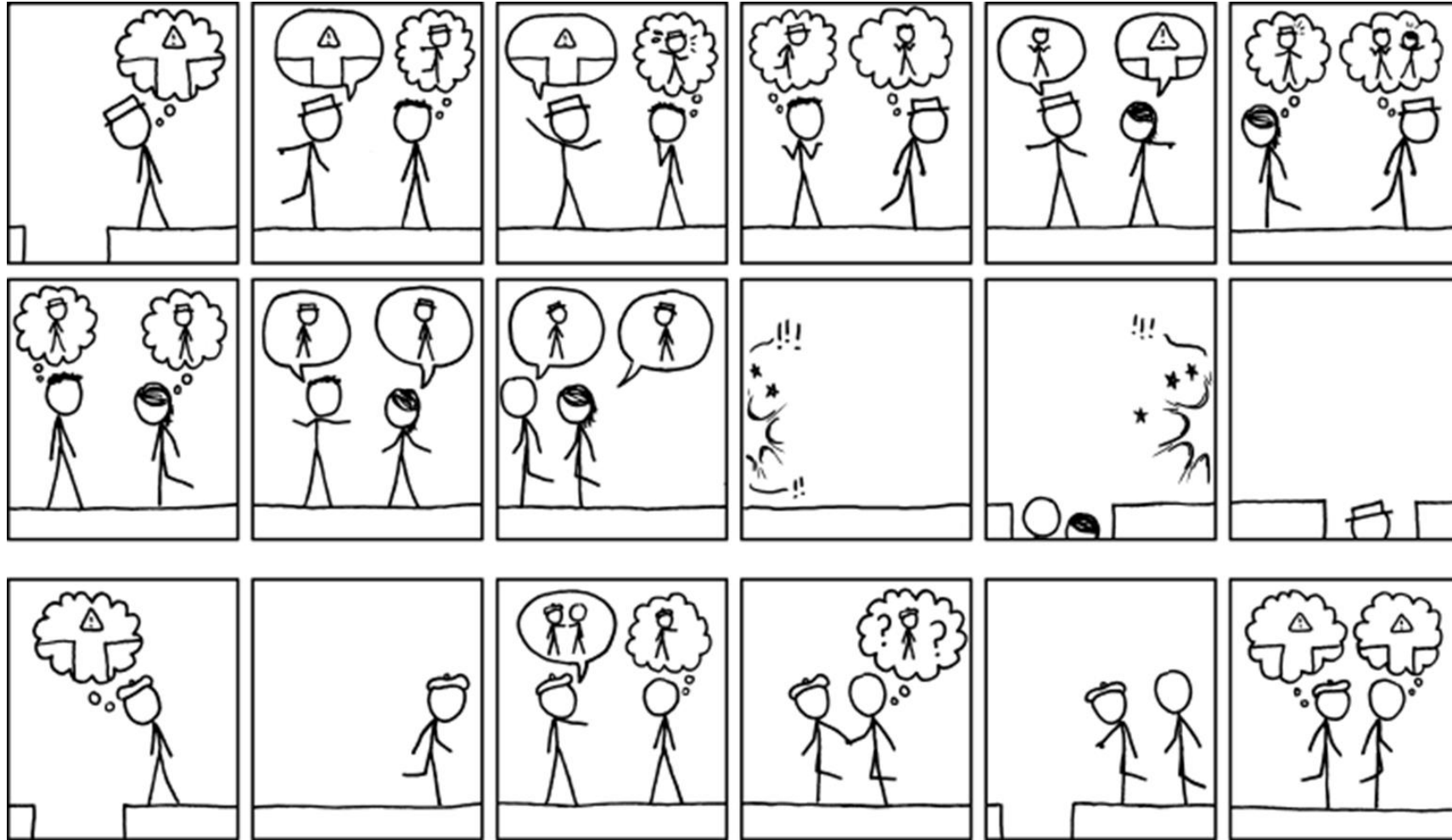
Useful videos

1. "Finding Nemo", Pixar Animation Studios, 2003

2. "Inside Out", Pixar Animation Studios, 2015

3. The Cart - A film about Building a Team by Performia, https://youtu.be/FzdXauCUkYA

Team working

shutterstock.com · 229447225

Communication

What is a team?

- Watch the video clip… what happens?

https://youtu.be/sUTt0LMhyas

What is a team?

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- Individually, write the definition in a post-it

- Agree a common definition at each group

- Have you worked in a team? Where? When?

- Positive and negative points of the experience

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What is a team?

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- Write in a post-it what does a team need to function?

- Propose characteristics of a team

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Team vs. Group

- *A work team is a set of interdependent people who, voluntarily, try to fulfill a common objective*

A set of people is not a team

A team is not the sum of its members

measureable results

Team vs. Group

https://www.sistemaeurope.org/Network-Members/Dream_Orchestra/

Team vs. Group

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Team vs. Group

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La Voz de Galicia

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Team vs. Group

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l/20180917-174509-25bd4a29-d33f-4ef1-9081-
9d11d26ea63d-pv_web.jpg

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Team vs. Group

https://www.infocatolica.com/blog/reforma.php/1308250843-232-santas-misas-terribles

Team vs. Group

Team vs. Group

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Team vs. Group

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https://blogs.tensult.com/wp-content/uploads/2020/02/git1.jpg

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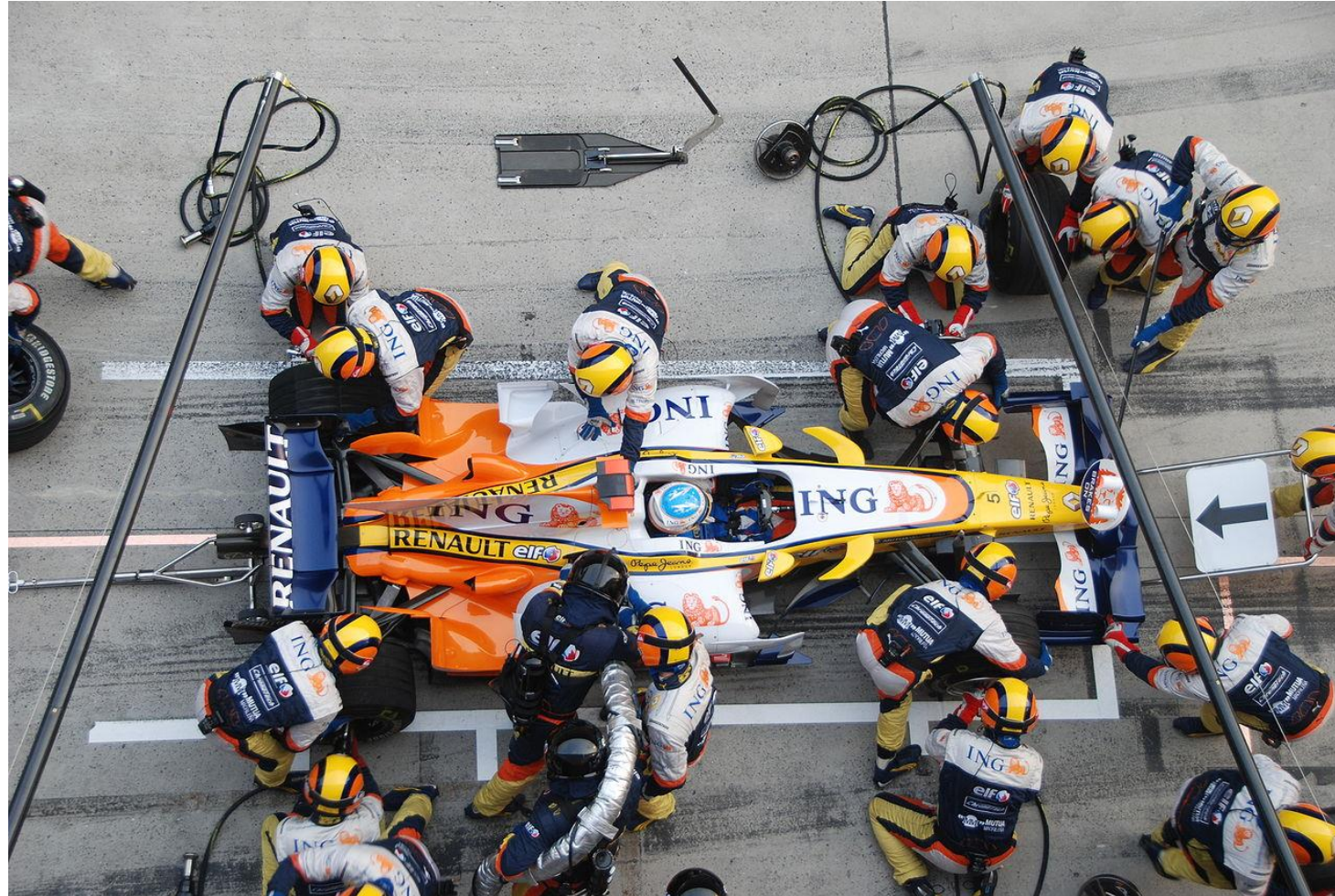
Team vs. Group

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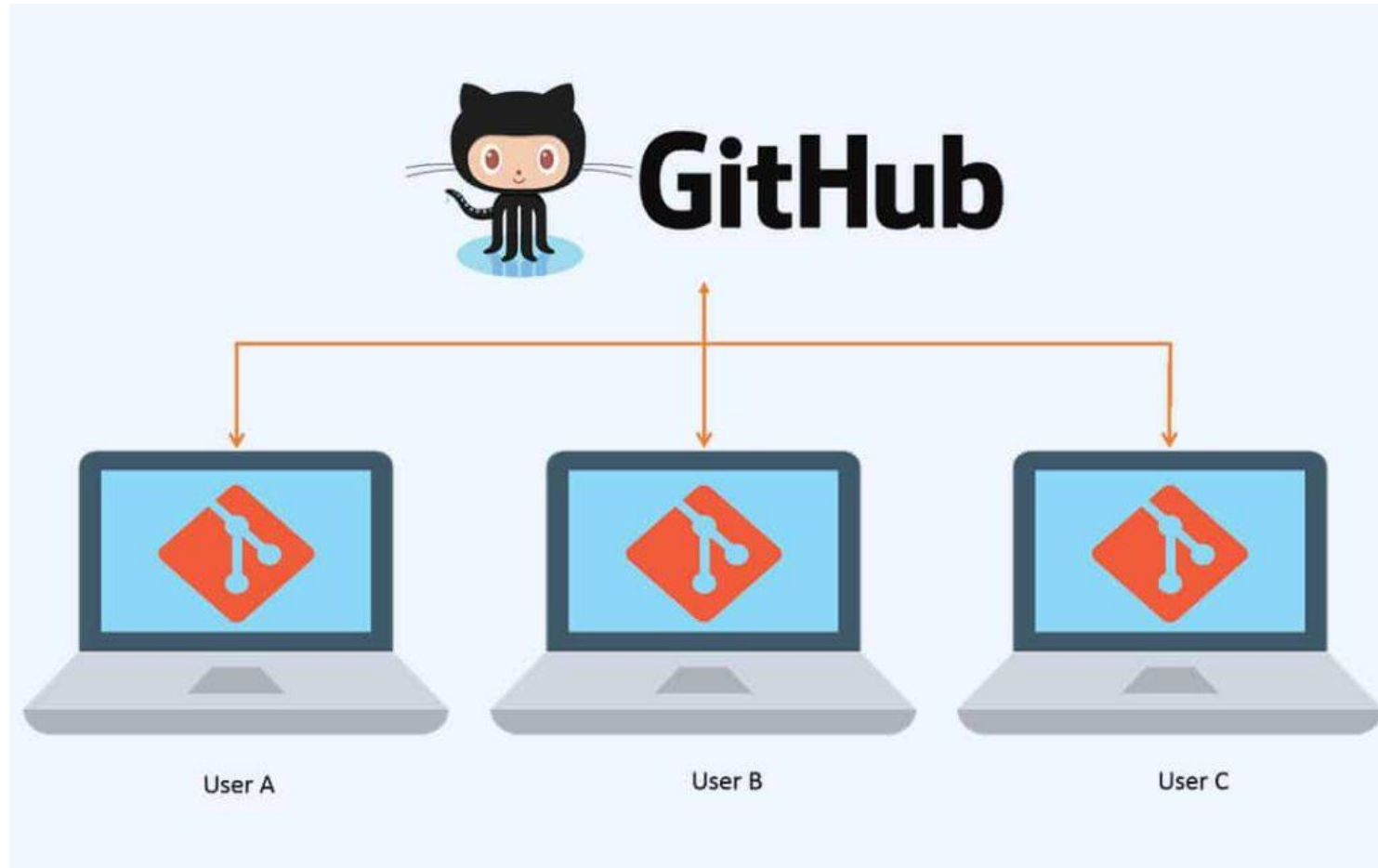
Bert van Dijk - Pitstop F1 ING Renault

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Characteristics of a Team

- It is not simply the sum of individual contributions.

- A group of people who work in a coordinated way in the execution of a project.

- The members act in harmony, performing different functions and activities.

- The responsibilities are shared by all its members.

Team vs. Group

GROUP Its members...	TEAM Its members...
they are focused on their individuality	they work productively in a cooperative and comfortable environment
they work on the same subject, but without any coordination	they have a sense of belonging
they respond individually	all respond for the final result, not independently
they can have a particular way of working	they work in a cohesive way and with close collaboration

Team Working: Cooperative ball

- The challenge: pass the ball through both hands of all the participants in a reasonable time (1min).
  - Restriction: the ball can not pass from one hand to another of the same person without first touching another person's (not passing it on to himself).
  - Restriction: only one touch by each hand

- Repeat but reducing to 30 seconds

- And in 15 seconds?

- Perhaps 5 seconds?

The 5 C's of a team

Complementarity: Each member is a specialist in a specific area. Different and heterogeneous capacities and attitudes lead to more innovative and creative solutions.

https://www.pngegg.com/en/png-ppudv

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The 5 C's of a team

Complementarity

Coordination: It is necessary to know the common and individual objectives, a calendar and monitoring system that takes into account the needs of the different members and a decision-making and consensus-building system.

Set goals, organize work and articulate relationships.

Oriented both to the task and to the maintenance of the equipment.

The 5 C's of a team

Complementarity

Coordination

Communication: It must be constant, open and in all directions. Everyone must be able to express their views freely. No member can be left out.

The 5 C's of a team

Complementarity

Coordination

Communication

Confidence: Each member must be able to trust in the good work of others and put the team's success before personal brilliance.

https://www.pngegg.com/en/png-ppudv

The 5 C's of a team

Complementarity

Coordination

Communication

Confidence

Commitment: Each member is committed to being part of the team and giving the best of himself.

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The 5 C's of a team

https://www.pngegg.com/en/png-ppudv

Complementarity
Coordination
Communication
Confidence
Commitment

Stages of team construction

- Model by B. Tuckman (1965).
  - An effective team does not appear by chance, it must be built.

1. Training
2. Conflict
3. Standardization
4. Performance

Stages of team construction

1. Training

- Team processes are accepted, performance standards and meetings are established and information is exchanged.

- Team awareness is generated and goals are established.

- A period of some restlessness and insecurity.

- It is a period of exploration, each team member is evaluating others: measuring their skills and aptitudes. The focus is on knowing and understanding the motivations and expectations of team members, rather than on the work itself.

- Motivated members, but functions and responsibilities are still not 100% clear.

- The members are considered as strangers.

- The performance is low.

Stages of team construction

2. Conflict

- Problems begin to appear: there are doubts and many do not feel integrated into the group. Impatience at the lack of progress.

- You struggle to influence, lead, adopt roles. Rivalries appear among the members.

- It is on the defensive, there are confrontations, tension and hostility.

- The team struggles to establish its objectives, to set the expectations, roles and responsibilities of the team members and to establish agreements on how to work together

- Productivity remains low

Stages of team construction
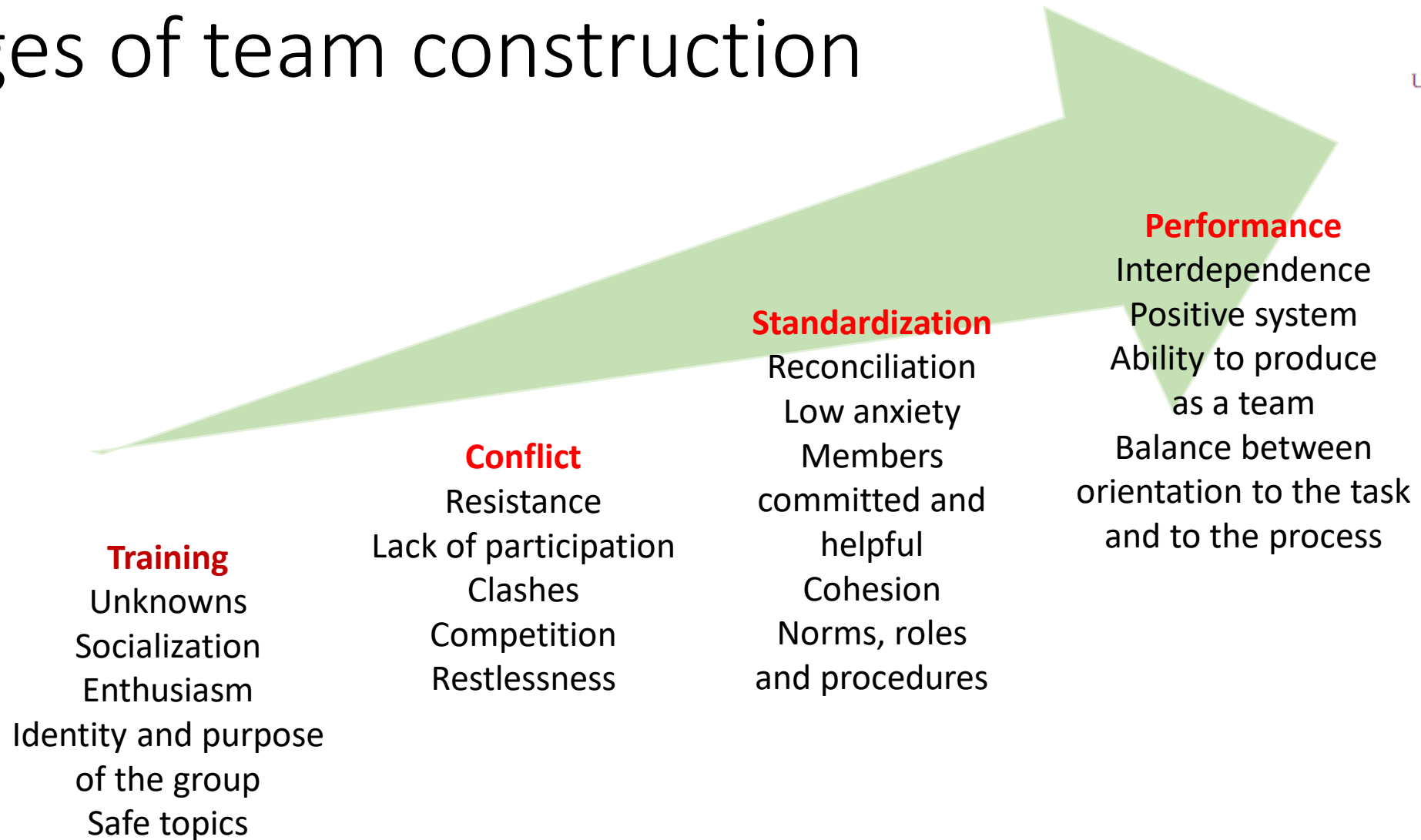
3. Standardization

- The clashes are replaced by agreements and consensus.
- Roles and responsibilities are well defined and an internal structure appears.
- Operating standards are established (explicit or not), decision-making, tools and methods of work and interaction.
- Communication is more open and confidence increases. Team members adjust their behavior among themselves. You want to solve problems and you aspire to harmony.
- It starts to cooperate instead of competing. Sense of belonging, union and commitment, development of a team identity.
- Increase motivation

Stages of team construction

4. Performance

- The team knows what it does, why and for what. Create and use structured procedures to communicate, resolve conflicts, distribute resources and relate to the outside.

- The conflict is channeled productively and creative solutions are reached.

- Energy is focused on work and everyone is involved in achieving the objectives.

- It is the most productive phase: the team exchanges knowledge, carries out projects, solves problems, takes risks, makes group decisions and achieves the designated goals.

Stages of team construction

Performance
Interdependence
Positive system
Ability to produce
as a team
Balance between
orientation to the task
and to the process

Standardization
Reconciliation
Low anxiety
Members
committed and
helpful
Cohesion
Norms, roles
and procedures

Conflict
Resistance
Lack of participation
Clashes
Competition
Restlessness

Training
Unknowns
Socialization
Enthusiasm
Identity and purpose
of the group
Safe topics

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Where are you as a team?

- Are you a team now?

- In what stage are you?

- Did you find these phases in your previous teamwork experiences? all? Was it teamwork?

Emotional management

- The management of emotions is key in teamwork.

- "30% of the results or performance of a team can be altered depending on their collective emotionality"

Disney Pixar, "Inside Out"

Emotional management

Rtve.es

Emotions are contagious

Emotional management

Assertiveness:
Ability to express feelings, ideas and opinions in a free, clear and simple way

Passive   Assertive   Aggressive

Empathy:
Ability to recognize and understand the emotions of others. Put yourself in the place of the other.

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Self esteem:
Capacity of a person to value, respect and accept himself.

I ♥ ME

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Belbin's team roles

- "Simply put together several people and expect them to work as a team is not enough "

- Analysis of the performance of teams in management games: certain teams that would expect excellent results (high capacity of its members) had a disappointing performance.

- The balance, the compatibility between the roles of the members of the team is what leads to success.

- "Management teams: the reason for their success or failure" Meredith Belbin 1981

https://www.slideshare.net/MohamedSeleem5/belbin-seleem

Mental roles

Plant

- Creative, intelligent, introverted.

- Does not communicate effectively with other roles.

- Solves difficult problems, but does not distinguish what is really important.

- You can bring a new approach when the computer crashes.

Mental roles

Monitor evaluator

- Intelligent, introverted. Insightful and objective

- Evaluate large amount of information and make judgments, rarely wrong.

- Skeptical, it does not inspire others.

- It may seem serious and not very interesting.

Mental roles

Specialist

- Smart. Limited interests. Delivered to his profession.

- High knowledge of the area in question.

- Sometimes you can focus too much on something that is not important to the team.

Action roles

Shaper

- Competitive. Oriented to results. Entrepreneur. Dominant.

- Outgoing. It does not avoid conflict.

- He prefers action to ideas and works well under pressure.

- Injects vitality to the group.

- There can not be more than one per team.

Action roles

Implementer

- Organized and disciplined. Very efficient.
- Slow to perceive new possibilities.
- Concerned about the interests of the company, rather than their own.
- They usually compete to raise their status.

Action roles

Completer finisher

- Introvert. Anxious. He worries that nothing fails.

- Look for the errors. Very detailed. Reluctant to delegate.

- Makes the deadlines set.

- Intolerant with informality.

Social roles

Resource investigator

- Dominant and extroverted.

- Very sociable, communicative and pleasant.

- Search for new opportunities Entrepreneur.

- It is not good to finish tasks. Good seller.

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Social roles

Coordinator

- Dominant and extroverted.

- Promotes team decision making

- He cares about the objectives. It is a planner.

- Detect talent within the team.

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Social roles

Team worker

- Outgoing. Cooperator. He avoids confrontations

- Sensitive to the emotions of the rest of the team.

- They are usually popular.

- Listen to others and it is very diplomatic. Undecided.

https://www.slideshare.net/MohamedSeleem5/belbin-seleem

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Belbin's team roles

	Team role	Strengths	Allowable weaknesses
Action oriented roles	**Shaper**	• Challenging, dynamic, thrives on pressure • The drive and courage to overcome obstacles	• Prone to provocation • Offends people's feelings
	Implementer (company worker)	• Disciplined, reliable, conservative and efficient • Turns ideas into practical actions	• Somewhat inflexible • Slow to respond to new possibilities
	Completer finisher	• Painstaking, conscientious, anxious • Searches out errors and omissions • Delivers on time	• Inclined to worry unduly • Reluctant to delegate
People oriented roles	**Co-ordinator** (Chairman)	• Mature, confident, a good chairperson • Clarifies goals, promotes decision-making, delegates well	• Can often be seen as manipulative • Off loads personal work
	Teamworker	• Co-operative, mild, perceptive and diplomatic • Listens, builds, averts friction	• Indecisive in crunch situations
	Resource investigator	• Extrovert, enthusiastic, communicative • Explores opportunities • Develops contacts	• Over - optimistic • Loses interest once initial enthusiasm has passed
Cerebral roles	**Plant**	• Creative, imaginative, unorthodox • Solves difficult problems	• Ignores incidentals • Too pre-occupied to communicate effectively
	Monitor evaluator	• Sober, strategic and discerning • Sees all options • Judges accurately	• Lacks drive and ability to inspire others
	Specialist	• Single-minded, self-starting, dedicated • Provides knowledge and skills in rare supply	• Contributes only on a narrow front • Dwells on technicalities

"Allowed" weaknesses

- Plant can be unorthodox or forgetful
- Resource investigators can forget to follow up on initiatives
- Monitor evaluators may be too critical and slow
- Coordinators can delegate excessively leaving little work for themselves
- Implementers may find it hard to give up their plans in favor of positive changes
- Completer finisher can be accused of taking their perfectionism to the extreme
- Team workers can be undecided when it is necessary to make unpopular decisions
- Shapers are at risk of becoming aggressive and bad humored in their desire to get things done
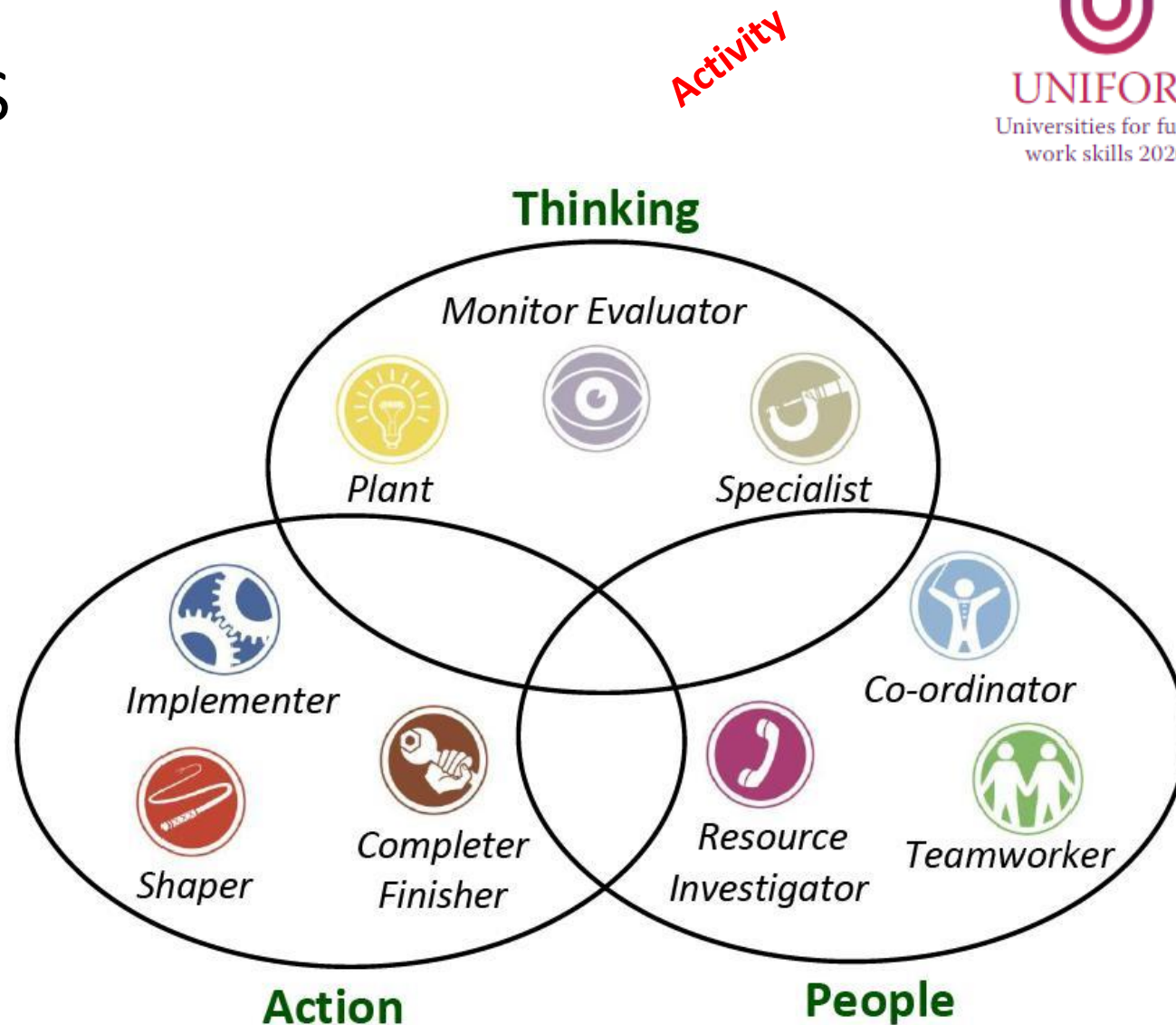- Specialists may tend to focus almost exclusively on their chosen area of work

Belbin's team roles

- "A team is not a group of people assigned to certain jobs,
  - but a congregation of people where each of them plays a role that is understood by the other members.
- The members of a team negotiate among themselves the distribution of roles and perform more effectively those that are more natural".

- They are used to classify the behavior of people in a work environment (not their personalities).
- They indicate "our particular tendency to behave, contribute and socially relate"

Team roles. Analysis

- With what role(s) do you feel most comfortable?

- What role has each member of the team played?

- Are there any predominant?

Team roles. Analysis

https://youtu.be/FzdXauCUkYA

Photo by Iñigo Cuiñas