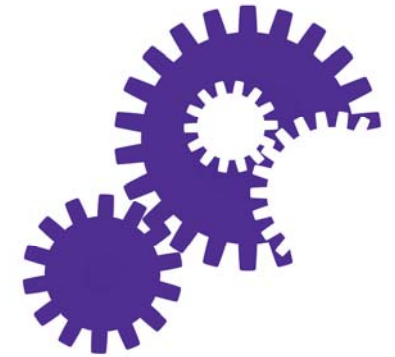# Teamwork skills

Jon Boyes

Trainer and Support Officer
Careers and Employment Service

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Session objectives

At the end of the session participants will be able to:

- Explain the difference between a group and a team, and identify the characteristics of an effective team
- Gain an overview of key models of team development and team roles
- Develop a greater awareness of their own role as a team-player and value differences in other team members
- Identify strategies for building effective teams
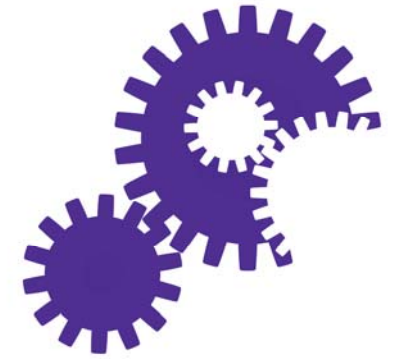
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Groups vs teams
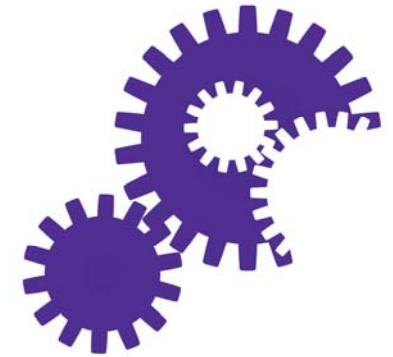
Team characteristics:

- Shared identity
- Shared goals and objectives
- Structured patterns of communication and interaction
- Consider themselves to be a team
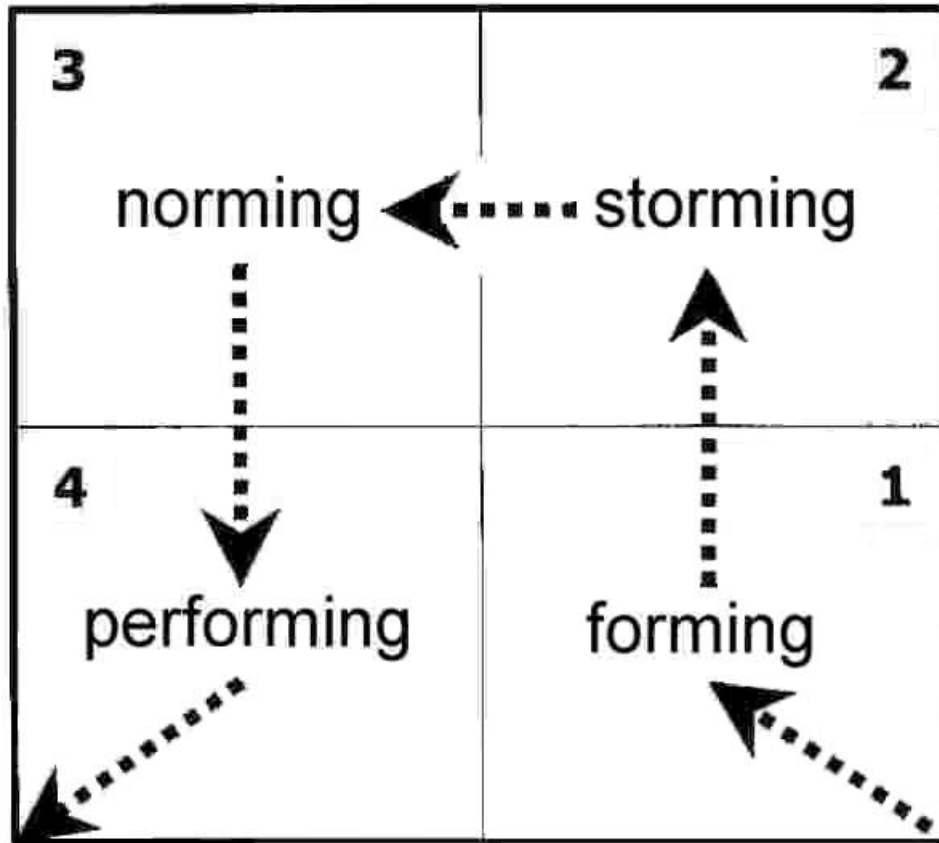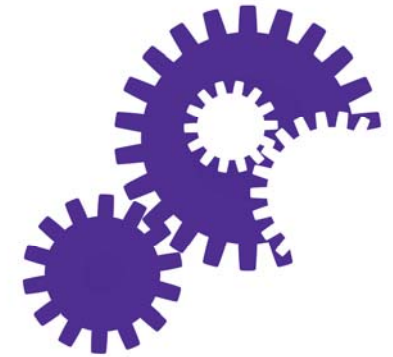
Tower building challenge

Build the tallest free standing paper made structure, using only the materials supplied.
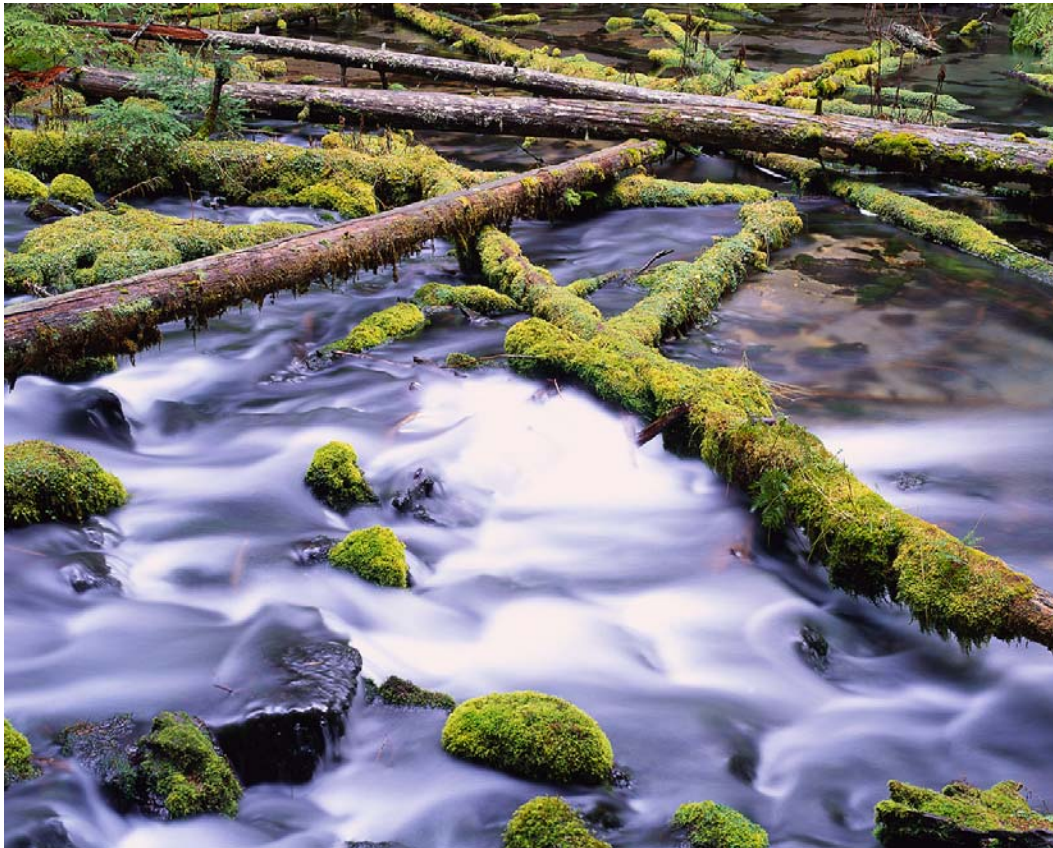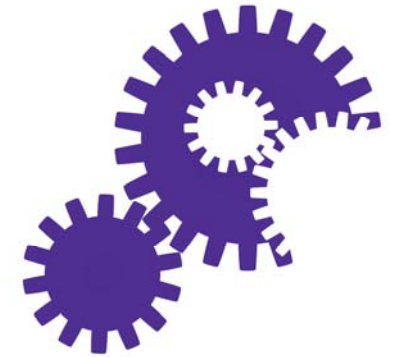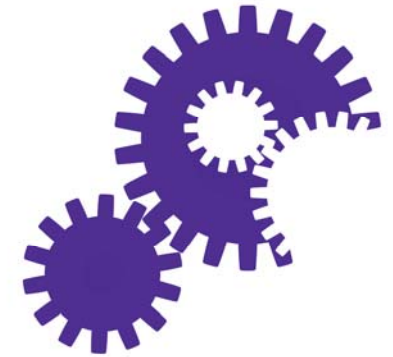
Tuckman's Team Development Model

3 norming ← storming 2	
4 performing → forming 1	

(Developmental Sequence in Small groups.
Bruce Tuckman, 1965)

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Floating stick task

Belbin's Team Roles

Dr Meredith Belbin defined a Team Role as:
"A tendency to behave, contribute and interrelate with others in a particular way."

- The **Co-ordinator** clarifies group objectives, sets the agenda, establishes priorities, selects problems, sums up and is decisive, but does not dominate discussions.

- The **Shaper** gives shape to the team effort, providing the necessary drive to ensure that the team keeps moving and does not lose focus.

- The **Plant** is the source of original ideas, a creative thinker with suggestions and proposals that are usually original and radical.

- The **Specialist** has expert knowledge/skills in a key area and will solve many problems. Can be disinterested in all other areas.

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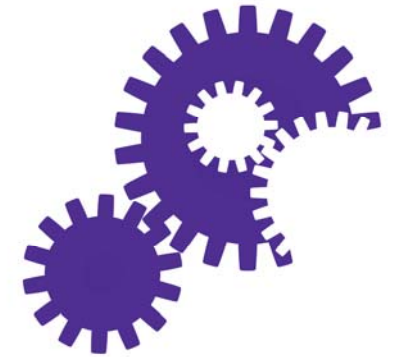
Belbin's Team Roles *(cont.)*

- The **Monitor-Evaluator** contributes a measured and dispassionate analysis and, through objectivity, stops the team committing itself to a misguided task.

- The **Implementer** is needed to plan a practical, workable strategy and carry it out as efficiently as possible.

- The **Resource Investigator** goes outside the team to bring in ideas, information and developments to it. They are the team's sales-person, diplomat, liaison officer and explorer.

- The **Team Worker** operates against division and disruption in the team, like cement, particularly in times of stress and pressure.

- The **Completer Finisher** are quality control - used at the end of the task, to polish and scrutinise the work for errors.

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Belbin's Team Roles
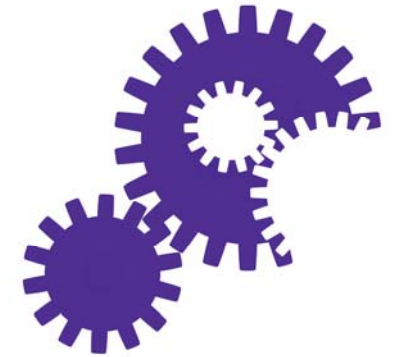
Action Oriented Roles	**Shaper**	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	**Coordinator**	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	**Plant**	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

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NASA Moon Survival task
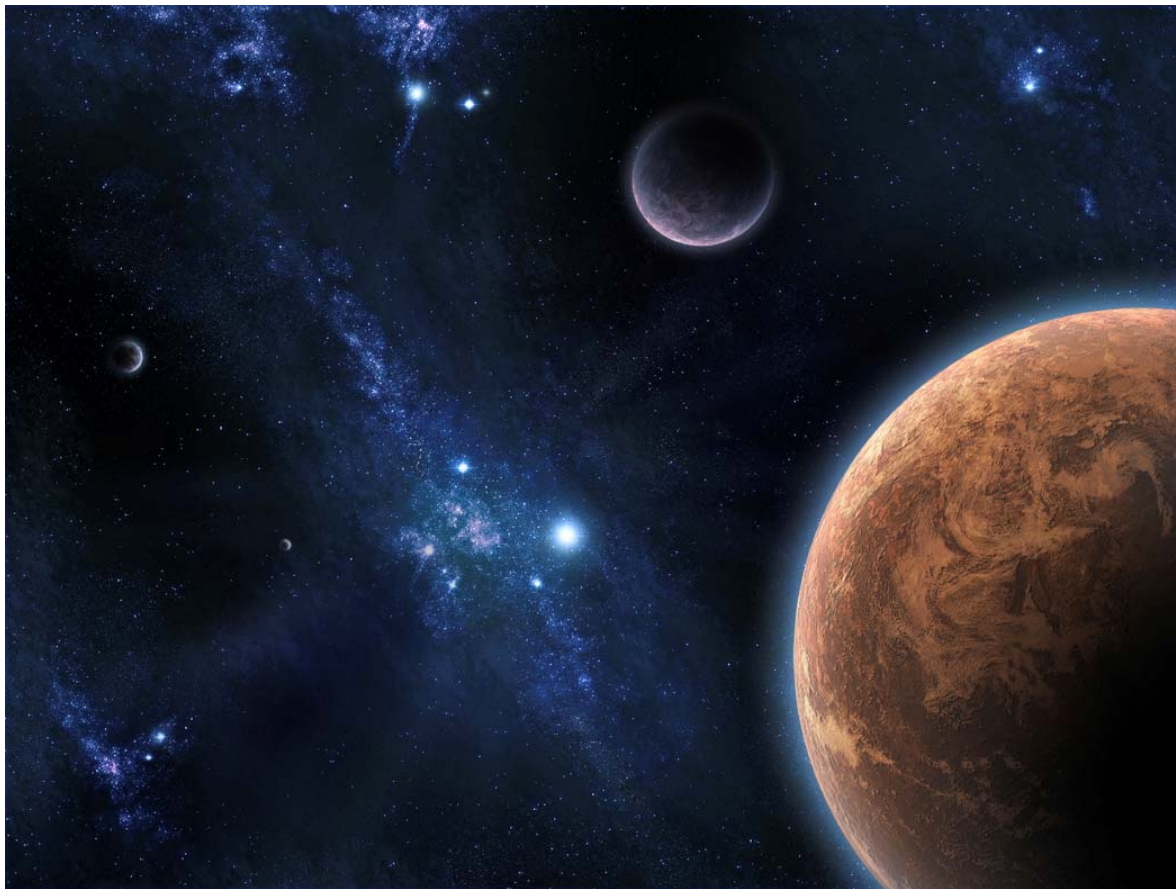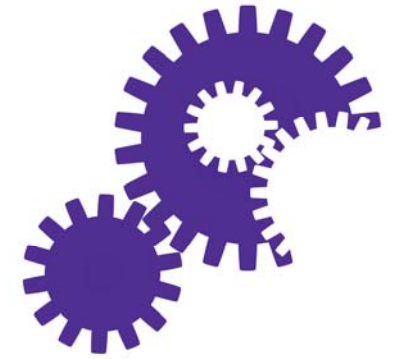
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NASA Moon Survival task
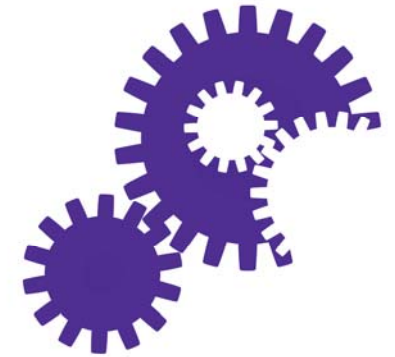
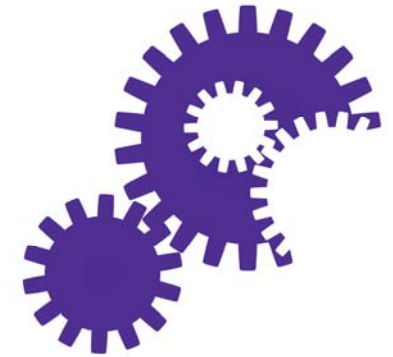|	
0 - 25	**Excellent**
26 - 32	**Good**
33 - 45	**Average**
46 - 55	**Fair**
56 - 70	**Poor**
71 - 112	**Very poor**

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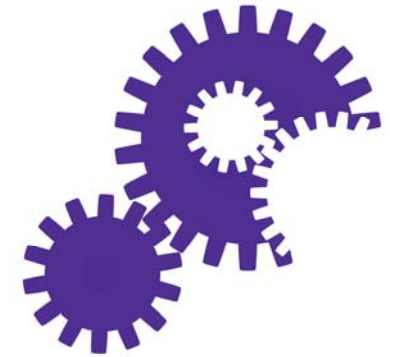
Building effective teams

Success comes from developing **team cohesion**. The principles of cohesion are:

- Continuity
- Shared experience
- Clear goals
- Anticipation
- Shared values

Building effective teams

- Continuity
  - Team communications

- Shared experience
  - Team building events (like this)
  - Rotate chair at team meetings

- Clear goals
  - Identify shared goals for team
  - Set individual goals that contribute to team goals
  - Review team performance against goals
  - Clear roles within team – shared understanding

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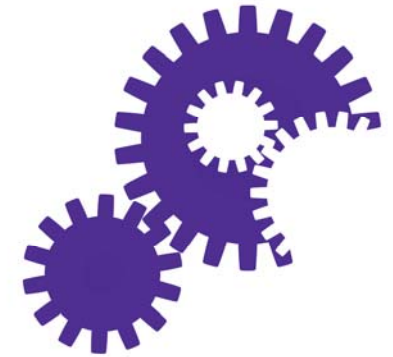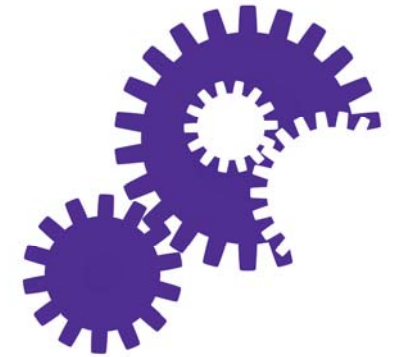
Building effective teams

- Anticipation
  - Compare team against Tuckman model and change leadership style accordingly
  - Compare team individual roles against Belbin model and implement appropriate interventions

- Shared values
  - Identify individual motivation - use this as basis for development
  - Develop a Team Contract: what team members expect from one another
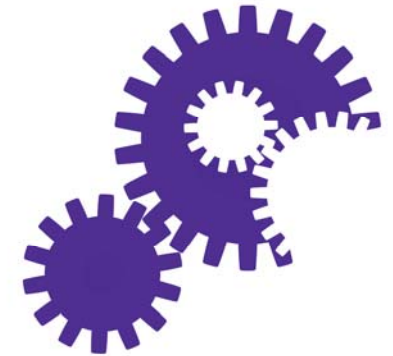
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Team working

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