

A collection of symbolic objects is arranged on the left side of the page. At the top left is a portion of a chessboard with several chess pieces. Below it are two medals: one with a red ribbon and a white star, and another with a blue ribbon and a white star. A pair of glasses with thin metal frames and round lenses is positioned diagonally across the middle. At the bottom left is a round compass with a white face and black markings.

Team Building and Team Work

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Teamwork and High Performance Teams

➤ Study questions.

- What is a high performance team...and what is teamwork?
- What is team building?
- What can be done to improve team processes?
- How do teams contribute to the high performance workplace?



What is a high performance team...and what is teamwork?

- A team is a small group of people with complementary skills, who work actively together to achieve a common purpose for which they hold themselves collectively accountable.
- Teams are one of the major forces behind revolutionary changes in contemporary organizations.



What is a high performance team...and what is teamwork?

➤ Types of teams.

- Teams that recommend things.
 - Established to study specific problems and recommend solutions to them.
- Teams that run things.
 - Have formal responsibility for leading other groups.
- Teams that make or do things.
 - Functional groups that perform ongoing tasks.



What is a high performance team...and what is teamwork?

➤ The nature of teamwork.

- Team members actively work together in such a way that all of their respective skills are utilized to achieve a common purpose.
- Teamwork is the central foundation of any high performance team.



What is a high performance team...and what is teamwork?

➤ Characteristics of high performance teams.

– High performance teams:

- Have strong core values.
- Turn a general sense of purpose into specific performance objectives.
- Have the right mix of skills.
- Possess creativity.



What is a high performance team...and what is teamwork?

➤ Diversity and team performance.

- To create and maintain high performance teams, the elements of group effectiveness (Chapter 9) must be addressed and successfully managed.
- Diverse teams:
 - Improve problem solving and increase creativity.
 - May struggle in the short term.
 - Have strong long-term performance potential.



What is team building?

- Team members and leaders must work hard to achieve teamwork.
- Team building helps in achieving teamwork.
- Team building.
 - A sequence of planned activities designed to gather and analyze data on the functioning of a group and to initiate changes designed to improve teamwork and increase group effectiveness.



What is team building?

➤ How team building works.

– Five step process.

- Problem or opportunity in team effectiveness.
- Data gathering and analysis.
- Planning for team improvements.
- Actions to improve team functioning.
- Evaluation of results.



What is team building?

➤ Approaches to team building.

- Formal retreat approach.
 - Team building occurs during an offsite retreat.
- Continuous improvement approach.
 - The manager, team leader, or members take responsibility for ongoing team building.
- Outdoor experience approach.
 - Members engage in physically challenging situations that require teamwork.



What can be done to improve team processes?

- Increased emphasis on teams and teamwork:
 - Presents challenges to people accustomed to more traditional ways of working.
 - Creates complications due to multiple and shifting memberships.
 - Requires team leaders and members to deal positively with group dynamics issues.
 - Requires ongoing team building.



What can be done to improve team processes?

➤ New member problems.

- New members are concerned about issues of:
 - Participation.
 - Goals.
 - Control.
 - Relationships.



What can be done to improve team processes?

➤ New member problems — *cont.*

- Behavior profiles of coping with individual entry problems.
 - Tough battler.
 - Friendly helper.
 - Objective thinker.



What can be done to improve team processes?

➤ Behavior profiles for coping.

– Tough battler.

- Is frustrated by a lack of identity in the new group.
- May act aggressively or reject authority.
- Seeks to determine his or her role in the group.



What can be done to improve team processes?

➤ Behavior profiles for coping — *cont.*

– Friendly helper.

- Is insecure, suffering uncertainties of intimacy and control.
- May show extraordinary support for others, behave in a dependent way, and seek alliances.
- Needs to know whether she or he will be liked.