

A collection of symbolic objects is arranged on the left side of the page. At the top 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.