

The background of the slide features a light blue and white color scheme with a pattern of wavy, ribbon-like lines. Overlaid on this are several dark blue silhouettes of business professionals in various poses, suggesting a collaborative meeting or team discussion. A prominent blue rectangular box with a thin white border is centered horizontally across the middle of the image.

PROJECT TEAM WORKING

What is a team?

A work **group** is two or more individuals who are interdependent in their accomplishments and may or may not work in the same department.

The differences are subtle, but the main thread is:
a team works together and shares in the outcome
a group is more independent of each other

For example: Ethnic groups, friendship circles, etc.

For example: Cricket team, team for accomplishing a project, team of doctors, management team etc.

Key Differences between Group and Team

- There is only one head in a **group**. A **team** can have more than one head.
- The **group** members do not share responsibility, but **team** members share the responsibility.
- The **group** focuses on achieving the individual goals. The **team** members focus on achieving the team goals, common goals.
- The **group** produces individual work products. As opposed to, the **team** who produces collective work products.
- The process of a **group** is to discuss the problem, then decide and finally delegate the tasks to individual members. On the other hand, a **team** discusses the problem, then decide the way of solving it and finally do it collectively.
- The **group** members are independent. The **team** members are interdependent.

What do we need to do when working in teams?

Team members :

- operate with a high degree of interdependence
- share authority and responsibility for self-management
- are responsible for the collective performance
- work toward a common goal and shared rewards(s)

A team becomes more than just a collection of people when a strong sense of mutual commitment creates **synergy**.

Synergy means to combine power of a group of things when they are working together that is greater than the total power achieved by each working separately.

Lifecycle of a Team

Tuckman(1965)

- He describes four key stages in a team's development:
 - Forming
 - Storming
 - Norming
 - Performing

Tuckman

- **Forming**

- Individual roles unclear
- Objectives need clarifying and reinforcing boundaries and roles tested
- Team depends on leader for direction, purpose and guidance.

Tuckman

- **Storming**

- Incerititude persists, but there is the beginnings of understanding of purpose and goals
- Decisions don't come easily
- Much inter-team conflict
- Task focus is used to avoid distraction of relationship issues

Tuckman

- **Norming**

- Roles and responsibilities are clear
- In general consensus is achieved
- Important decisions taken in common
- Commitment and team spirit are at highest level
- Team working style openly discussed
- Task can sometimes take second place

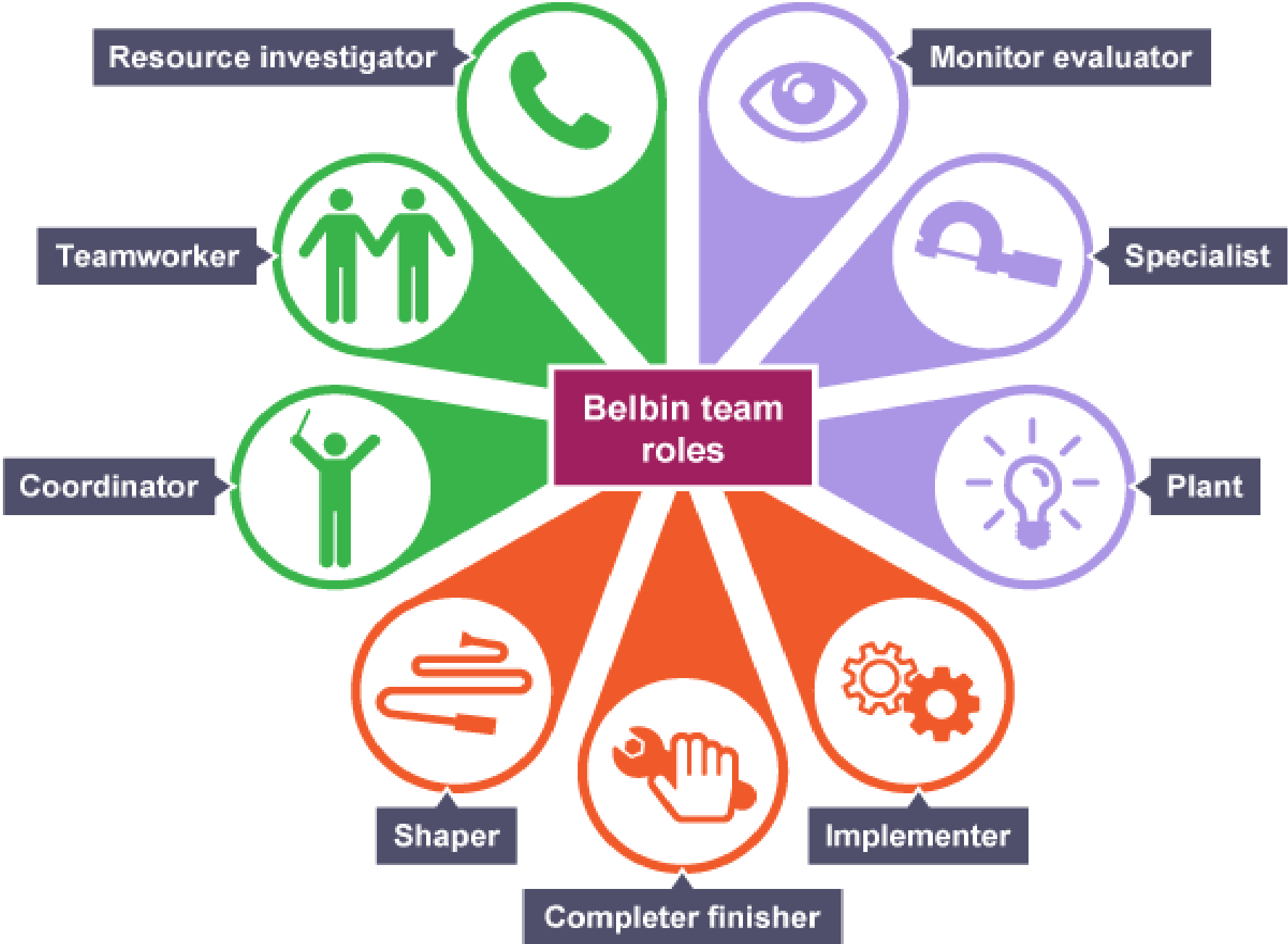
Tuckman

- **Performing**

- Shared vision
- Task clearly understood
- Disagreements settled positively and internally
- No instruction required
- Delegation happens naturally and members often seek to over-perform

Team roles

- **Belbin** suggests that: members of a team have: "A tendency to behave, contribute and interrelate with others in a particular way."
 - "<http://www.belbin.com/belbin-team-roles.htm>
- **The suggestion is that a good team has an appropriate mix of roles.**
- A team full of leaders is useless!



Thinking
 Action
 People

| BELBIN Team-Role | Strengths |
|---------------------------|---|
| PLANT | Creative, imaginative, unorthodox. Solves difficult problems. |
| CO-ORDINATOR | Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well. |
| MONITOR EVALUATOR | Sober, strategic and discerning. Sees all options. Judges accurately. |
| IMPLEMENTER | Disciplined, reliable, conservative and efficient. Turns ideas into practical actions. |
| COMPLETER FINISHER | Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time. |

| BELBIN Team-Role | Strengths |
|------------------------------|---|
| RESOURCE INVESTIGATOR | Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts. |
| SHAPER | Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles. |
| TEAMWORKER | Co-operative, mild, perceptive diplomat. Listens, averts friction. |
| SPECIALIST | Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply. |



So what about us?

Personal evaluation

WHERE DO YOU FIND YOURSELF?

**My personal results after the realization of the
Belbin test was as follows.....**

"TEAM WORK"

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Train

Educate

Attract

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