

# Effective Team-Building Skills

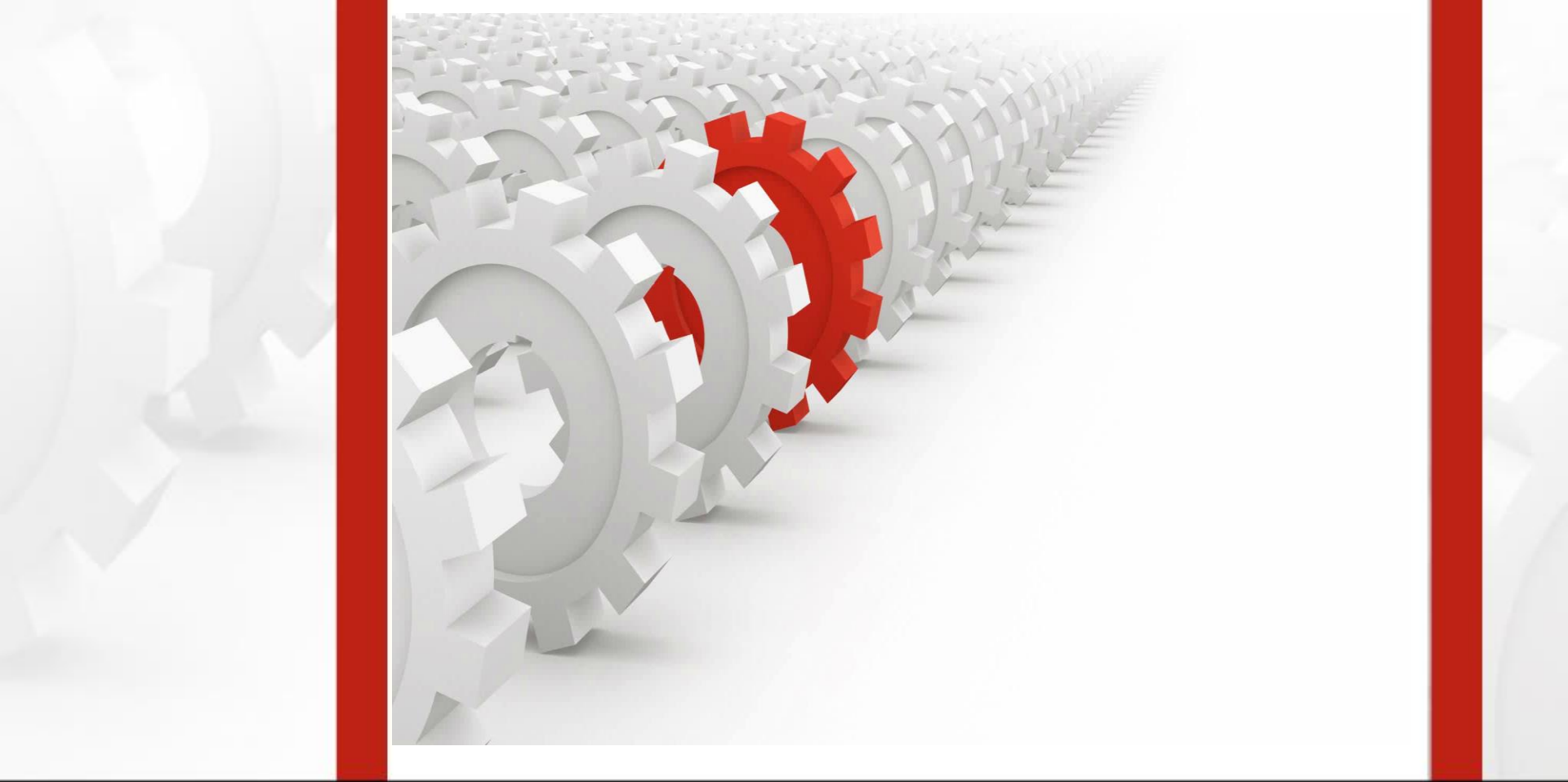
**TUNDE WALE-TEMOWO**

January 2023



# Session Objectives

- Appreciate the nature and characteristics of an effective team;
- Understand the stages of team formation;
- Identify the qualities of an effective Project Team Leader



Concept of a Team



# What is a Team?

1. A team is a *group of people* that *share a common purpose*, to which they are all *committed*, and who are *empowered to set goals, solve problems* and *make decisions*.
2. A *group of people* with a *full set of complementary skills* required to *complete a task, job* or *project*.
3. A team is a *group of people* with *complementary skills* who are *committed to a common purpose, performance goals, and approach* for which they are *mutually accountable*



# Concept of a Team



The synergy created through mutual commitment of team members produces greater performance that could not have been achieved if individual members had worked independently



# Why do Organisations Form Teams?

Teams are formed in several organizations because they allow the organization to:

1. Accomplish projects an individual cannot execute alone;
2. Collectively brainstorm more solution options;
3. Jointly evaluate alternative courses of actions;
4. Jointly execute and implement project plans; and
5. Build a network of competences required for project implementation





# Why do Teams Fail?

## Environmental Influences:

- The team members may be placed at different location making it difficult for them to meet frequently.
- The team is not given adequate resources in order to do its job.

## Goals:

- Team is not clear about their goals.
- Goals are not effectively communicated.

## Roles:

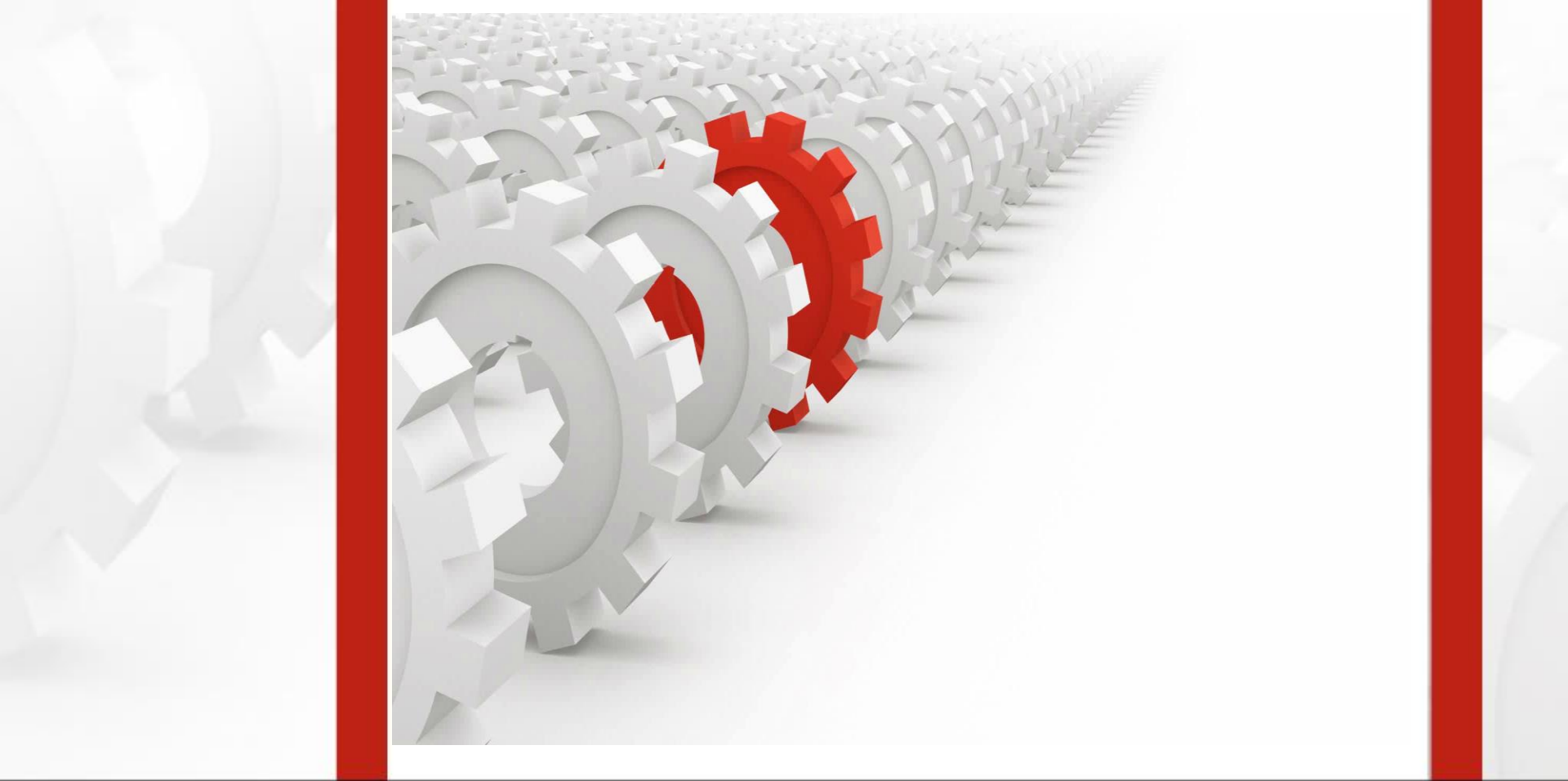
- Responsibilities of the team members are poorly defined.
- No clear leader identified.

## Processes:

- Lack of processes makes decisions always a crisis situation.
- Communications are one way.

## Relationships:

- Members are unwilling to be identified with the team.



# Team Dynamics



# Team Dynamics (1)

Effective Teams exhibit the following attributes, identified as the characteristics of an Effective Team:

## *Trust*

Members trust that each member will add value to the project, and members work to ensure that everybody contributes and that appreciation is expressed for different contributions.



## *Open Communication*

Communication is the main glue that holds a team together. Communication is effective when all members:

- Contribute ideas
- Provide feedback constructively
- Ask for clarification on anything that might be confusing
- Provide frequent updates
- Listen to each other carefully

# Team Dynamics (2)

## *Clear Roles*

Teams tend to function better if member roles are defined. There are several ways roles can be defined. And roles need not be mutually exclusive.



## *Collaboration*

All team members contribute their skill, time and energy to the team. Members participate in decision making, execution and project monitoring and evaluation to varying degrees.

# Team Dynamics (3)

## **Control:**

Successful teams are willing to collectively review their output and processes to ensure that the final product or solution meets or exceeds the team goal.



## **Creativity:**


A successful team will also be willing to take creative chances or experiments. That could mean that a team may do something not within the stated project guidelines.

# Stages of Team Formation - Bruce Tuckman Model (1965)

**Forming**  
Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.




**Storming**  
Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



**Norming**  
People feel part of the team and realize that they can achieve work if they accept other viewpoints.



**Performing**  
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



**Adjourning**  
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



All stages are necessary and unavoidable for teams to grow, overcome challenges, tackle problem, find solutions, plan work and deliver results



# Team Dynamics - Effectiveness

Team behaviour	Stage	Project Manager's Response
Polite but reserved	Forming	Help people get acquainted
Challenging	Storming	Allow conflict to surface
Clarity of roles	Norming	Allow group to create norms
Openness and interdependence	Performing	Challenge existing norms and Synergy
Sadness	Close out	Encourage continuous networking

At each stage, the project manager has a role to play in ensuring the team transits successfully to the adjourning stage.



# Barriers to Team Effectiveness

The following are some of the constraints that could limit a team from performing effectively:

- ❖ Poor definition of Terms of Reference (ToR)
- ❖ Inadequate project sponsor support.
- ❖ Poor communication amongst stakeholders.
- ❖ Poor management of resources.
- ❖ Overambitious deadlines.
- ❖ Weak link/susceptible team player
- ❖ Low Morale.





# Factors that promote good working relationships

- Staff meetings-with agenda and sufficient time to discuss
- Job descriptions with annual review
- Knowledge of others' job descriptions and responsibilities
- Common criteria for personnel evaluation
- Openness and willingness to communicate-listening
- Trust, Courtesy and Loyalty
- Respect for others in spite of professional differences
- Respect for professionalism regardless of person's sex, age, and race
- Giving credit
- Recognizing a job well done
- Understanding and supporting others' programs.
- Agreed upon priorities
- Circulation of pertinent information
- Willingness to talk over problems
- Adequate facilities and supplies
- Cooperation
- Sincere caring for others with a respect for privacy
- Constructive criticism





# Team Development


## 7 Stages Of Team Development





# Stage 1: Build the team

- Engage members as a team
- Spend time on team development - may use Belbin roles, outside consultancy
- Meet regularly and frequently for a purpose
- Determine and agree team values
- Determine and agree team roles
- Spend time inside and outside work socially
- Spoil the team with comfortable surroundings and refreshments
- Discuss, determine and agree rewards for good performance
- Agree on approach to delegation and empowerment
- Promote the team and its work within the agency and partnerships



## Stage 2: Engage team through work

- Delegate and empower appropriately
- Promote debate and discussion on where we are, where we want to be, and how we should get there - use brainstorming, lateral thinking
- Ensure that all the team has discussed, contributed to and committed itself to the work tasks and objectives
- Try to reach consensus decisions
- Make sure the combined purpose and importance of the team's work is understood by everyone Keep everyone informed on progress



## Stage 3: Ensure clarity of definition of key roles and

- Develop individual roles
- Ensure job descriptions and job plans are up-to-date and accurate
- Ensure goals are realistic and achievable



# Stage 4: Develop the team and organization

- Ensure new staff are inducted
- Identify individual and team training needs
- Ensure personal development plans are produced and implemented
- Engage others in wider organizational development matters



# Stage 5: Foster a culture of innovation and creativity

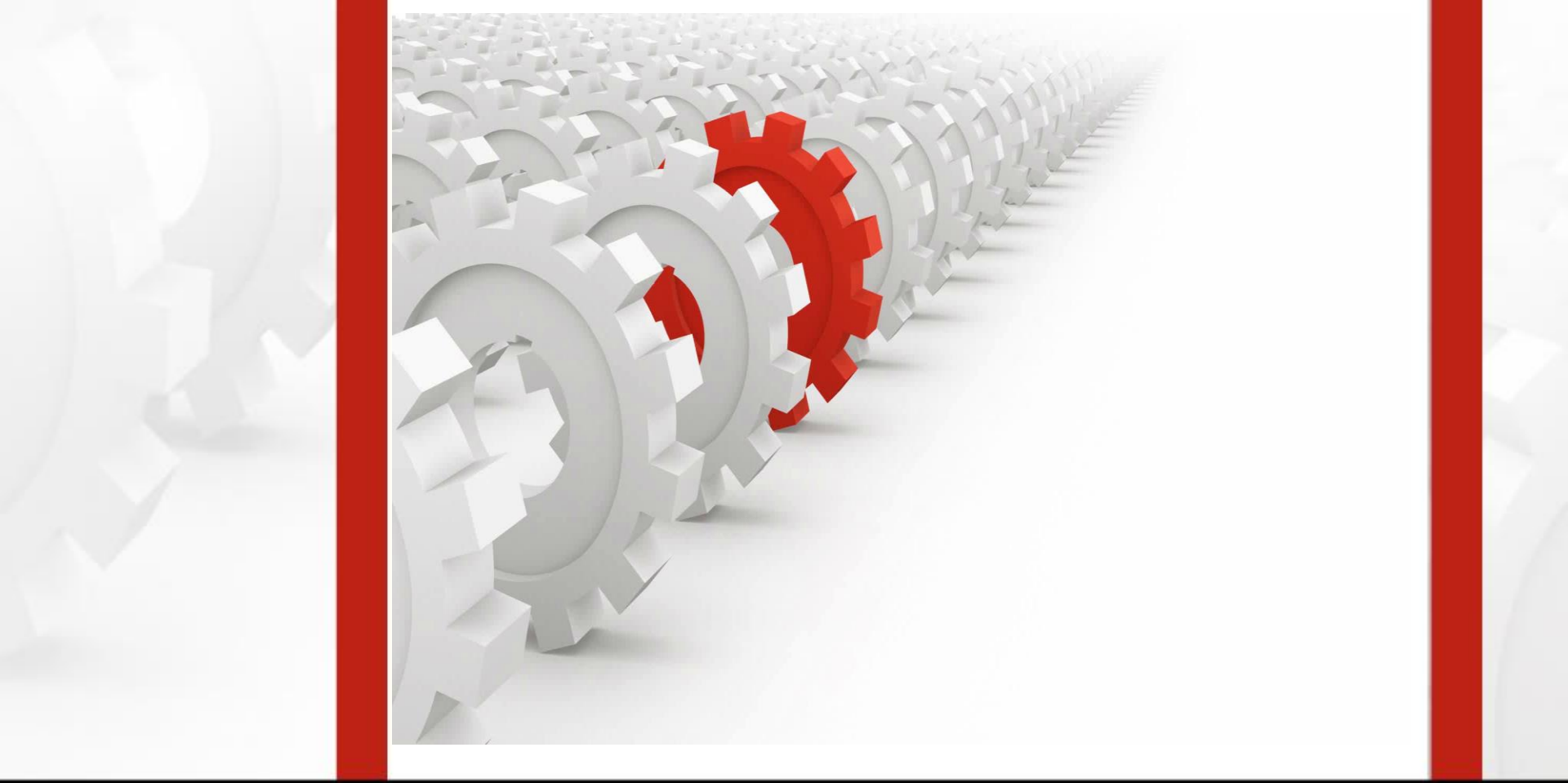
- Challenge the culture and values of the team and agency
- Encourage 'thinking outside the box', reframing the problem, and risk taking
- Minimize criticism of failure
- Reward and publicize innovation and creativity



# Stage 6: Managing performance

- Ensure staff know the governance and accountability arrangements
- Ensure staff know how team and individual performance will be managed
- Ensure all staff are appraised annually





Finally ... a word on leading teams


Stage 7



# Leading Project Teams

Leaders influence a group of individuals to achieve a common goal

A leader is not just a position or title!



# Stage 7: Knowledge of Management Theory - examples

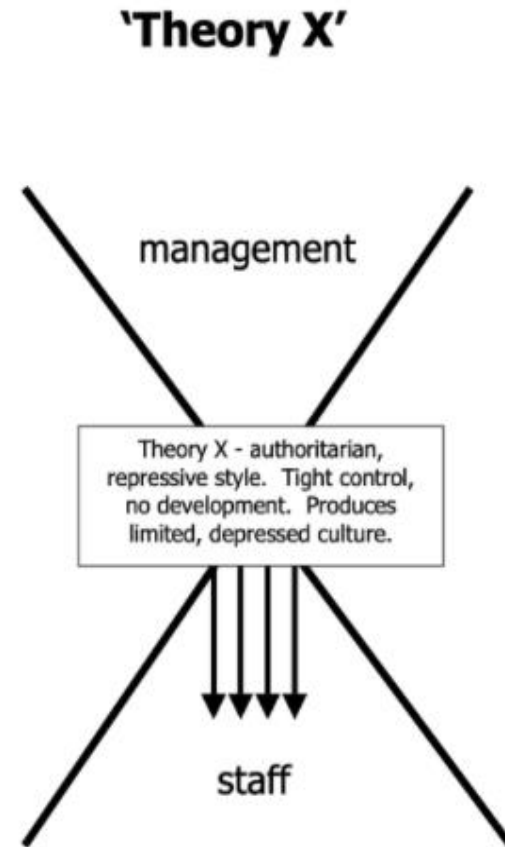
- Maslow's hierarchy of needs,
- McGregor's theory X and Y management styles,
- Herzberg's motivation-hygiene theory,
- Likert's participative-group research

# Stage 7: Management Theory

## Douglas McGregor Theory X

### Transactional

- Authoritarian
- Leader influences others by what they can offer in exchange.
- Supervision

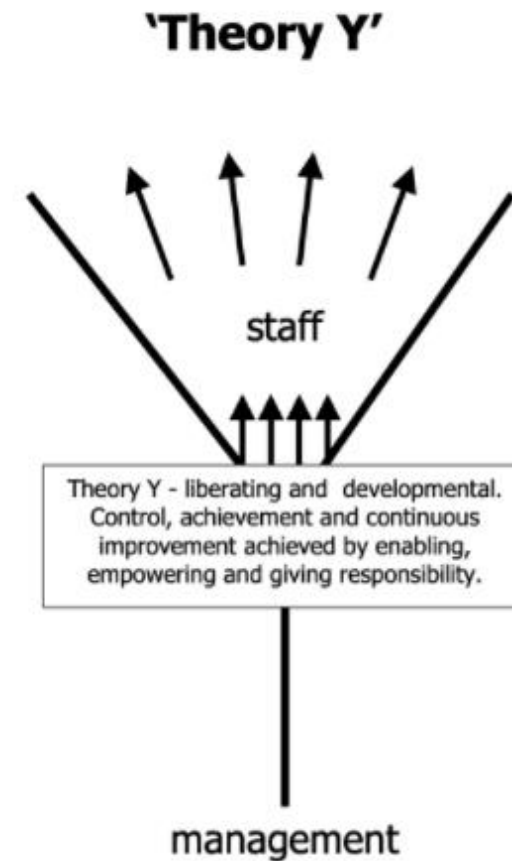


# Stage 7: Management Theory

## Douglas McGregor Theory Y

### Transformation

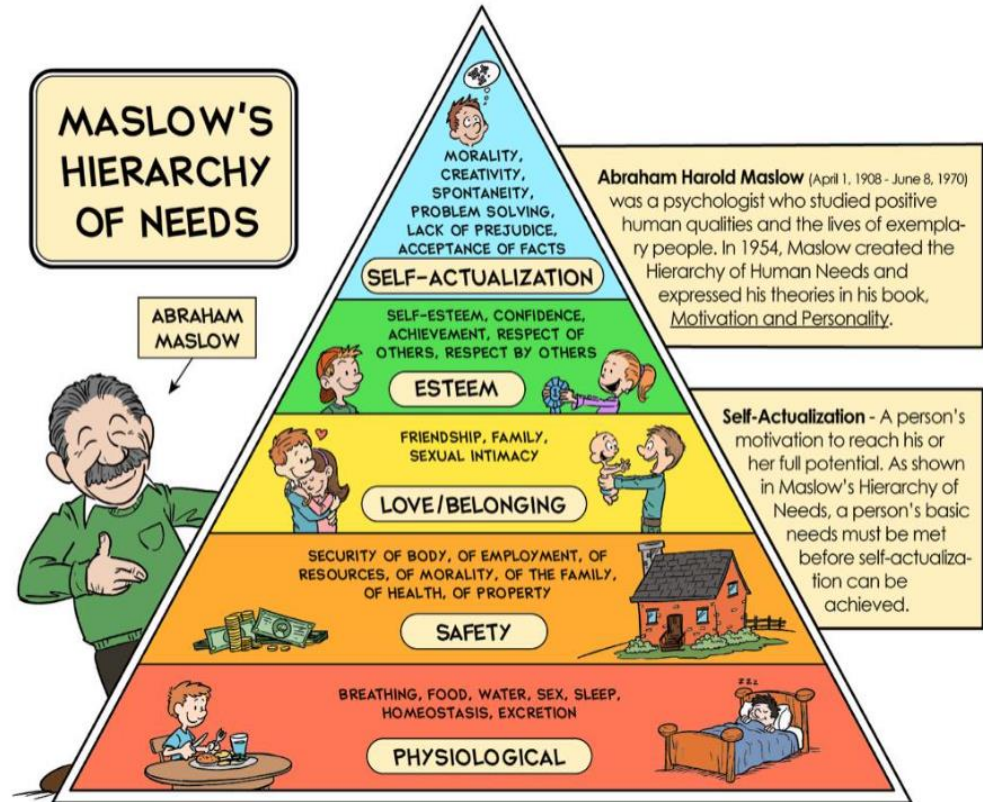
- Participative
- Leader connects with the team through motivation and morality.
- Collective good, less self motivation & flourishing on responsibility



# Stage 7: Management Theory

Managers need to understand the Team's Needs/Motivation

Maslow Hierarchy of Needs





# Questions