



# ENGG 1803 - Teamwork

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John Currie



# Teams are:

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- Coordinated groups of persons where the efficiency & effectiveness of the group is considerably greater than efforts of individuals
- “the whole is greater than the sum of the parts.”



# Teamwork is:

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The mechanism for groups to successfully accomplish more than otherwise possible by individuals.



# Team leadership characteristics:

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- Modelling desired behaviours
- Participative management
- Communication skills
- Change agent
- Human developer - coach, mentor



# Teams improve:

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- Innovation
- Cooperation & trust
- Productivity
- Environmental analysis



# Disadvantage of teams:

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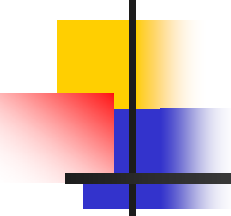
- Decision making time
- 'Groupthink'
- Added team maintenance tasks



# Johnson & Johnson's 3 Core Team Activities:

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- accomplishment of goals;
- internal maintenance;
- continual development to improve effectiveness.



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Teams can enhance organisational development and effectiveness when they actively learn together and communicate their learning among themselves and other work teams.



# Work team life cycles:

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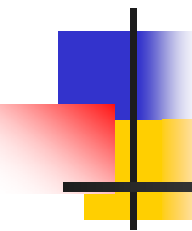
- Evolution (forming, storming, norming, etc);
- Inclusion;
- Control;
- Affection;
- Impact on team behaviour of change.



# Establishing team norms:

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- Effective cooperation
- Successful communication
- Effective decision making
- Appropriate work allocation
- Efficient time management
- Resolving conflict



# Desired normal behaviour in your project team?

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Jobs & Tasks?

Meeting Times & Places?

Roles & Responsibilities?

Managing Conflict?



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Team members may play a variety of roles during the life of the team.

Leadership of teams requires recognition and respect of this.



# Work team behaviour characterised by:

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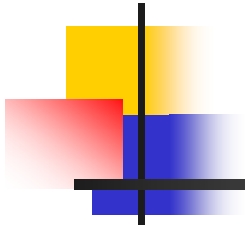
- Task behaviour;
- Maintenance of the team;
- Individual differences between team members.



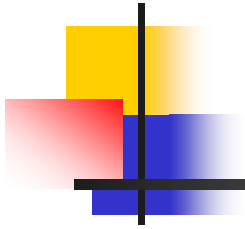
# High performance team environment:

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- Shared vision and values;
- Appropriate and specific goals;
- Team culture that enhances focus on the team mission;
- Team development - ability, skill, knowledge;
- Appropriate feedback, evaluation and reward.



In an era of constant change teams can play an important role in developing organisational congruence with the external environment.



Teams tend to thrive rather survive in environments characterised by communication, consultation and negotiation.



# Teams:

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- Need a reason for being (purpose);
- Are reliant upon their members (interdependence);
- Collaborate for organisational and professional benefit (commitment);
- Exist as entities within larger contexts (accountability).



# Problems in developing team effectiveness:

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- Tasks and activities;
- Team and organisational processes;
- Interpersonal and intra-organisational conflict.



# Criteria for team success:

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- Production
- Efficiency
- Satisfaction
- Adaptiveness
- Development



Teams need to take care to avoid  
'groupthink'

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and to encourage the expression of all  
relevant feelings, ideas and information to  
build empowerment & trust.



# Teams influenced by:

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- External & internal environs
- Resource levels & availability
- Agency & group structures
- Internal dynamics & roles
- Tasks & task allocation
- Performance - perception & reality