



Understanding Team Dynamics

Session starts at 10am



HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

I specialise in coaching, mentoring, mediation and training delivery. I deliver QQI accredited courses including People Management, Supervisory Management and Medical Secretaries

I am also qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).

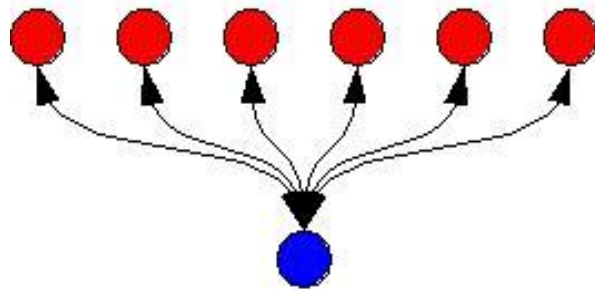


Overview

Understanding team dynamics

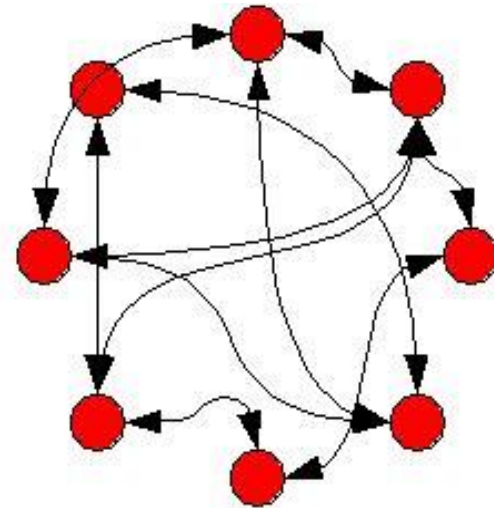
- Benefits of teamwork
- Uncovering the recipe for successful teams
- Understanding the essential stages of team development
- The 5 team dysfunctions and techniques to overcome

Do you work in a group or a team?



GROUP

people working towards a goal whose work is coordinated by someone else (e.g. a manager) for them



TEAM

people working towards a common goal who coordinate their work amongst themselves

A Team

Together

Everyone

Accomplishes

More

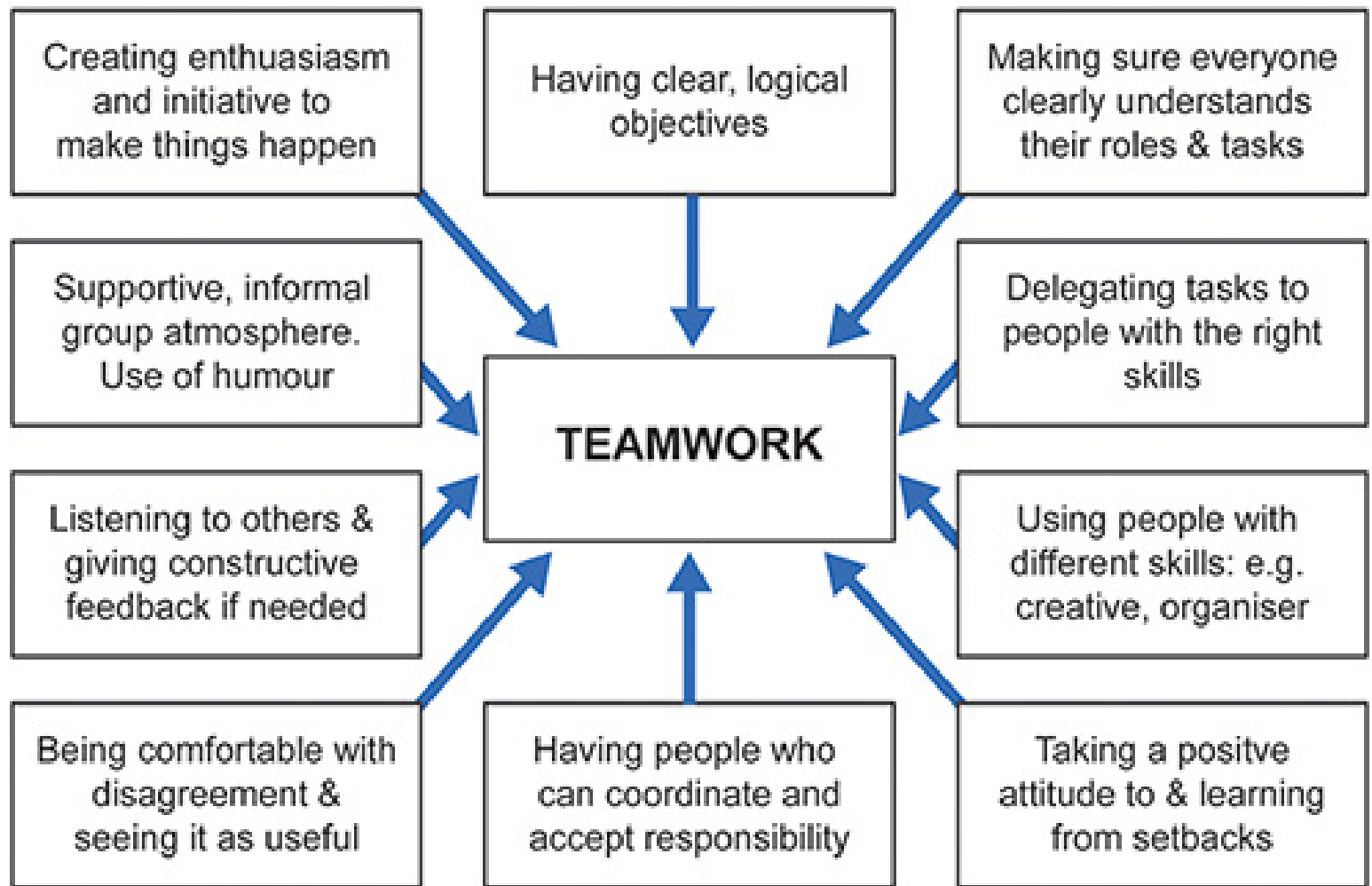
‘A small number of people, with complementary skills who are committed to:

- *A common purpose*
- *Performance goals*
- *A common approach*

For which they are mutually accountable.’

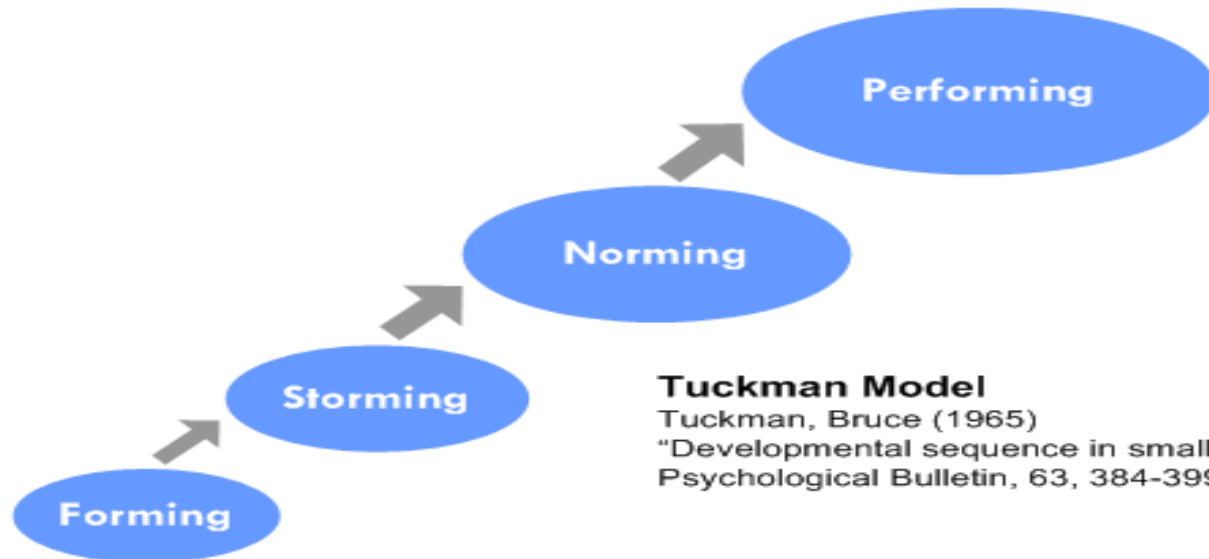
Katzenbach & Smith, The Wisdom of Teams

Why bother with teams?



Team development

Tuckman (1965) labeled the stages of team development as forming, storming, norming, performing, (and later added adjourning).



Forming Stage

Getting Organised & Testing

Cordial - reserved

Hesitant & wary

Membership is being considered

Clarifying direction, goals, roles & accountabilities

Setting expectations

Establishing relations

Exploring trust

Dependence on leadership



Forming and You

Behaviours

Caution and Curiosity

The polite stage, focus on getting acquainted and feeling comfortable.

Conflict is low, suppressed, need for approval high.

Verbal members tend to dominate.

Ability to accomplish group tasks and stay focused is low.

Little listening and high distortion of what is heard.

Watchful, guarded and personal feelings kept hidden.

Much giving of/asking for information and data. Some inclusion/exclusion issues with “new” and “old” group members.

Actions

Defining the Team

Discuss goals, direction and roles so that members begin to build trust.

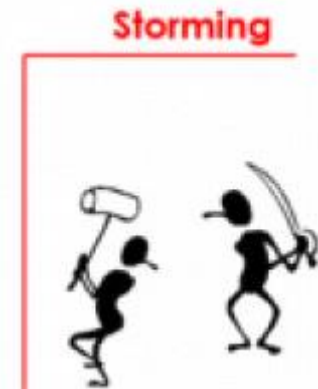
A good induction process can help to establish the team's mission and goals, and team expectations about both the team's product and, more importantly, the team's process.

During the Forming stage, much of the team's energy is focused on **defining the team** so task accomplishment may be relatively low.

Storming Stage

Competing & Infighting

- Differences emerge
- Lack of clarity – confusion
- Power & control issues
- Unproductive – time wasted
- Blame – finger pointing
- Personality clashes
- Team abilities questioned
- Results unsatisfactory



Storming and You

Behaviours

Conflict

Subgroups and individuals attempt to influence ideas, values, and opinions.

Competition for attention, recognition, and influence.

People confront each other resulting in interpersonal conflict.

Polarisation; lack of shared vision. Members may opt out and/or cliques/alliances form.

Sense of feeling struck; frustrated. Emotional reaction to task or misperceptions about task.

Process issues discussed outside of meeting. Power inequities, struggle as members “jockey for position.”

Actions

Redefining roles

Refocus on team goals, perhaps breaking larger goals down into smaller, achievable steps.

The team may need to develop both task-related skills and group process and conflict management skills.

A redefinition of the team's goals, roles and tasks can help team members past the frustration or confusion they experience during the Storming stage.

Norming Stage

Realigning & Reorganising

Evaluating – assessing

Confronting issues

Re-contracting roles & accountabilities

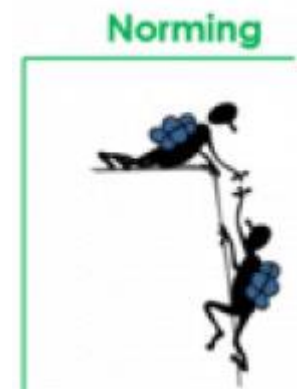
Providing feedback & coaching

Establishing culture & commitments

Refocusing priorities & actions

Defining operating protocols / processes

Building trust and cohesion



Norming and You

Behaviours

Confidence and communication

Issues, not people, confronted. Cohesion among group members begins, subgroups disappear.

Members actively listen to each other. Appreciation and acceptance of alternative points of view.

Able to remain focused on task at hand. Quiet people now contributing more in the group.

Values and assumptions begin to be discovered and discussed.

Air of complacency may develop. Individuals move beyond blame to responsibility.

Actions

Evaluating

During the Norming stage, members shift their energy to the team's goals and show an increase in productivity, in both individual and collective work.

The team may find that this is an appropriate time for an evaluation of team processes and productivity.

Performing Stage

High Performance

Achieving Business Results

Operating collaboratively

High levels of trust and synergy



Performing and You

Behaviours

Commitment and cohesion

Members relate with honesty, respect, authenticity.

Problems and difficult issues are dealt with, handled creatively.

Diversity is affirmed and welcomed.

Member resourcefulness is utilised to energize each other.

Decision-making process to be used is understood. Frequent review of process issues.

Clarity on how members experience each other. Outside help/resources welcomed.

Differences bridged with integrity.
Commitment to work toward common goals

Actions

Progress and accomplishments

The team makes significant progress towards its goals.

Commitment to the team's mission is high and the competence of team members is also high.

Team members should continue to deepen their knowledge and skills, including working to continuously improving team development.

Accomplishments in team process or progress are measured and celebrated.

What makes an effective team?

Clearly defined-

Objectives

Key result areas

Standards of performance

Roles

Relations are-

Open and trusting

Cooperative

Group dynamics provide-

Effective roles and procedures

Appropriate leadership

Agreed group processes

Measure and feedback systems

Appreciating diversity -

Cultural perspective

Skills mix

Differences in approach

The Trouble with Team?

Time wasting

Isolation and intergroup conflict

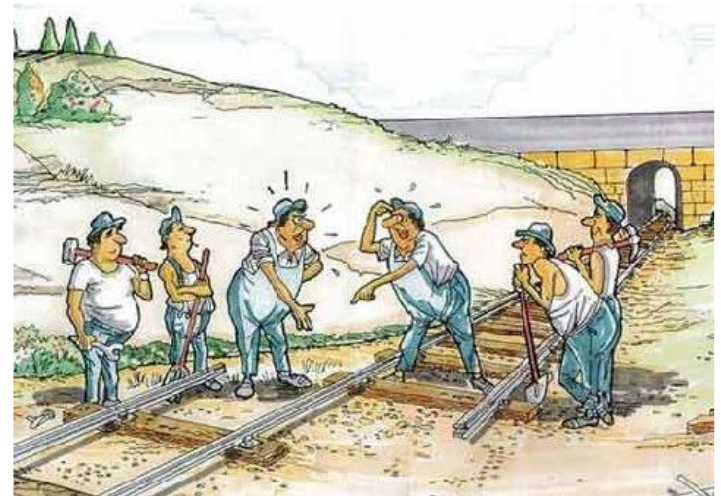
Avoidance – creating teams instead of more radical decisions

Peer pressure

Dilution of responsibility

‘Group think’

‘Social loafing’



Hedgehog Factors

- **Understand the Individual**
- **Understand the Team**
- **Understand the change processes**
- **Understand the Psychodynamics** – motivational forces, both conscious and unconscious, that determine human behaviour and attitudes.



(Manfred F.R. Kets de Vries)

Team Collaboration



High Performance Teams

'A small group of people so committed to something larger than themselves that they will not be denied'

'A group that meets all the conditions of real teams and are also deeply committed to one another's personal growth and success.'

(Katzenbach and Smith)



Checklist for high performing teams?

Do we all show equal commitment to our objective?

Do we all take part in deciding how work should be allocated?

Do we are committed to helping each other learn?

Do we acknowledge good contributions from team members?

Do we handle disagreements and conflicts constructively within the team?

Are we able to give constructive criticism to one another and to accept it ourselves?

Do we all turn up to meetings and stay to the end?

Are we good at making sure that everyone knows what's going on?

When one of us is under pressure, do others offer to help him or her?

Do we trust each other?

Do we remain united even when we disagree?

Do we support each other to outsiders?

Do we feel comfortable and relaxed with one another?



10 Key interpersonal skills

1. Self Confidence

Confidence will help you when communicating with others, as it ensures that you can convey your point clearly and will be listened to

2. Work Ethic

Professionalism, respect and dependability

3. Relationship Management

The ability to manage relationships based on respect for each other and mutual trust

4. Receptiveness to Feedback

View all feedback as a chance to learn and never react defensively.

5. Body Language

but don't forget to consider how your body language and gestures could be interpreted.



10 Key interpersonal skills

6. Listening

Active listening is a skill that will help you understand and learn from others and respond correctly to what they are telling you

7. Collaboration

Successful collaboration requires the ability to cooperate and respect each other.

8. Conflict Management

Good conflict management skills include diplomacy, empathy, negotiation, assertiveness and compromise.

9. Positive Attitude

People with a positive attitude are more likely to treat others positively, which creates a more harmonious working environment

10. Workplace Etiquette

How you come across to others can speak volumes.

Learning **workplace etiquette** is a great way to leave a lasting impression on those you meet.



How to improve interpersonal skills

Ask trusted friends or colleagues for constructive criticism

It is helpful to get a third-party perspective about your skill level and specific ways you can improve. Ask friends or trusted colleagues to provide constructive feedback regarding your interpersonal skills.

Be thoughtful about ways your interactions could improve

Review the interactions you have and consider ways you could have interacted more effectively. This might be certain words you said, ways you reacted or body language you used.

Observe positive interpersonal interactions

It can be helpful to learn by seeing others use interpersonal skills. Observe positive interactions of those around you and apply those qualities you admire to your own relationships.

Seek out mentorship

Asking someone you trust, admire and respect to counsel you on improving interpersonal skills and advancing in your career overall can be an extremely effective way to learn



Professional communication skills

For communication to take place:

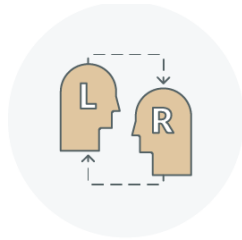
A message must be given

A message must be received

A message must be understood



Professional Communication Skills



EMPATHY

for listening
and respect



PAUSING

to improve listening
and clarifying skills



INTROSPECTION

to improve
self-understanding



TURN-TAKING

to improve
self-regulation skills



ESTABLISHED PROCEDURES

to include non-verbal
communication



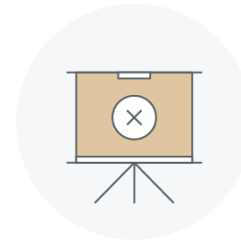
CONVERSATION SKILLS

for productive
dialogue



RESPECTFUL VOCABULARY

to avoid heated
conversations



PRACTICE IN NATURAL SETTINGS

to raise confidence for
different situations

Dealing with different personalities

- Be attentive
- Look at the other person
- Encourage the person to talk
- Ask questions
- Use non-verbal messages to show interest
- Use silence appropriately
- Empathise with feelings expressed
- Don't overdo the 'technique', be genuine

Inclusion

Differences and similarities
in perspectives, identities,
and points of view



A sense of connection to others
that is always in the process of
being actively achieved

The 5 Cs of Communication

- 1. Concerns** – focus attention on the needs and concerns of the audience. Don't make the message focused on you or on damage control. Where appropriate, acknowledge the concerns of the people and deal with them directly.
- 2. Clarity** – where possible, leave no room for improper assumptions. The clearer your message is, the more people will believe you are disclosing everything they need to know. When communication is vague it implies that you are hiding something or only revealing partial truths.
- 3. Control** – remain in control of what is being said. When you lose control of the message there is no stopping the flow of inaccurate information. Your whole communication plan needs to centre on remaining in control.



The 5 Cs continued

4. **Confidence** – your message and delivery must assure your people that your actions are in everyone's best interests. It's one thing to deliver bad news openly, and another to effectively convey that you are doing everything you can to minimise the negative impact. Speak with confidence – acknowledge that you can't make everything ok, but make sure people know you're doing your best.
5. **Competence** – convey the notion that you are able to handle the situation and that you have the advice and support of many people (and, of course, make sure that you do).



Summary

- Understanding the meaning of a team
- Key interpersonal skills
- Professional communication skills
- Team collaboration
- Dealing with different personalities
- Inclusion
- Working better together

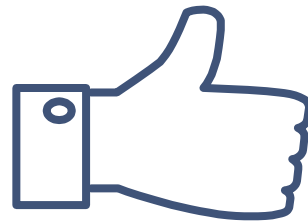
Summary & Recap

Q&A



**GOOD BYE &
GOOD LUCK!**





THANKS!

Any questions?
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