

LESSON : **5**
TOPIC : **Team Work**
AIM : **To understand the importance of teamwork.**

LEARNING OUTCOMES

1. The importance of teamwork
2. Become aware of leadership roles, norms and cohesiveness.

TOPIC OUTLINE

- 1.1 Definition
- 1.2 Types of teamwork
- 1.3 Team behaviour
- 1.4 Stages of team development

INTERROGRAMS

1. What are the characteristics of an effective team?
2. What is a formal team?
3. List the stages of team development.

NOTES

1.1 Definition

A team according to Adair (1986) is more than just a group with a common aim. It is a group in which the contributions of individuals are seen as complementary.

Characteristics of effective teamwork

1. clear objectives and agreed goals
2. openness and confrontation
3. support and trust
4. cooperation and conflict
5. sound procedures
6. appropriate leadership
7. regular review
8. individual development
9. sound inter-group relations

1.2 Types of teamwork

1. Formal teams are created deliberately by managers and charged with carrying out specific tasks to help the organization achieve its goals. They are:-
 - a. Command team
A team composed of a manager and the employees that report to that manager.
 - b. Committee
A formal organizational team, usually relatively long-lived, created to carry out specific organizational tasks.
 - c. Task forces or project teams
A temporary team formed to address a specific problem.

2. Informal Teams

- Emerge whenever people come together and interact regularly.
- Members of informal teams tend to subordinate some of their individual needs to those of the team as a whole. In return, the team supports and protects them.

1.3 Team Behaviour

According to R.M. Belbin and colleagues (1981) showed that a manager's team behaviour fell into;

- Chairman - An individual who can control and coordinate the other team members, who recognizes their talents but is not threatened by them, and who is concerned with what is feasible rather than what is exciting or imaginative.
- Shaper - This is another leader role, but one in which the role-holder acts much more directly to shape the decisions and thinking of the team.
- Innovator - This type of person provides the creative thinking in a team, even if a concern for good ideas over-shadows his ability to be sensitive to other people's needs.
- Monitor/Evaluator - The strength of this role lies in the holder's ability to analyse issues and suggestions objectively.
- CompanyWorker - Whilst the first four roles provide the major inspiration and leadership, this role provides for implementation of ideas by the role-holders' ability to translate general ideas and plans into practice.
- Team Worker - This role meets the needs of the team for cohesiveness and collaboration, for role-holders tend to be perceptive of people's needs and adept at supporting individuals.
- Resource Investigator - A person in this role looks for resources and ideas outside the team with the aim of supporting the team's efforts.
- Completer - This is an individual whose energies are directed primarily to the completion of the task, and who harnesses anxiety and concern towards getting the job done on time and to a high standard.

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STAGES OF TEAM DEVELOPMENT

There are five stages; Forming, Storming, Norming, Performing, Adjourning.

- Forming - During the initial stage, the group forms and learns what sort of behavior is acceptable to the group. By exploring what does and does not work, the group sets implicit and explicit ground rules that cover the completion of specific tasks as well as general group dynamics. By and large, this stage is a period of both orientation and acclimation.
- Storming - As group members become more comfortable with one another, they may oppose the formation of group structure as they begin to assert their individual personalities. Members often become hostile and even fight ground rules set during the forming stage.
- Norming - At this time, the conflicts that arose in the previous stage are addressed and hopefully resolved. Group unity emerges as members establish common goals, norms, and ground rules. The group as a whole participates, not merely a few vocal members. Members begin to voice personal opinions and develop close relationships.
- Performing - Now that structural issues have been resolved, the group begins to operate as a unit. The structure of the group now supports and eases group dynamics and performance. The structure becomes a tool for the group's use instead of an issue to be fought over. Members can now redirect their efforts from the development of the group to using the group's structure to complete the tasks at hand.
- Adjourning - Finally, for temporary groups such as task forces, this is the time when the group wraps up activities. With disbandment in mind, the group's focus shifts from high task performance to closure. The attitude of members varies from excitement to depression.