Module 5: Teamwork

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1. Introduction

Duration of the module: 60 min

The goal of this module is to help you understand team building and to improve your teamwork abilities and skills.

You have now 10 minutes to read all the following topics and 50 minutes to implement 3 compulsory activities (No1, No2, No3) in cooperation with other participants. After that, you can proceed with the implementation of the 2 other complementary activities (No4, No5) with no time limit.

2. Theoretical Contents
What is Teamwork?

Team definitions:

1. A team consists of two or more people and it has a recognisable goal to be attained. The co-ordination of activity among the members of the team is required for the attainment of the team goal or objective.

2. A team is a group of people connected by distinctive purpose on behalf of the organisation.

3. A self-directed work team is a group of highly trained employees who are responsible for managing themselves and the work they do.

4. Teamwork is based on different kinds of interaction between individuals and thus influences necessarily both organisational structure and culture.

5. Teamwork can be defined as a means to increase employee involvement to the point of people's perceived expertise.

2. Theoretical Contents
Team Goal & Task

CHARACTERISTICS OF A GOAL

- The first and most important characteristic of a goal is <u>clarity</u>.

- The goal should be <u>challenging</u> to team members.

- A goal can be <u>elevating</u> by creating a sense of urgency

- Another characteristic of a goal is that it should be <u>measurable</u>.

•CLARIFIED

•CHALLENGING & • ELEVATING

•MEASURABLE

2. Theoretical Contents
Team Structure

THREE BASIC STRUCTURES

Broad Objective	Dominant Feature	Process Emphasis
1. Problem resolution	Trust	Focus on issues
2. Creative	Autonomy	Explore possibilities and alternatives
3. Tactical	Clarity	Directive Role charity Well-defined operational standards Accuracy

2. Theoretical Contents
Four Necessary Features of Team Structure

There are four design features that characterise effectively functioning teams:

1. clear roles and accountabilities
2. an effective communication system
3. methods for monitoring individual performance and providing feedback
4. an emphasis on fact-based judgements

2. Theoretical Contents
Team Members

Team members are those who are best equipped to achieve the team's objective.

TWO TYPES OF COMPETENCIES

A competent team member is a person who possesses:

- the necessary <u>technical</u> skills/competencies and abilities to achieve the desired objective
- the <u>personal</u> characteristics/competencies required to achieve excellence while working well with others

THREE COMMON FEATURES OF COMPETENT TEAM MEMBERS

- The essential skills and abilities
- A strong desire to contribute
- The capability of collaborating effectively

2. Theoretical Contents
Team Leader

A team leader will provide a supportive decision-making climate by:

- Trusting team members with meaningful levels of responsibility
- Providing team members with the necessary autonomy to achieve results
- Presenting challenging opportunities which stretch the individual abilities of team members
- Recognising and rewarding superior performance
- Standing behind our team and supporting it

2. Theoretical Contents
Teamwork Evaluation & Teamwork Learning

Team members usually feel it when things are going badly, so they are normally in a better position than anybody else to identify the causes.

These are the questions that all team members should ask themselves:

- "What's going wrong in this team?"
- "What should we do to make things better?"

Teams are widely supported by companies as a vehicle of collective or organisational learning. Additionally, they provide an opportunity for individual learning. The participation in teams is a source of occupational development that the individual can seek out and utilise. Relating to problem solving it can be argued that *the more a team has a clear understanding of the problem that confronts it, the more effective it will be in solving that problem.*

3. Activities

Activity 1:
Problem Solving (15')

In this exercise you will have to find 5 problems regarding your present situation at your work field and range them according to priorities.

Get into small groups (3-4 persons) according to problems you are interested in and try to build a problem tree. Define the problems, reasons and consequences.

Use the CHAT activity in order to organize your groups.

Now, look for solutions - consequences and how could they be diminished or eliminated.

Present the results of this activity by creating one post per group using the forum activity.

Congratulations, you have just completed Activity 1!

Please proceed to Activity 2.

Activity 2:
The Mine (20')

In this exercise think about the vision of the mine, which persons, on which positions, which groups you need to organize. After that, prepare the cards with the different roles on the mine. Cards should contain detailed information of the role assigned.

Use the FORUM activity in order to present your proposal on the cards that will be used and then the CHAT activity in order to decide which group of cards you will finally use.

Choose a card with the role that will be played on the mine. *Use the CHAT activity to finalize the role of each participant.*

The group should decide together on the creation of the tasks. The next step is the organization and delegation of tasks. All participants may jointly decide on these steps. Finally, when the group allocates tasks and prepares a vision of the mine, they develop their roles.

Presentation of the task of each participant in a post using the forum activity.

Congratulations, you have just completed Activity 2!

Please proceed to Activity 3.

Activity 3:
Making a Bridge which is higher than the others
(15min')

Activity 3: Making a bridge that is higher than the other

In this exercise you will have to get in 2 groups. *Use the CHAT activity, in order to organize the groups.*

Each group has to make one pillar of the bridge which is higher and steadier than the one of the others and has to work in a separate room or area, if it's possible. Decide on the materials that you will use by *using the CHAT activity.* Each pillar should be made of materials you have and stand alone and free.

Choose which member of the group will create the pillar and decide on the steps of the procedure by *using the CHAT activity.*

After the 15 minutes working time the groups meet again to discuss the results.

Upload the photo with the final result of your pillar in a post by using the FORUM activity.

Congratulations, you have completed Activity 3!

Complementary activities

Activity 1: From the marble to the marble powder

Activity 2: Donation in a technological school

Activity 1: From the marble to the marble powder

Discuss in groups *by using the CHAT activity* and find the better way to implement the following tasks:

Part 1: "Transporting the marble to the Cooperative"
Part 2: "Filling in the sack with the marble powder"
Part 3: "Taking the marble powder to the market"
Part 4: "Selling the marble powder – Find the brand"

Discuss about the cooperation between the groups during the implementation of each task *by creating posts on the FORUM activity*.

Activity 2: Donation in a technological school

Make a detailed discussion on the implementation of the following tasks *by using the CHAT activity* :

Task 1: Discuss which school you are going to give the donation and justify the reasons of your choice (new technological material, computers, etc.)

Task 2: Now organize the event confirming the date and the amount of your donation.

Discuss about the cooperation between the groups during the implementation of each step *by creating posts on the FORUM activity*.

Congratulations! You have successfully completed the Teamwork Module!

4. Summary

The course structure is designed in a way that, at the end of the course, you should be able to:

1. understand the benefits of teamwork
2. identify the characteristics of effective teamwork
3. identify diverse team roles
4. make team contracts
5. be willing to develop interactive skills needed for effective team work
6. evaluate teamwork

4. Summary

Links of interest

- http://www.ted.com/talks/tom_wujec_build_a_tower
- http://www.triz-journal.com/innovation-tools-tactics/breakthroughdisruptive-innovation-tools/teamwork-creativity-help-identify-root-causes/
- http://eurofound.europa.eu/sites/default/files/ef_files/ewco/reports/TN0507TR01/TN0507TR01.pdf
- http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1955345/
- https://www.youtube.com/watch?v=o9mdHMtxOjY
- https://www.youtube.com/watch?v=nE6mDCdYuwY