

## Building Teams: Here Today!

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## Agenda

- Team Compared to Group
- Phases of Team Development
- Teaming Strategies
- Effective Team Traits
- Taking It Home




## Before we get started...

- What kind of teams have you worked on?
- Why do team building?
- What type of team building activities have you participated in and how did it affect your team?



## Thoughts about Team Building

**Diversity leads to unique solutions.**

**Teamwork is a habit that can evolve over time.**

**Team building is a process not an event.**

Coming together is a beginning, staying together is progress, and working together is success.


- Henry Ford



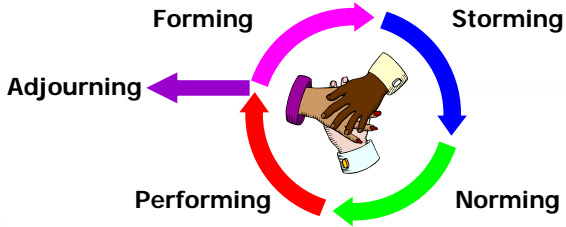

## Team Compared to Group

**Team:**  
*a cooperatively functioning group*

**Group:**  
*people with something in common such as interest, belief, membership or political aim*

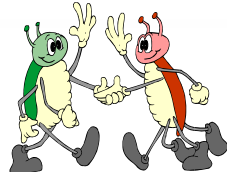


## Phases of Team Development

## The 1st Phase: FORMING

- Testing and dependence
- Determining the acceptable interpersonal behaviors
- Emergence of the guide or support specialist
- Identification of the group's task



## The 1st Phase: FORMING

### Members feel...

- Excited & optimistic
- Pride for being part of team
- Initial, tentative attachment to team
- Feel suspicious, fearful and anxious about the new situation



### Members attempt to...

- Define the task, decide how it will be accomplished and what information is needed
- Determine acceptable group behavior and how to deal with group problems

### Members tend to...

- Intellectualize and discuss problems peripheral to the task

## The 2nd Phase: STORMING

- Intragroup conflict
- Hostility may arise from expression of individuality
- Lack of unity
- Group members react emotionally to the task

## The 2nd Phase: STORMING

### Members can be...

- Defensiveness, discouraged and frustrated
- Resistant to tasks or approaches that are different



### Members tend to...

- Argue even when they agree on the real issue
- Become competitive, form factions or chose sides
- Establish unrealistic goals
- Become overly concerned with excessive work
- Feel jealous and detached from team
- Resort to "finger pointing"
- Perceive the existence of a "pecking order"

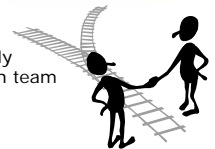
## The 3rd Phase: NORMING

- Members of the group begin to mutually accept each other
- Establishment of group-generated norms
- A period of harmony
- Development of group cohesion
- Open exchange of relevant interpretations

## The 3rd Phase: NORMING

### Members feel...

- Able to express criticism constructively
- Acceptance of membership and role in team
- Relieved that the team will work out



### They tend to...


- Attempt to maximize harmony by avoiding conflict
- Achieve a high level of intimacy characterized by confiding in each other, sharing personal problems and discussing team dynamics
- Feel sense of cohesion, common spirit and goals
- Establish and maintain ground rules and boundaries

## ☀ The 4th Phase: PERFORMING

- The team becomes a problem solving instrument
- Subjective gives way to objective
- Emergence of solutions

**Members...**

- Experience insight into personal and interpersonal processes
- Perceive the ability to prevent or work through group problems
- Feel close attachment to team





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## ☀ The 5th Phase: ADJOURNING

**Members...**

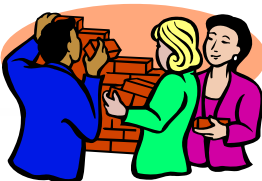
- Share process and information with others
- Feel accomplishment
- Feel reluctance to adjourn
- Continue relationships after adjournment


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## ☀ Teaming Strategies

- Process & Function  
3 R's & 4 C's
- Leadership
- The Parking Lot



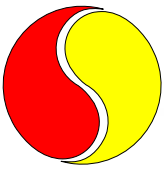
**The team can help shape the direction of the larger organization...its members are effective "pathfinders"**



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## ☀ Every team has...

**Processes:**  
Rules that govern the way team members interact and how the work gets done



**Function(s):**  
Reason(s) for the team existing [i.e. tasks to perform or problems to solve]

**The "effectiveness" of a team is limited by how well its members know, accept and commit to executing the team's function(s) and its processes.**



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## ☀ The 3 R's

**Roles**

- Specific duties
- Clear connection to function and process

*Promote accountability and unity*



**Relationships**

- Fun
- Networking
- Fulfillment

**Rules**

- Responsibilities
- Expectations for behavior
- Timelines
- Logistics

*Promote fairness & synergy*

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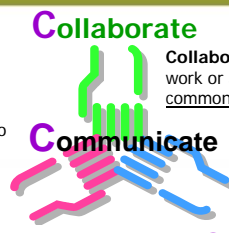

## ☀ 4 C's

**Collaborate**  
**Collaborate:** to cooperate; to work or act together to achieve common goal(s)

**Communicate**  
**Communicate:** to share information

**Coordinate**  
**Coordinate:** to organize a complex campaign in which numerous people are involved and bring their contributions together to form unified whole

**Commit**  
**Commit:** to pledge and provide time and energy to execute the groups task(s) and processes





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## Process & Function

### Process


**Roles**



**Rules**

**Relationships**

Mutual Respect  
&  
Trust



### Function

**Coordination**

**Communicate**

**Collaboration**   **Commitment**

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## Leadership Roles, Skills & Tactics

**LEAD** People

**MANAGE** Tasks

**FACILITATE** Decisions

- Listen
- Unite the team
- Focus the team
- Make all team members feel accepted
- Promote an open atmosphere
- Ask productive open – ended questions
- Keep the team aware
- Work towards consensus
- Plan future action



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## Listen

- Listen actively
- Remain objective
- Listen for what is “not” said
- Listen for consensus
- Be a “complete” listener
  - Do not only hear what you want to hear
  - Listen for what would validate your point



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## Focus the Team

Focus by:

- Staying alert and listening
- Keeping control
  - Managing time (time keeper)
  - Following agenda
  - Maintaining an “issues bin” or “parking lot”
- Testing comprehension
- Paraphrasing
- Avoid aggression

Avoid straying from agenda and/or task



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## Effective Team Traits

- Active listening
- Respectful consideration
- Trust
- Recognition of individual strengths

“Listening well is as powerful a means of communication and influence as to talk well.”

~ John Marshall ~

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## Obstacles to Effective Teams

- Group Think
  - We’ve always done it this way!
- The “Diva”
  - We’re going to do it my way...or ....
  - I’ll take my toys and go home!

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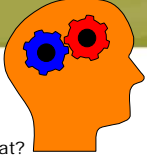
## Assessing Your Team Skills

- Open to new ideas
- Accepting of new members
- Diverse skills and interests
- Knowledge
- Experience
- Team attitude

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## Taking It Home: Plans for the Future



- Team Skills Assessment
- Team Needs Assessment
- S.W.O.T Analysis
  - Strengths – What is your section good at?
  - Weakness – Where do you need improvement?
  - Opportunities – What are some areas you have room to grow?
  - Threats – What are some things that will prevent your section from succeeding?
- Targeted Development


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## Wrapping It Up

- Defining your team
- The four stages of team development
- Effective team qualities
- Obstacles
- Leadership roles
- Assessing your team's skills

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## Questions?



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## Collegiate Leadership Coaching Committee

**Mission**

- To support the development of leadership and management skills at the section level.
- Focus on topics that are essential in creating and maintaining a vital section.

**Training Modules**

- Dealing with Leadership Burnout
- Leadership
- Building Teams
- Building Membership
- Fund Development
- Effective Personal Communications
- Women in Engineering
- You're in SWE, Now What?
- Managing Effective Meetings
- Hit the Ground Running – Transitioning from College to Career
- Strategic and Tactical Planning
- Event Planning
- Officer Training

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