

# Teamwork

- What is a team?
- A team is a group of people working towards a common goal
- If no common goal, then it's a group.
- Teams don't exist in a vacuum or on an island; they relate to the outside by networks.

# Characteristics of a team

- Clear and common purpose.
- Sense of belonging. Loyalty, ownership.
- Synergy. A team is more than the sum of its parts. Greek national football team 2004.
- Openness. Communicates openly; trust, honesty; conflict allowed

# Characteristics of a team

- Co-operation and mutual support; informal atmosphere
- Clear roles and responsibilities: know what is expected of you
- Sound procedures: well-organised, principled, long-term strategy
- Appropriate leadership: fosters support, team goals, doesn't dominate
- Regular reviews: results, evaluate effectiveness of team and its members.

# Characteristics of a team

- Individual development: build on strengths, improve, develop skills
- Participation in good group relations: discussions, consensus; participation
- Develop good external relations: networks, credibility with other groups
- Operates creatively; stimulates creativity, flexibility, options, solutions generated.

# Being a team-member

- Understand the team goals
- Who contributes towards the goal and what is my role?
- Recognise and value contribution of others
- Need to participate, be involved.
- Motivation: do you want to do it?
- Capability: are you able to do it?

# Team dynamics

- Unseen forces that operate in a team between different people or groups
- Can have powerful effect e.g. friendships, personality clashes, furniture, absences, communication, informal and formal
- Need for inclusion, not exclusion
- Need to understand team dynamics: helpful or unhelpful; intervene if necessary

# Being a team-member

- Understand your own attributes, strengths, potential
- Find a role/organisation where your profile will be valued
- We are different and have different styles; you are who you are

# Being a team-member

- Skills and competencies: influence our work-role  
e.g. doctor
- How do we fit in to the team?  
Personality/aptitudes influence how we behave  
within the team
- Belbin's work on team-roles based on  
management training analysis
- A successful team will have most of Belbin's  
team-roles contained within it; all are important
- We have capacity to change, develop and may  
have different roles in different teams.