



15 TEAM DYNAMICS

4.17 GENERATE SOLUTIONS THROUGH TEAMWORK AND EVALUATE AND IMPROVE THE SUCCESS OF TEAM WORKING ACTIVITY

LO131: Demonstrate ability to generate solutions through team building activities.

LO132: Demonstrate ability to evaluate and improve the performance of teams within the organization



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Module Details

Work Area Code:	15
Work area title:	TEAM DYNAMICS
Unit Code:	4.17
Unit Title:	GENERATE SOLUTIONS THROUGH TEAMWORK AND EVALUATE AND IMPROVE THE SUCCESS OF TEAM WORKING ACTIVITY
Learning Outcomes Nos:	LO131 LO132
Learning Outcomes titles:	Demonstrate ability to generate solutions through team building activities. Demonstrate ability to evaluate and improve the performance of teams within the organization
Recommended Duration:	3 hours
Trainer:	



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Conceptual approaches to “Team Dynamics”



“People acting together as a group can accomplish things which no individual acting alone could ever hope to bring about”

Franklin D. Roosevelt



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- The unconscious, psychological forces that influence the direction of a team's behaviour and performance.
- They are created by the nature of the team's work, the personalities within the team, their working relationships with other people, and the environment in which the team works.
- Team dynamics can be good or bad - for example, when they cause unproductive conflict, demotivation, and prevent the team from achieving its goals.



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The Difference Between Team And Group Dynamics

- Groups are a social community
- A team has a shared goal



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Main causes of poor team dynamics

Why do teams fail?

- Lack of understanding of the problem
- Failure to follow a systematic and methodical approach
- There are few people in the meetings
- The need for change is often perceived by the head as inadequate on his part and therefore resists
- Fear of punishment if the member of the group is openly spoken
- Competition instead of cooperation
- Inability to work as a team



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Main causes of poor group dynamics

Weak leadership:

Making a minimum effort to make the work required to maintain teamwork.



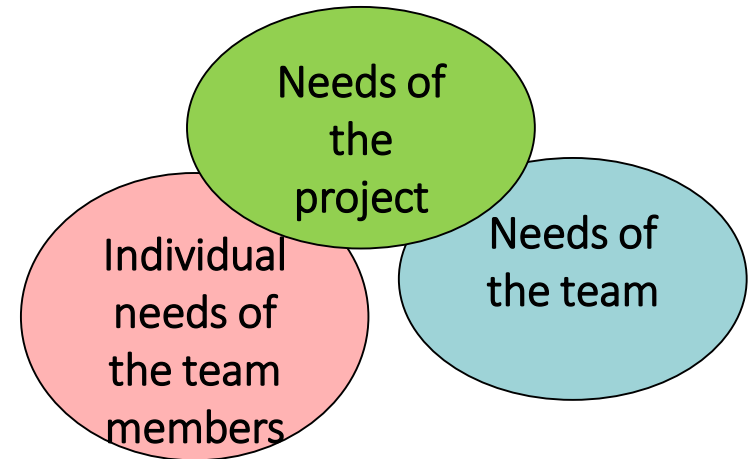
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Group Leadership

The effective leader is characterized by his/her ability to act effectively in relation to three types of needs: the needs of the project, the teams and the individual needs of the team members



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Main causes of poor group dynamics

Ineffective decision making



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Main causes of poor group dynamics

Lack of problem solving skills / lack of creativity



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Main causes of poor group dynamics

Low morale



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Main causes of poor group dynamics

Resistance to change

**CHANGE
IS GOOD.**
You go
first!



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Main causes of poor group dynamics

Blocking:

this happens when team members behave in a way that disrupts the flow of information in the group. People can adopt blocking roles such as:

- *The aggressor*: this person often disagrees with others, or is inappropriately outspoken.
- *The negator*: this group member is often critical of others' ideas.
- *The withdrawer*: this person doesn't participate in the discussion.
- *The recognition seeker*: this group member is boastful, or dominates the session.
- *The joker*: this person introduces humor at inappropriate times.



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Main causes of poor group dynamics

NEGATIVE BEHAVIORS IN THE TEAM

- A member has a negative attitude, i.e. behavior that makes it difficult for teamwork when:
 - Dominates / monopolizes discussions
 - Behaves without interest in the work of the group
 - Manipulates the other members to achieve its goal
 - Makes unrelated things during a team meeting
 - Always speaks with negative and critical mood, critical of everything
 - Wishes to belong to another group
 - Simply agrees with everything
 - Avoids decisions
 - Gossip
 - Attacks people and ideas



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POSITIVE BEHAVIORS IN THE TEAM

A member has a positive attitude, i.e. has a behavior that contributes to good teamwork when:

- is optimistic
- is consistent
- Supports other members
- is open-minded
- is honest
- Takes part
- Suggests ideas and alternatives
- Takes initiatives
- Listens
- Remains focused on the target of the team
- Presents his ideas clearly
- Solves problems
- Reduces tension with humor
- Encourages other members



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Main causes of poor group dynamics

“Free-riding” in group work occurs when one or several members of a group contribute so little to a group project that if the same grade is given to all members of the group, the grade would be misleading and unfair.



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Strategies for improving team dynamics

Get to know your team

Learn your team members' strengths, aspirations and ideas.

These important first steps help you bond with your team and establish their respect and trust. Listening twice as much as you speak is still a wise habit.



≈ LiquidPlanner



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Strategies for improving team dynamics

Tackle problems quickly

Take these four steps to solve problems fast fast fast:



1. What's important?
Quickly identify the significant problems.



2. Where are the holes?
Find what you don't know, but need to know.



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3. Get the Facts

Know the crucial data to make the right decision.



4. Prioritize

This will help you solve the right problem.



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Define roles and responsibilities



Teams function most efficiently when members share a common understanding of each others' roles and responsibilities. Indeed, one of the reasons why teams fail is a lack of clarity among team members regarding their respective roles, responsibilities, and the expectations they hold of one another when working together to accomplish their vision, mission, goals, and objectives.



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Define roles and responsibilities

When roles and responsibilities are clearly defined, team members are more productive. There is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity.



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Define roles and responsibilities

When roles and responsibilities are clearly defined, team members look beyond their own individual positions and learn to understand, respect, and value the unique contributions of one another, and they recognize that the overall success of the team is a function of shared responsibility and ownership.



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Strategies for improving team dynamics

Break down barriers to facilitate stronger team:

- Break space.
- Encourage collaboration.
- Provide food.
- Promote face-to-face communication.
- Share your vision.
- Set team-based goals with incentives.
- Have an informal meeting with all team members every week.
- Have fun.
- Do a service project together.



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The building blocks for developing teams

Building blocks to developing and maintaining a team that works well together and achieves high performance. These are briefly listed then each one is described in greater detail below:

- clear objectives
- balanced roles
- effective processes
- appropriate leadership
- support and trust
- openness and conflict
- mutual cooperation
- individual development
- sound inter-group relations
- regular review



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And most importantly...

TEAM BUILDING ACTIVITIES



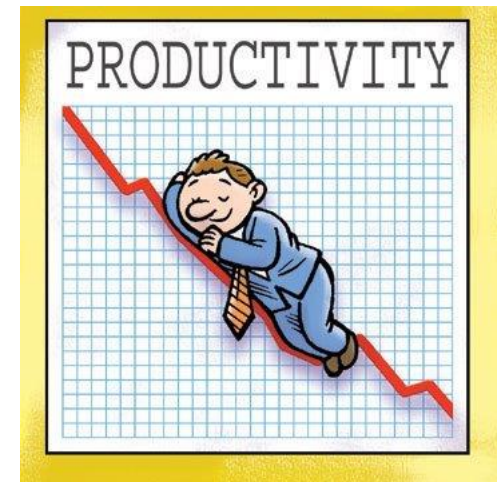
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TEAM BUILDING ACTIVITIES:

- Improve productivity
 - Take the opportunity to identify ways to improve the three Ps (policies, processes and procedures) that can affect productivity.
 - By encouraging employees to learn to work together more effectively



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TEAM BUILDING ACTIVITIES:

- Increase collaboration
 - greater collaboration between employees.
 - **Collaboration is about knowing who has what knowledge, trusting them and their experience and being able to get access to that person when you need it.**
 - By creating activities that people enjoy and can experience as a group, employees can build relationships and develop networks of contacts



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TEAM BUILDING ACTIVITIES:

- Encourage creativity
 - Out-of-the-ordinary team building tasks give employees permission to use their imagination to come up with creative solutions, and they send the message that creativity in the workplace, and bouncing ideas off each other, is welcome.



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TEAM BUILDING ACTIVITIES:

- Reinforce positively
 - **Team building activities can also be used to provide recognition to employees** by highlighting the work specific employees are doing and the behaviours that have lead to the recipient receiving the recognition.



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TEAM BUILDING ACTIVITIES:

- Improve communication
 - **Enjoyable, fun activities enable employees to get to know each other, create a better understanding of each other and break down walls of mistrust** by encouraging people to focus on what they have in common rather than their differences.



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Examples of team building activities

Lunch discussion and team building groups:

- Provide lunch for the whole company, a department or a work team.
- Assign employees to various work groups of up to ten people to thoughtfully discuss and respond to work-related questions.



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Examples of team building activities

Take an employee to work day:

- Schedule employees to visit another department for a take an employee to work day.
- Employees are always curious about what other employees do. Satisfy their interest and introduce the employees to a whole new work group in the process.



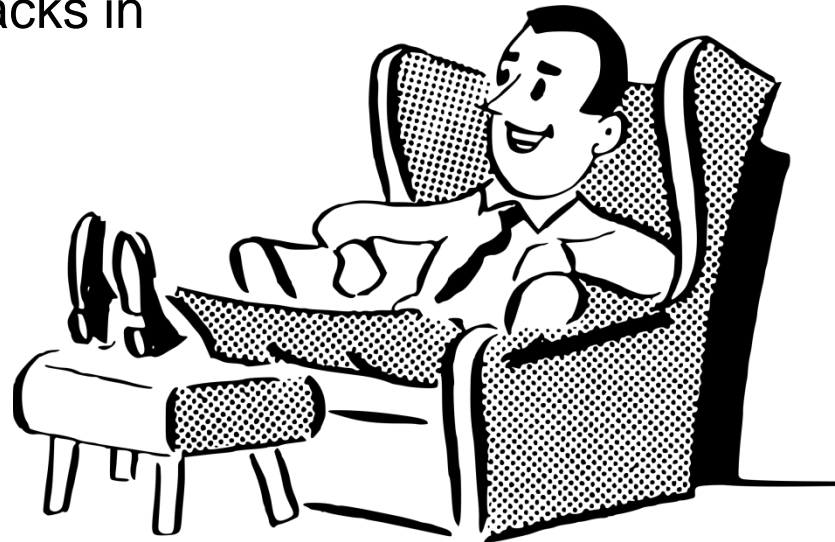
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Examples of team building activities

Provide comfortable collaboration spaces with couches, snacks, and beverages. Ask employees to schedule the space as they might reserve a conference room. Require that employees consume all food and beverages from a catered in lunch or break room snacks in the collaboration area in a group experience.



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Examples of team building activities

Use icebreakers at meetings



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Examples of team building activities

- **Sponsor job shadowing opportunities for employees in a different department**
- **Provide group mentoring**
- **Hold company sponsored off-site departmental team building outings**
- **Host activities for employees' families at work**

**TEAM
AWESOME**



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Performance evaluation of team dynamics

Individual Level: An Individual's Contribution to the Team

- Individual Behavior.
- Individual Results

Team Level: Measuring the Team's Performance

- The Team's Processes.
- The Team's Results.



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Techniques and tools for evaluation

- Validity
- Reliability
- Objectivity
- Adequacy
- Discrimination power
- Usability



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Methodological tool

Team building activity

EUPANEXT_LO_131_M_01



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Methodological tool

Team building activity

EUPANEXT_LO_132_M_01



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- Review Question 1
 - What are the main reasons team fail?
- Review Question 2
 - Define team dynamics
- Review Question 3
 - How do team building activities help an organisation solve its problems?



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- Teams fail because:
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Well Done!

You have completed this unit



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