



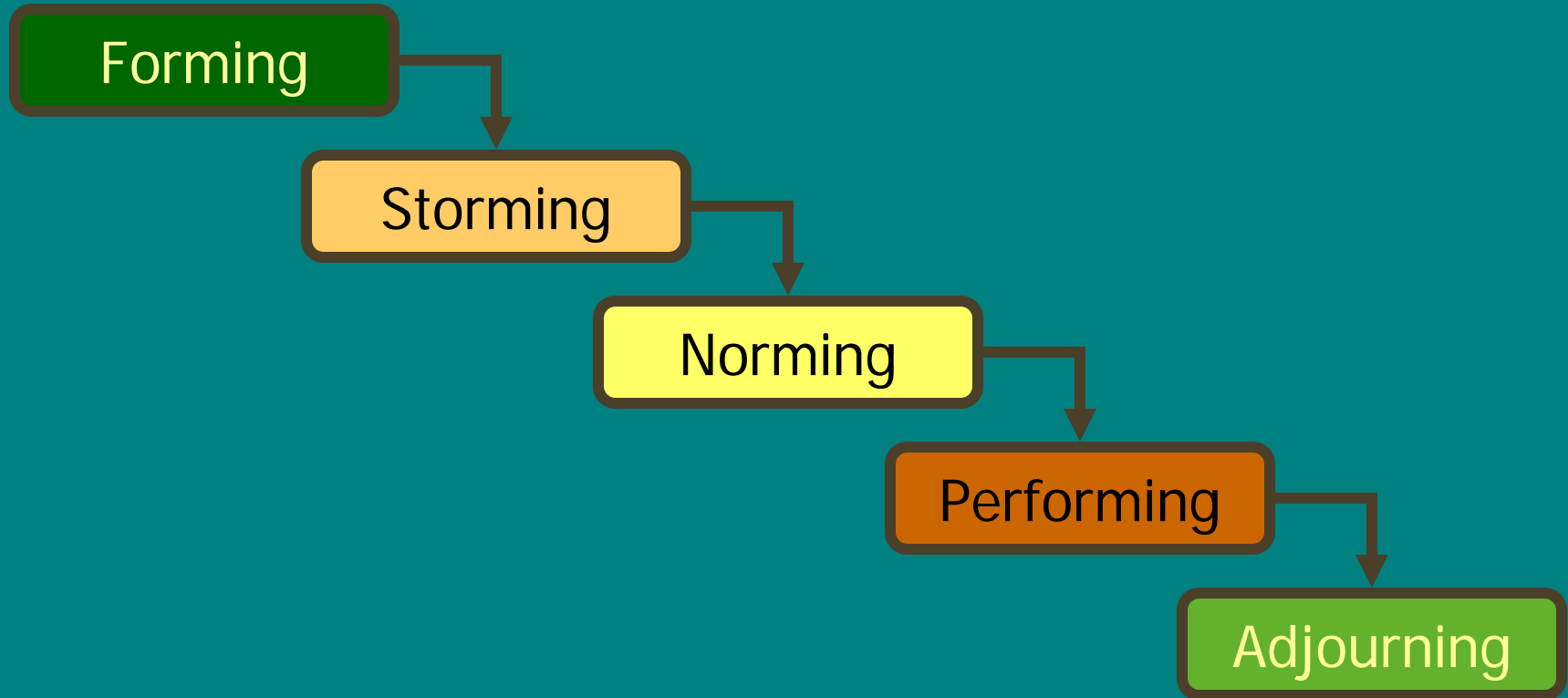
TEAM BUILDING

Team Definition

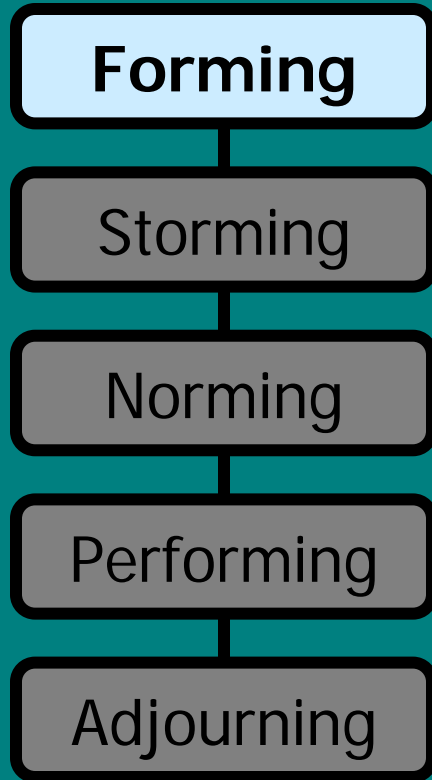
“A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

– [Katzenbach and Smith, 1994]

Team Building Stages



Forming Stage – 'Directing' Leader



Leader Action Strategies:

- Establish realistic goals
- Set standards for team interaction
- Clarify team tasks and team member roles and relationships
- Demonstrate and teach skills
- Monitor and give feedback on team performance
- Make decisions and provide directions
- '**Directing**' style of leadership

Barriers to Team Building

- Credibility of the project leader
- Unclear project objectives
- Changing goals and priorities
- Lack of team definition and structure
- Confusion about roles and responsibilities
- Performance appraisals that fail to recognize teamwork
- Excessive team size (Optimum size 7 – 25)

Virtual Teams - Definition

Teams of people who primarily interact electronically and who may meet face-to-face occasionally

- Reasons for forming virtual teams:
 - Global organizations
 - Organization-wide projects
 - Home offices
 - 24-hr work on projects

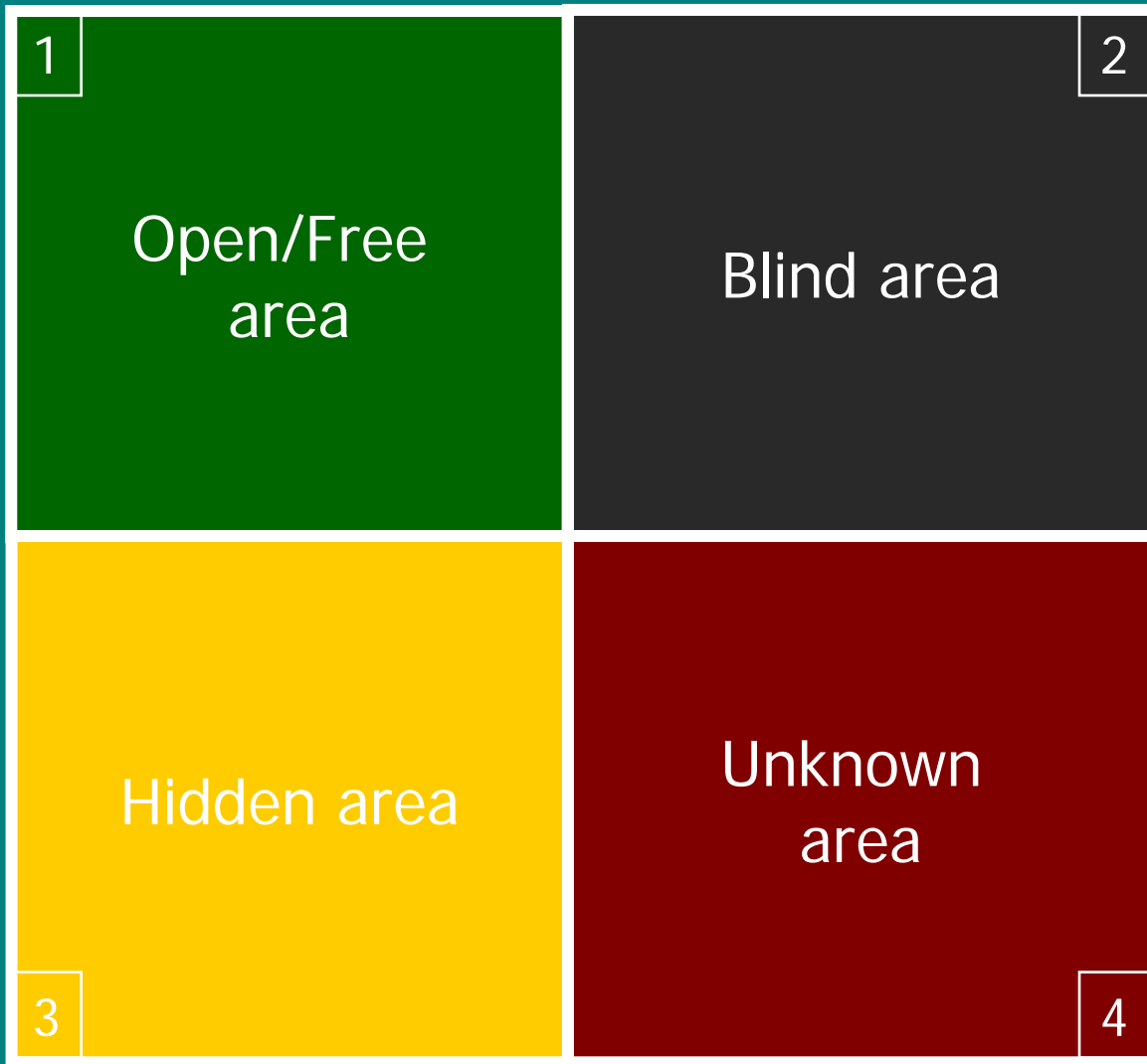


Handling Team Dynamics

Johari Window Model

Johari Window

- The Johari Window model was developed by American psychologists Joseph Luft and Harry Ingham in the 1950's, while researching group dynamics.
- Today the Johari Window model is especially relevant due to modern emphasis on, and influence of, 'soft' skills - behaviour, empathy, cooperation, inter-group development and interpersonal development.



This is the standard representation of the Johari Window model, showing each quadrant to be of the same size.

Structure of Feedback

- Feedback should be structured in 3 parts:
 1. What worked?
 2. What did not work or got stuck?
 3. What should be done differently?



MANAGING THE TEAM

Managing the Team

○ **Selection**

- Analyzing Team roles
- Forming the Team
- Establishing Team goals
- Matching Team to Task

○ **Bonding**

- Establishing Team Trust

○ **Development**

- Balancing Skills within the Team
- Ways to formulate Goals
- Maximizing Team Performance
- Improving Team Efficiency

Managing the Team

- **Optimizing Performance**
 - Maximizing Performance
 - Team Dynamics
 - Four Stages of Team Development
 - Managing Tactics
 - Resolving Conflicts
- **Assessment**
 - Project or Goal Check

Contact Information

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