

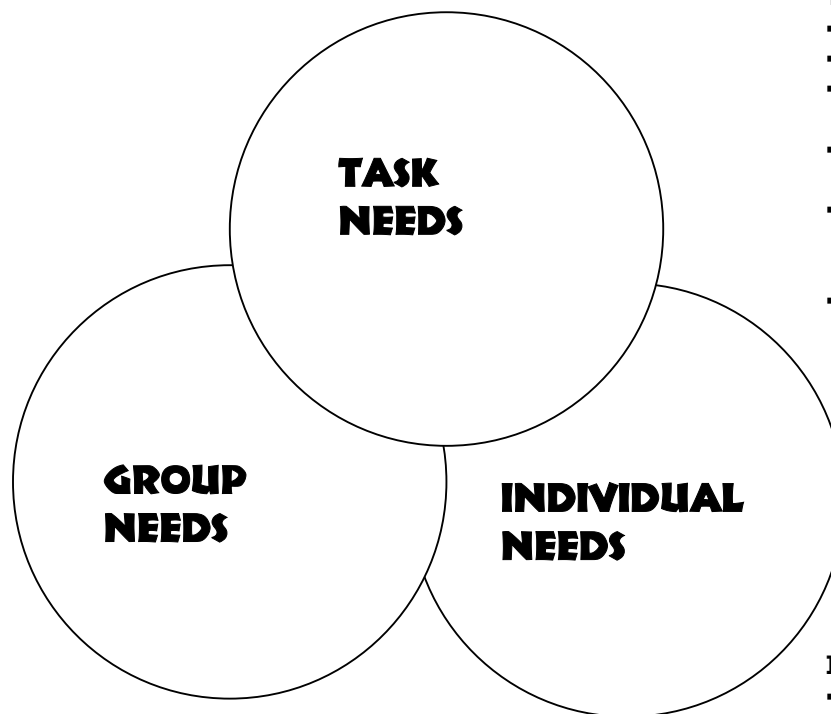


DEVELOPING AN EFFECTIVE TEAM

This document is designed to help you understand how effective teams operate. Before you start your project, take some time to find out how you can enhance your group project by developing an effective team.

1. How do Groups Function? Adair's Functional Approach (1986)

Groups are made up of individuals, but to make the team effective we need to understand how groups function and the roles that need to be covered to keep them functioning.



Task Functions

- Defining the task
- Making a plan
- Allocating work & resources
- Controlling quality & tempo of work
- Checking performance against plan
- Adjusting plan

Group Functions

- Setting standards
- Maintaining discipline
- Building team spirit
- Encouraging, motivating, giving sense of purpose
- Appointing roles
- Ensuring communication within the group
- Training the group

Individual Functions

- Attending to personal problems
- Praising individuals
- Giving status
- Recognising & using individual abilities
- Training the individual

2. Team Roles

By linking back to Adair's circles we can see that a number of team processes need to occur to success. Individual's different strengths will mean that they are better in some functions than others. Some simplified roles (from the Chalybeate Team Training Course) are:

LEADER CARER DOER THINKER ACHIEVER

Leader: creates common purpose | provides communication and vision | clarifies objectives | makes sure everybody is involved, committed and motivated | coordinates the efforts of the group | ensures that decisions are made and the group makes progress TASK/GROUP/INDIVIDUAL

Thinker: collects and analyses information | listens to what is being said and watches what is going on | is sometimes quiet before contributing ideas | thinks through the problem | sees solutions anticipates problems. TASK

Achiever: wants to succeed and strives for results | wants to progress towards the goal quickly | becomes impatient with delays | challenges assumptions and proposes improvements | has lots of enthusiasm | questions complacency. TASK

Carer : is concerned that everybody is fitting in | contributes humour and builds bridges around the team | works to develop a team spirit | is keen to get everyone to agree | watches out for feelings and attitudes | eases tension and fosters a positive spirit. INDIVIDUAL/GROUP

Doer: always wants to be active | is prepared to get involved to help others | wants to see progress and adherence to plans | gets bored with too much discussion | hates time wasting | works hard to finish the task. INDIVIDUAL/TASK

3. Getting Going

Stage 1 Getting to know yourselves

As a group take time to check where your natural preferences lie with respect to the role you might have in the group. Use this online questionnaire at: <http://www.ex.ac.uk/employability/askills/team/questroles.htm>

If you find you are all skewed to one function, then look at your 'next preferred role' on the graph provided and identify the functions you might

play in the group. You will probably find you have to play several roles, and may be quite happy to do so.

Stage 2 Develop team spirit

Once you have identified the functions you can play in the group consider how you might develop some team spirit.

What can you do to become a team.	What can you do to avoid becoming a team...
<ul style="list-style-type: none"> ▪ get to know each other ▪ do something social together ▪ carry out a task together ▪ disclose personal information about yourself ▪ express feelings about being in a team ▪ identify your strengths and weaknesses as a team ▪ identify your skills which may be useful to the team ▪ identify your preferences about how you like to work with others ▪ do something creative together 	<ul style="list-style-type: none"> ▪ don't join in ▪ have an aimless chat ▪ allow an individual to dominate ▪ allow members to not join in ▪ keep it formal, neutral and abstract ▪ avoid any expression of feelings ▪ refuse to set yourselves any task or goal ▪ don't find out about each other ▪ don't disclose anything about yourself ▪ express criticism and hostility towards others ▪ don't listen to each other ▪ show no interest in the team

Stage 3 Setting ground rules

Ground rules are vital if you want to establish an effective working group and these ground rules need to develop a strong working relationship based on: trust, honesty and an awareness of the expectations of each other. Develop about 4 or 5 ground rules – some examples are:

- take responsibility for your own learning, actions and reactions
- speak for yourself
- be honest and open
- respect others
- be constructive
- listen to others

You can always re-visit these ground rules. Feel free to refer to your agreed ground rules if you feel they are being ignored.

Stage 4 Analyse the task & allocate responsibilities

As a group, analyse the task you have to do. Make sure you ALL understand what needs to be done, the time frame, the process (how to do it) and the product (what you have to hand in). Don't forget part of the task may be reflecting on your efforts as a team – so don't forget to include it.

Stage 4: Creating an action plan

Once you have analysed the task, ensure all have their share to do and that all agree on what needs to be done. Create a plan of activities that allow the group to check quality of team contributions (see Appendix 1). You can

always adjust your plan as you develop. Adjust the planner in Appendix 1 to your own needs.

Stage 5: Group & task maintenance

Make sure you have procedures for communicating, checking the work is done, ironing out problems (with tasks or people). Check your timing, ensure you are all working towards the plan. You may want to set up sub groups. Get everyone’s email address and identify good meeting times and places.

4. Team work Checklist - What is going wrong?

The following checklist identifies some of the common things that can go wrong in teams. On your own, identify the ones which are going on in your team and which you feel need the most attention. Then discuss them with the members of your team and decide what action you need to take to stop these things happening.

Tick	What might be going wrong	Comments
	Not clarifying what your task or objective is	
	Not checking on progress	
	Not checking on time	
	Not clarifying or recording what has been decided	
	Not clarifying who is going to do what	
	Not clarifying what has to be done by when	
	Not establishing procedures for handling meetings	
	Not keeping to agreed procedures	
	Not listening to each other	
	Allowing individuals to dominate and others to withdraw	
	Not compromising individuals wants for the sake of the team	
	Not recognising the feelings of members of the team	
	Not contributing equally to the progress of the team	

Team Development Plan

Area	Objective/Task	How to be done	By when & by who?	Checked by (who/when) ?