

What are 6 reasons that people join groups?

1. Security--reduce the insecurity of "standing alone"; feel stronger, fewer self doubts, and more resistant to threats
2. Status--inclusion in a group viewed by outsiders as important; provides recognition and status
3. Self-esteem--provides feelings of selfworth to group members, in addition to conveying status to outsiders
4. Affiliation--fulfills social needs, enjoys regular interaction; can be primary source for fulfilling need for affiliation
5. Power--what cannot be achieved individually often becomes possible; power in numbers
6. Goal achievement--some tasks require more than one person; need to pool talents knowledge or power to complete the job. In such instances management may rely on the use of a formal group

STAGES OF TEAM DEVELOPMENT

Stage 1

The first stage is when the team is formed and members meet. They learn what the team opportunities and challenge will be. Individual members may be confused about their role or not understand the need for the team. Members will agree on goals and assign actions for work, often working independently. Ground

rules or team guidelines are established. At the start, the team leader may be a member of the group, a supervisor, a manager, or a consultant who will facilitate the team-building process. Leadership will help the team to define their processes. At this stage, the leader needs to be directive and understand the requirements for team training to move through each stage.

Stage 2

During the second stage, individual expression of ideas occurs and there is open conflict between members. Members tend to focus on details rather than the issues and compete for influence. Low trust among team members is an evident indicator of this stage. The team needs to select their desired leadership style and decision methodology. The team leader can help by stressing tolerance and patience between members. The leader should guide the team process towards clear goals, defined roles, acceptable team behavior, and a mutual feedback process for team communication.

Stage 3

In the third stage, the team develops work habits that support group rules and values. They use established tools and methods; exhibit good behaviors; mutual trust, motivation, and open communication increase; positive teamwork and group focus are apparent. The team relationships grow and individual characteristics are understood and appropriately utilized. The team leader continues to encourage participation and professionalism among the team members.

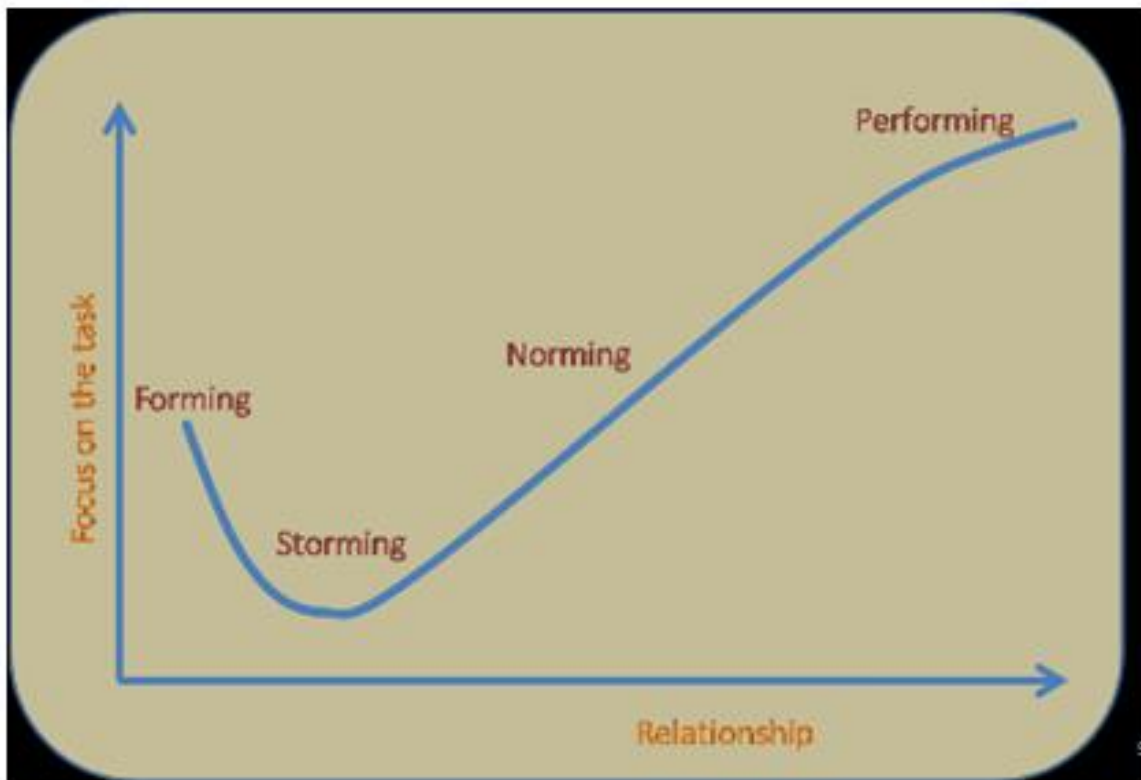
Stage 4

The fourth stage shows high levels of loyalty, participation, motivation, and group decision-making. Knowledge sharing, cross-training, and interdependence increases. Team is self-directing in development of plans and strategy to meet their goals and carry out work. Personal growth and sharing is encouraged throughout membership. The leader becomes a facilitator aiding the team in communication processes and helping if they revert to a prior stage.

Stage 5

For project teams, temporary committees, or task forces coming to an end, there will be a finalising stage as they celebrate and recognize group achievement. Then some mourning over the dissolving of the team relationship and begin planning for the change in individual work requirements. During this stage, leadership needs to emphasize organization gratitude and both team and individual recognition. For continuous work teams, there may be a higher performance level as they develop and transform as individuals and reform into revised teams. It is important to note that continuous work teams may revert to prior stages when new people are added to the team.

Time and effort are required to move through the various team development stages. Every team will go through all the stages. However the timeline of each stage may be different for each team depending on the individual members and their skill levels, the work the team is expected to accomplish, and team leadership during each stage.



The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team

by John C. Maxwell

To achieve great things, you need a team. Building a winning team requires understanding of these principles. Whatever your goal or project, you need to add value and invest in your team so the end product benefits from more ideas, energy, resources, and perspectives.

1. The Law of Significance

People try to achieve great things by themselves mainly because of the size of their ego, their level of insecurity, or simple naiveté and temperament. One is too small a number to achieve greatness.

2. The Law of the Big Picture

The goal is more important than the role. Members must be willing to subordinate their roles and personal agendas to support the team vision. By seeing the big picture, effectively communicating the vision to the team, providing the needed resources, and hiring the right players, leaders can create a more unified team.

3. The Law of the Niche

All players have a place where they add the most value. Essentially, when the right team member is in the right place, everyone benefits. To be able to put people in their proper places and fully utilize their talents and maximize potential, you need to know your players and the team situation. Evaluate each person's skills, discipline, strengths, emotions, and potential.

4. The Law of Mount Everest

As the challenge escalates, the need for teamwork elevates. Focus on the team and the dream should take care of itself. The type of challenge determines the type of team you require: A new challenge requires a creative team. An ever-changing challenge requires a fast, flexible team. An Everest-sized challenge

requires an experienced team. See who needs direction, support, coaching, or more responsibility. Add members, change leaders to suit the challenge of the moment, and remove ineffective members.

5. The Law of the Chain

The strength of the team is impacted by its weakest link. When a weak link remains on the team the stronger members identify the weak one, end up having to help him, come to resent him, become less effective, and ultimately question their leader's ability.

6. The Law of the Catalyst

Winning teams have players who make things happen. These are the catalysts, or the get-it-done-and-then-some people who are naturally intuitive, communicative, passionate, talented, creative people who take the initiative, are responsible, generous, and influential.

7. The Law of the Compass

A team that embraces a vision becomes focused, energized, and confident. It knows where it's headed and why it's going there. A team should examine its Moral, Intuitive, Historical, Directional, Strategic, and Visionary Compasses. Does the business practice with integrity? Do members stay? Does the team make positive use of anything contributed by previous teams in the organization? Does the strategy serve the vision? Is there a long-range vision to keep the team from being frustrated by short-range failures?

8. The Law of The Bad Apple

Rotten attitudes ruin a team. The first place to start is with your self. Do you think the team wouldn't be able to get along without you? Do you secretly believe that recent team successes are attributable to your personal efforts, not the work of the whole team? Do you keep score when it comes to the praise and perks handed out to other team members? Do you have a hard time admitting you made a mistake? If you answered yes to any of these questions, you need to keep your attitude in check.

9. The Law of Countability

Teammates must be able to count on each other when it counts. Is your integrity unquestionable? Do you perform your work with excellence? Are you dedicated to the team's success? Can people depend on you? Do your actions bring the team together or rip it apart?

10. The Law of the Price Tag

The team fails to reach its potential when it fails to pay the price. Sacrifice, time commitment, personal development, and unselfishness are part of the price we pay for team success.

11. The Law of the Scoreboard

The team can make adjustments when it knows where it stands. The scoreboard is essential to evaluating performance at any given time, and is vital to decision-making.

12. The Law of the Bench

Great teams have great depth. Any team that wants to excel must have good substitutes as well as starters. The key to making the most of the law of the bench is to continually improve the team.

13. The Law of Identity

Shared values define the team. The type of values you choose for the team will attract the type of members you need. Values give the team a unique identity to its members, potential recruits, clients, and the public. Values must be constantly stated and restated, practiced, and institutionalized.

14. The Law of Communication

Interaction fuels action. Effective teams have teammates who are constantly talking, and listening to each other. From leader to teammates, teammates to leader, and among teammates, there should be consistency, clarity and courtesy. People should be able to disagree openly but with respect. Between the team and the public, responsiveness and openness is key.

15. The Law of the Edge

The difference between two equally talented teams is leadership. A good leader can bring a team to success, provided values, work ethic and vision are in place. The Myth of the Head Table is the belief that on a team, one person is always in charge in every situation. Understand that in particular situations, maybe another person would be best suited for leading the team. The Myth of the Round Table is

the belief that everyone is equal, which is not true. The person with greater skill, experience, and productivity in a given area is more important to the team in that area. Compensate where it is due.

16. The Law of High Morale

When you're winning, nothing hurts. When a team has high morale, it can deal with whatever circumstances are thrown at it.

17. The Law of Dividends

Investing in the team compounds over time. Make the decision to build a team, and decide who among the team are worth developing. Gather the best team possible, pay the price to develop the team, do things together, delegate responsibility and authority, and give credit for success.

The Nine Team Roles—and Why Each One Is Essential to a Team's Success

How Our Team Roles Put Your Team's Strengths to Work

The nine Belbin Team Roles represent team members' preferred ways to **interact and behave in a group**.

Some people are more comfortable working behind the scenes. Others like to interact and engage with clients and customers. Some like ideas. Others prefer decisions.

Top-performing teams are built on a balance of nine basic roles—with each team member performing a role (or roles) that reflect their unique, inherent strengths.

Read on to discover the **strengths** and **ideal responsibilities** for each team role.

Team Roles According to Strengths

People

- **Resource Investigator:** Extroverted, enthusiastic, communicative. Explores opportunities and develops contacts who can help the project.
- **Team Worker:** Cooperative, mild, perceptive and diplomatic. Listens, builds, averts friction and calms the waters.
- **Coordinator:** Mature, confident and a good team leader. Clarifies goals, promotes decision-making and delegates well.

Action/Task

- **Shaper:** Challenging, dynamic, thrives on pressure. Drive and courage to overcome obstacles.
- **Implementer:** Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.
- **Completer-Finisher:** Painstaking, conscientious. Seeks errors and omissions. Delivers on time.

Thinking

- **Plant:** Creative, imaginative, unorthodox. Able to solve difficult problems.
- **Specialist:** Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.
- **Monitor-Evaluator:** Sober, strategic, discerning. Sees and evaluates options. Judges accurately.

Although Each Team Role is Different, Their Skills Often Overlap

Resource Investigators, for example, are excellent at maintaining relationships and at coming up with external solutions to problems. Shapers are particularly good at determining customer needs and encouraging decisive action.

Roles also have varying importance depending on the project phase.

Team Roles According to Project Phases

Goals

- To assess and confirm customer needs and goals, **Shapers** and **Coordinators** are key.

Ideas

- **Plants** and **Resource Investigators** best develop creative ideas to meet those needs.

Plans

- When a team needs plans, **Monitor/Evaluators** and **Specialists** are valuable contributors.

Contacts

- If a team must communicate with contacts outside the team, **Resource Investigators** and **Team Workers** are the best suited for the job.

Organization

- **Implementers** and **Coordinators** excel at keeping the team organized and on track.

Follow Through

- Finally, ensuring that all plans are completed and quality control is maintained should be the responsibility of **Implementers** and **Completer-Finishers**.

Characteristics of good followers

Physical	Technical	Attitude	interpersonal	Vision /strategy
stamina	Domain competence	Positive attitude	Emotional intelligence	Vision for his juniors
endurance	Domain knowledge	Team spirit	empathy	Aligning team vision with org vision
resilience	Domain intelligence	Loyalty to boss and team	Relationship management	Leadership of subordinates
	General intelligence	Work ethic	Tact-discretion	
	Analytical-critical thinking	perseverance	Ego management	
	intellect	sincerity	persuasion	Emotional stability???
		Courage	likable	Self control
		Open minded		

When & Why does a team go bad?

technical	Environmental /organizational	Human	Team properties	Leader/ strategy
Lack technical knowledge	Negative people dominate	Pessimistic	Too large/too small	No compelling vision
Inappropriate skill levels (+ and neg)	-ve reward systems	Bad team spirit	Un optimal diversity	No roadmap
Bad synergies of knowledge	Too much stress	Few bad influences	Unclear roles	Uninspiring leaders
Negative decision making process	Negative work environment	Not developing EI & team cohesion	Inappropriate role assignment	Not strong inner circle
Not developing talent		Absence of trust	Bad communication	
Inattention to goals		Fear of conflict		
		Not accountable		

Lencioni's 5 dysfunctions of a team

The first step towards reducing misunderstandings and confusion within a team is to understand that there are five dysfunctions, and that each one that applies has to be addressed separately.

#1: ABSENCE of TRUST

The root cause of absence of trust lies with team members being unable to show their weaknesses; to be vulnerable and open with one another. The absence of trust is a huge waste of time and energy as team members invest their time and energy in defensive behaviors, and are reluctant to ask for help from – or assist – each other. Teams can overcome this dysfunction by sharing experiences, following through in multiple ways, demonstrating credibility, and developing strong insight into the unique characteristics of team members.

#2: FEAR of CONFLICT

Teams that are lacking trust are incapable of having unfiltered, passionate debate about things that matter, causing team members to avoid conflict, replacing it with an artificial harmony. In a work setting where team members do not openly express their opinions, inferior decisions are often the result. When working in teams you need to understand that conflict is productive.

#3: LACK of COMMITMENT

Without conflict, it is not easy for team members to commit and buy-in to decisions, resulting in an environment where ambiguity prevails. People will buy into something when their opinions are included in the decision-making process – for example through debate. Productive teams make joint and transparent decisions and are confident that they have the support of each team member. This is not as much about seeking consensus but making sure everyone is heard.

#4: AVOIDANCE of ACCOUNTABILITY

When teams don't commit, you can't have accountability: "people aren't going to hold each other accountable if they haven't clearly bought into the plan". In a well-functioning team, it's the responsibility of each team member to hold one another accountable and accept it when others hold them accountable. Very often, the key to success is the measurement of progress: making clear what the team's standards are, what needs to be done, by whom and by when.

#5: INATTENTION to RESULTS

A team can only become results oriented when all team members place the team's results first. When individuals aren't held accountable, team members naturally tend to look out for their own interests, rather than the interests of the team. Teams can overcome this dysfunction by making the team results clear and rewarding the behaviors that contribute to the team's results.

The primary role of the leader in overcoming these dysfunctions is to *lead by example* and *set the tone* for the whole team. This includes being the first one to be vulnerable, encouraging debate and conflict, making responsibilities and deadlines clear, setting the team's standards, and last but not least being clear on the team's results.

To conclude, with Patrick Lencioni:

Successful teamwork is not about mastering subtle, sophisticated theories, but rather about combining common sense with uncommon levels of discipline and persistence. Ironically, teams succeed because they are exceedingly human. By acknowledging the imperfections of their humanity, members of functional teams overcome the natural tendencies that make teamwork so elusive.