Promotion of team building and reinforce the team spirit

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If you want to build a ship, do not drum up the people to gather wood and share out the work but **convey to t**hem the yearning for and the lov**e of t**he sea

Main Topics today

- What is a Team

- team forming

- What kind of team leaders / manager do we have

- situational management skills in dealing with difficult

- personalities and situations

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Teambuilding and Teamwork

Reason for Teamwork:

- create an environment of support and propel people toward implementation

- team environment can boost the confidence of individuals, allowing them to do their best work

- make the most of individual talents

Teambuilding and Teamwork

The different team members combine complementary
Expertise

A good Teamwork involves the variety of opinion,
different ways of operation, competencies,
provide skills of each member combined into a
single unit

Responsibilities of a Manager:

- set clear, specific expectations

- have a dialogue with your employees to be certain they understand these expectations

- Members should understand the goals and also the reason the team has been created

- allow a team to function without hovering over it

- be fully involved by eliciting information on a consistent basis, Communicate, evaluate performance and commitment, and step in to assist when necessary..

Teambuilding and Teamwork

You can't expect a new team to perform well when it first comes together.

Team formation takes time, and teams often go through recognizable stages as they change from being collections of strangers to becoming united groups with common goals.
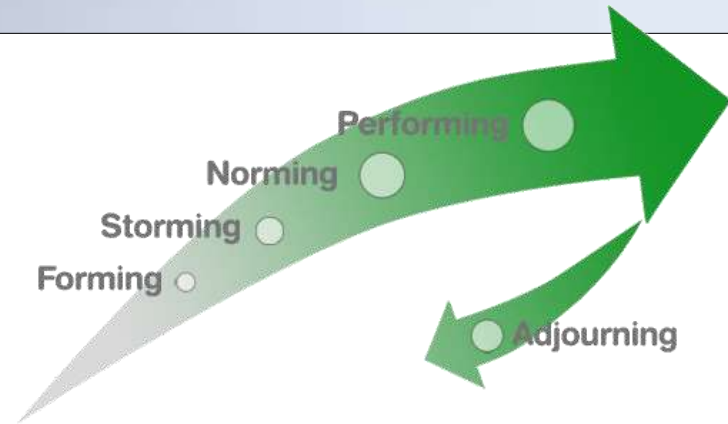
Tuckman's Teams

Forming

Storming

Norming

Performing

Adjourning & Mourning
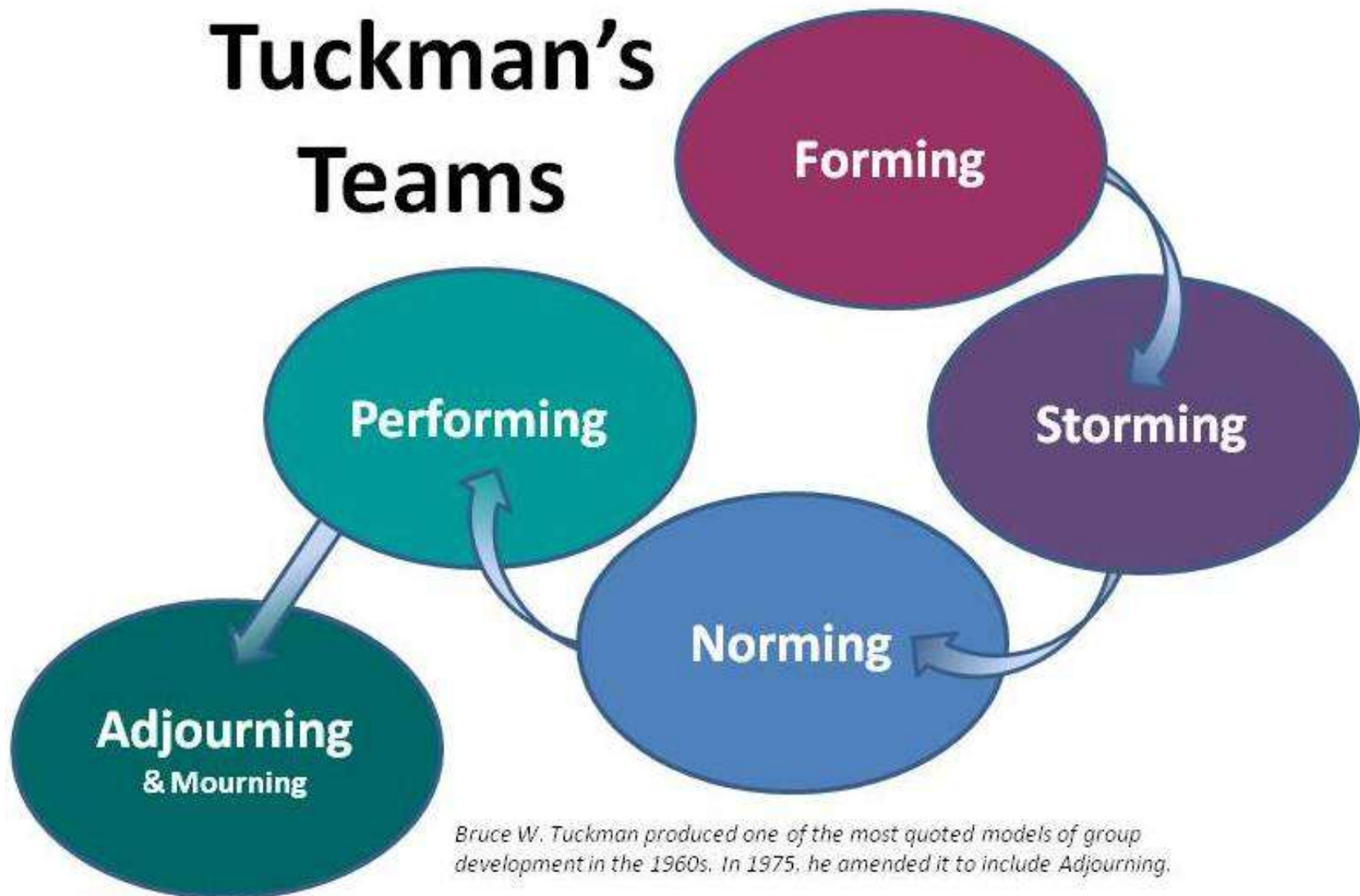
Bruce W. Tuckman produced one of the most quoted models of group development in the 1960s. In 1975, he amended it to include Adjourning.
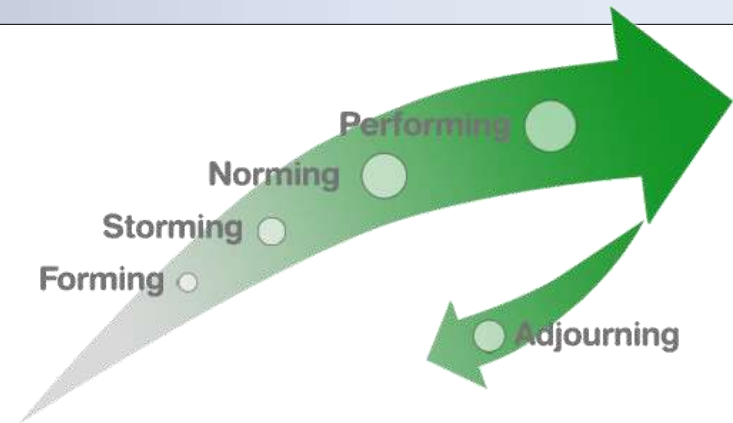
Teambuilding and Teamwork

Forming

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.
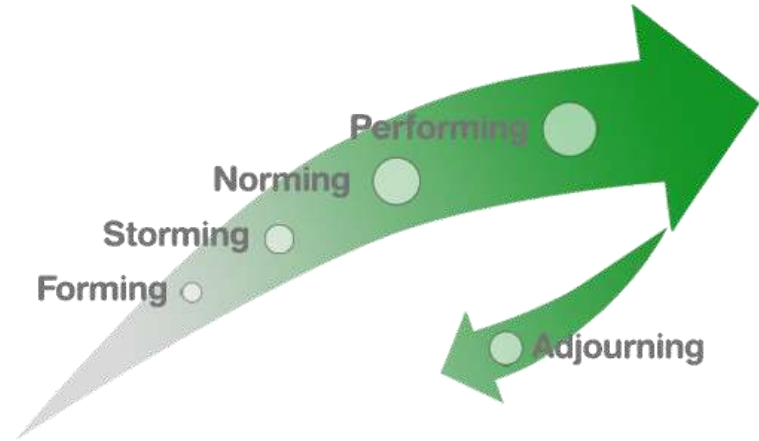
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Teambuilding and Teamwork

Storming

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.
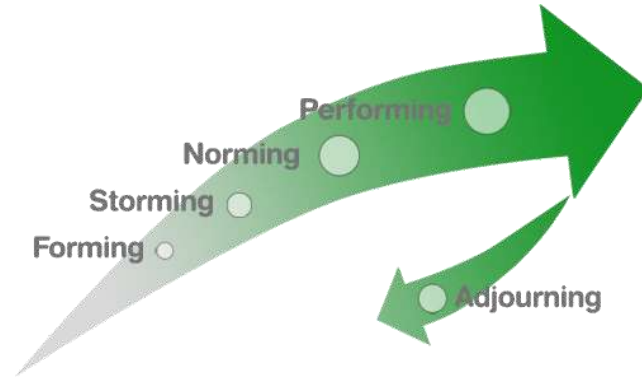
Teambuilding and Teamwork

Norming

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.
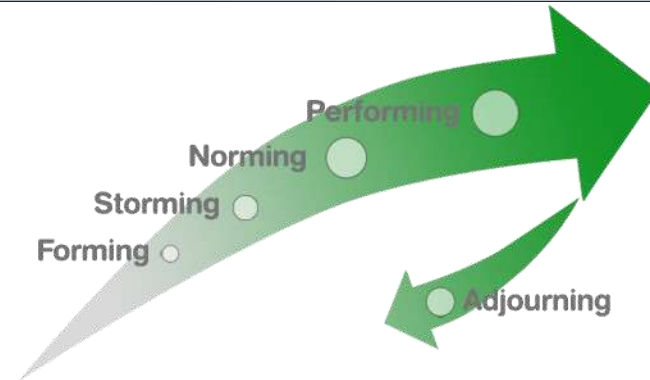
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Teambuilding and Teamwork

Performing

The team reaches the performing stage when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.

Teambuilding and Teamwork

Adjourning

Many teams will reach this stage **eventually**. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

Team members who like routine, or who have developed close working relationships with other team members, may find this stage **difficult**, particularly if their **future now looks uncertain**.

Teamwork

As a team leader, your aim is to help your people perform well, as quickly as possible. To do this, you'll need to change your approach at each stage.

Identify the stage of team development that your team is at from the descriptions above.

Now consider what you need to do to move towards the performing stage

Teamwork

Individual Members and roles within a group

Group roles can be classified into

- **work roles**

- **maintenance roles**

- **blocking roles.**

Table 12.1 Roles within Group(s)

Role	Description
Initiator	Takes initiative in defining problems, proposing action, and suggesting procedures.
Informer	Finding facts and giving advice or opinions.
Interpreter	Interprets ideas, define terms, and clarify issues.
Summarizer	Restates suggestions, offers decisions, and comes to conclusions.
Reality Taster	Analyzes ideas and tests the ideas in real situations.
Harmoniser	Reduces tension in the group, reconciles differences, and explores opportunities.
Gatekeeper	Keeps communication channels open and makes suggestions that encourage participation.
Consensus tester	Asks if the group is nearing a decision and tests possible conclusions.
Encourager	Being friendly, warm, and responsive to other group members.
Compromiser	Modifies decisions, offers compromises, and admits errors.
Aggressor	Criticizes members' values and makes jokes in a sarcastic, derogatory, or semi-concealed manner.
Blocker	Stubbornly resists the group's ideas, disagrees with group members for personal reasons.
Dominator	Controls conversations by patronizing others.
Comedian	Attention-getters in ways not relevant to group's objectives.
Avoidance Behaviour	Pursuing goals not related to the group and changing the subject to avoid commitment to the group.

Different Characteristic need different leader`s stile

A leadership style is a leader's style of providing direction, implementing plans, and motivating people.

It is the result of the philosophy, personality, and experience of the leader.

Different situations call for different leadership styles.

Leader`s stiles according Lewin

Führungsstile nach Lewin

autoritär   demokratisch   Laisser-faire

D Lewin

Quelle: Helmuth Benesch: dtv-Atlas zur Psychologie. Tafeln und Texte. Bd. 2. München: dtv 1995 4. Auflg. S. 296

Einführung in die Didaktik: Komplex Erziehung   ERZIEHUNG.PPT   Folie 11

Autocratic or authoritarian

Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators.

Participative or democratic

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This has also been called shared leadership.
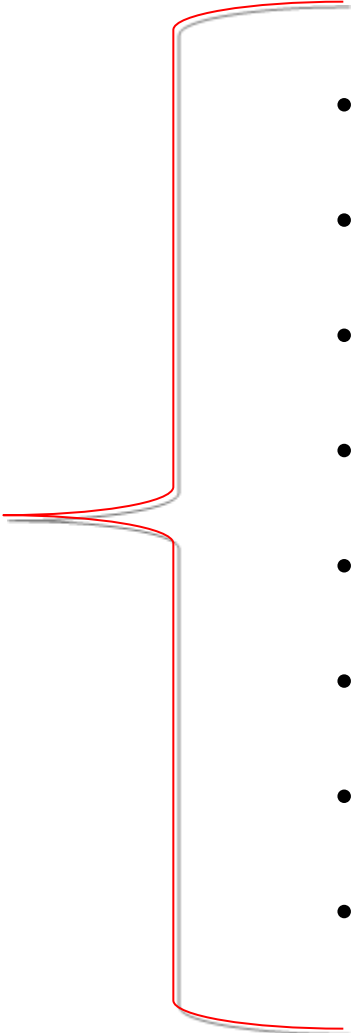
Laissez-faire or free-rein

A person may be in a leadership position without providing leadership, leaving the group to fend for itself.

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Different Characteristic and roles

- Ringleader

- Ambitious

- obnoxious

- scheming

- Clowns

- Productive

- Lazy

- outsiders

- Cheerful

- balanzed

- Slow down

- Engourange

- Supporting

- Promoting

- Integrate

- Appreciating

- stimulating

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A Manager e.g. of a Central Service Department has a big responsibility in manage the team.

One has to know the individual strengths and weaknesses for each team member, to balance the productivity without losing the motivation.

leadership style

In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective;

in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective.

Authority, autocratic leadership, laissez-faire style

To promote team building and

reinforce the team

spirit,

the style adopted should be the one that

most effectively achieves the objectives of the group while

balancing the interests of its individual members.

Thank you very much !