

# Together Everyone Achieves More

– Build your teamwork skills



# Warm-up

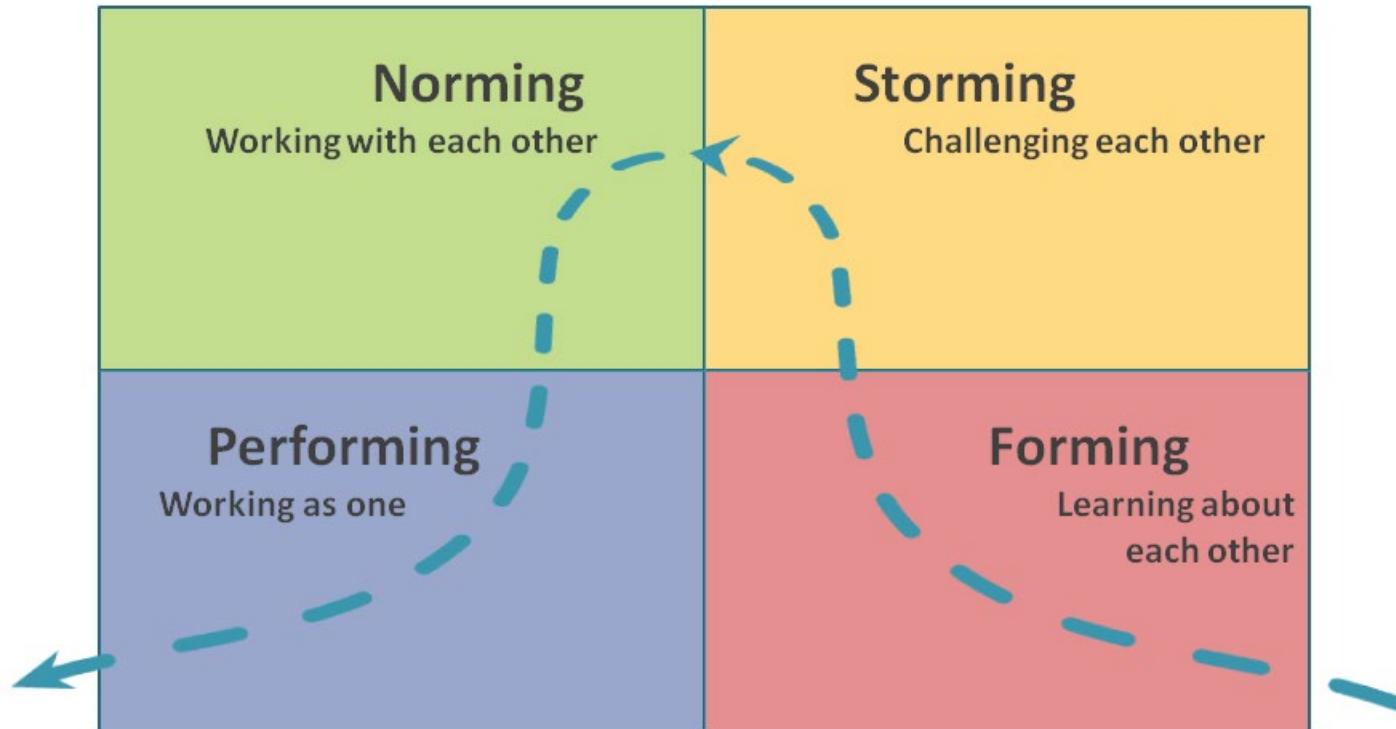
- How important is a team for you?
  - List out the following:
    - things that you prefer to do by your own
    - things you prefer to do with a group/team,
    - things you can't/never try to do by your own.

# What is a **TEAM**



- A **team** is a **highly effective, cohesive group of individuals who work together with commitment to reach a common goal.**

# Bruce Tuckman: Team Development Model

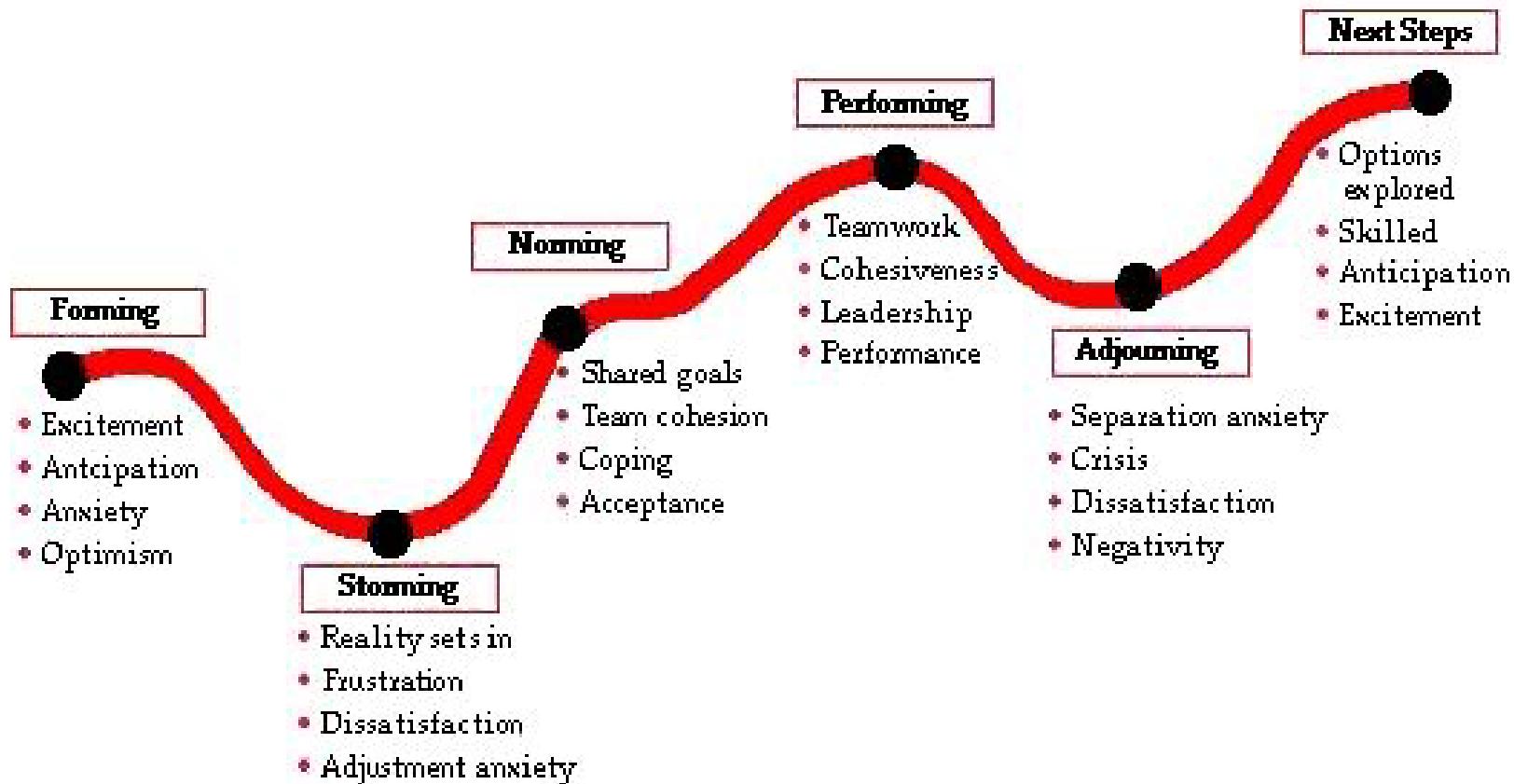


[http://keepcalmandcarryonsa.blogspot.hk/2013\\_02\\_01\\_archive.html](http://keepcalmandcarryonsa.blogspot.hk/2013_02_01_archive.html)

# Team stage

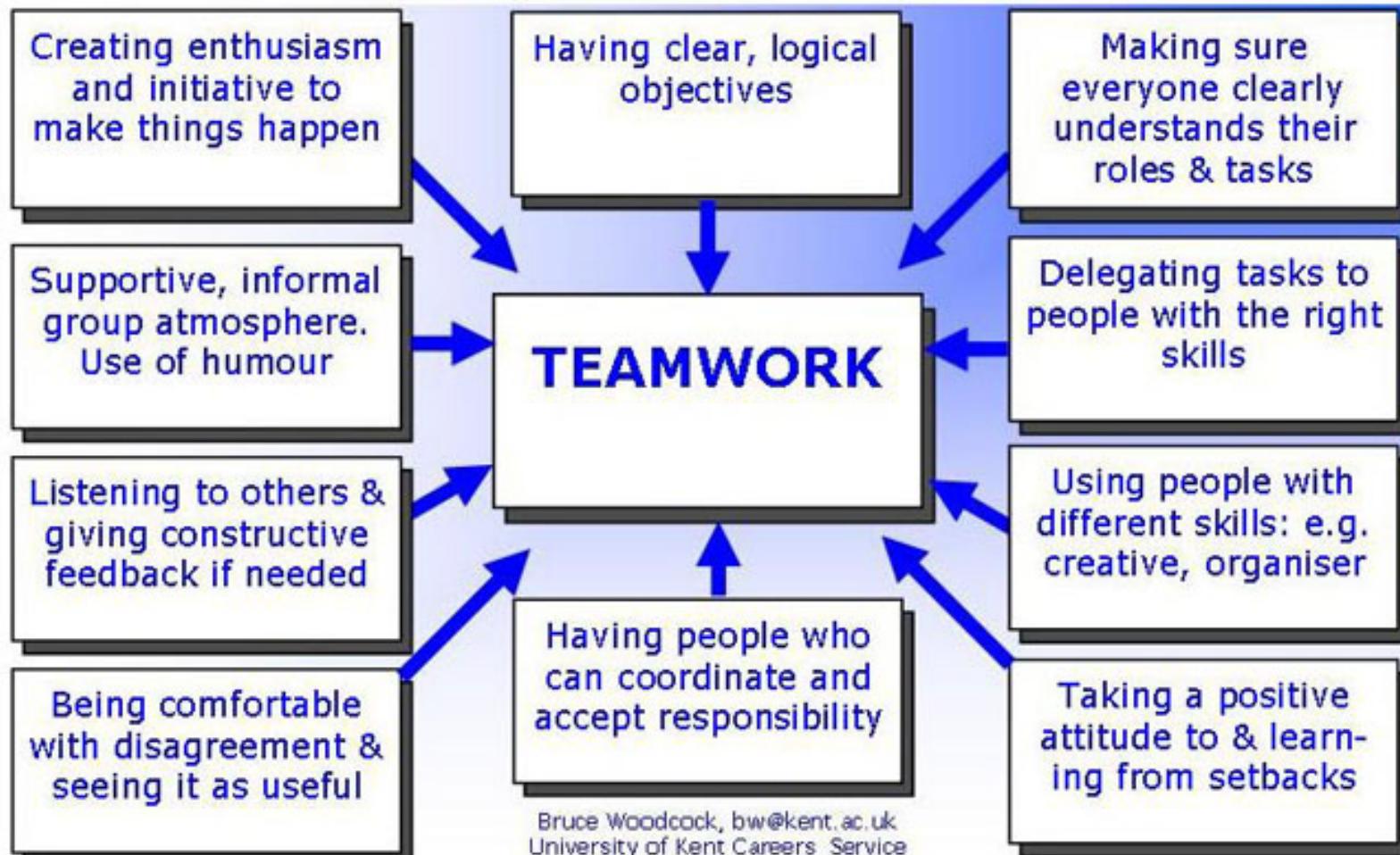
Team stage	Situation	Team Performance
Forming	<ul style="list-style-type: none"><li>- Form initial impression of each other and getting acquainted</li></ul>	<ul style="list-style-type: none"><li>- Learn about each other and the team's background, culture, mission, etc., start to discuss their objectives/goals and explore what role they can play</li></ul>
Storming	<ul style="list-style-type: none"><li>- Compete with each other for status and for acceptance of their ideas</li></ul>	<ul style="list-style-type: none"><li>- Different ideas on what should be done and how they should be done, cause conflicts within the team</li></ul>
Norming	<ul style="list-style-type: none"><li>- Respect each other's opinions and value their differences</li></ul>	<ul style="list-style-type: none"><li>- Reach the consensus, begin to see the values of individual differences and start to work together</li></ul>
Performing	<ul style="list-style-type: none"><li>- Function without oversight and the members have become interdependent</li></ul>	<ul style="list-style-type: none"><li>- Able to work together effectively, and highly motivated to get the tasks done</li></ul>

# Characteristics of each team stage



<http://www.neocrisis.com/articles/178-jazzking2001s-/7002-tuckmans-group-development-model-v15-7002>

# A good team:



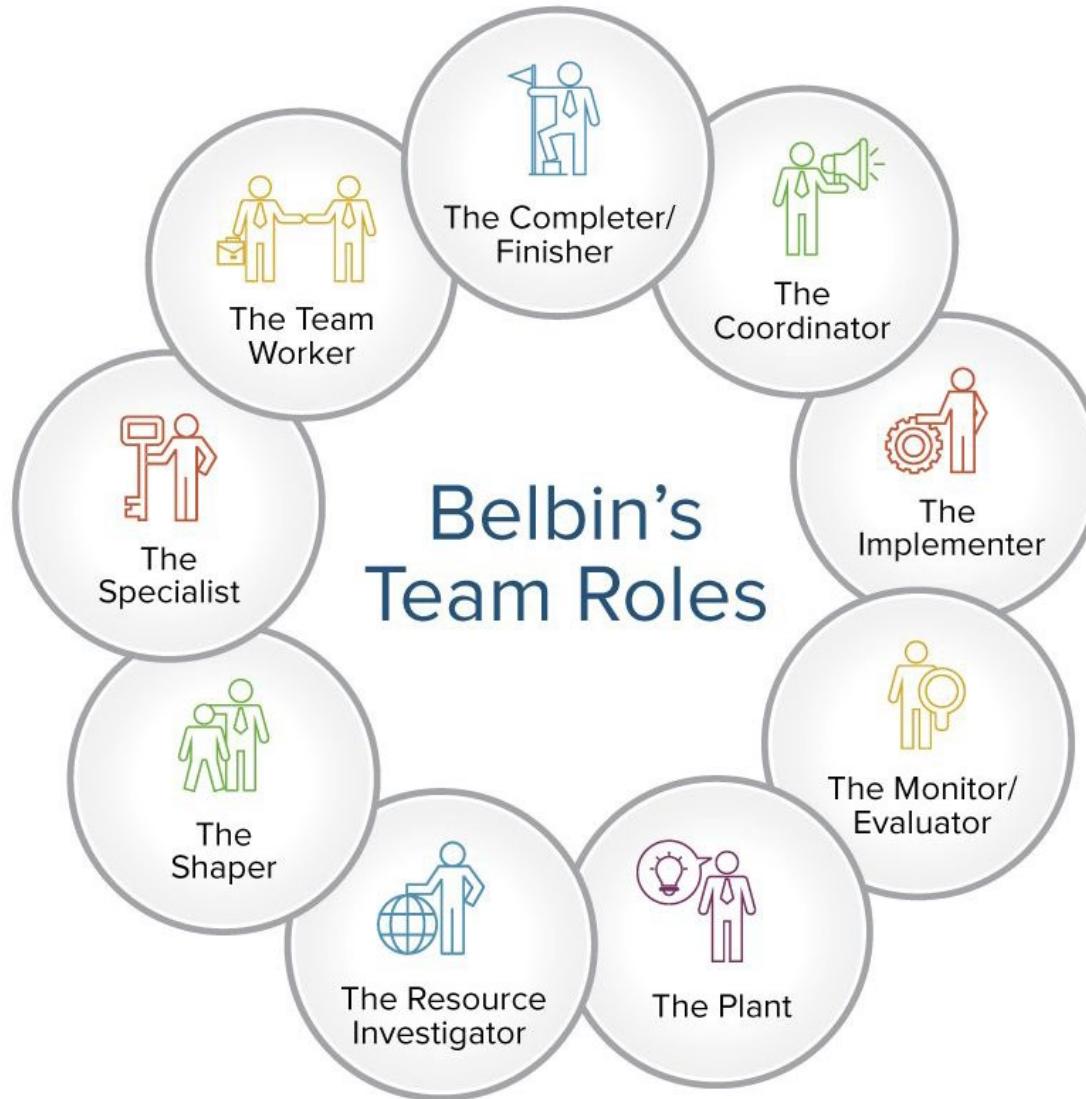
# Elements of Teamwork Checklist

Teamwork Elements	Characteristics
<b>Communication</b>	Free, open expression of ideas and feelings at all appropriate times with no fear of embarrassment or reprisal.
<b>Participation</b>	Full contribution, reaches out to lend a hand, readily available.
<b>Give and Take</b>	Open to compromise. Be flexible. Recognition that it is sometimes better to give in than be “Right.”
<b>Leadership</b>	Promotes team actions and decisions, recognizes he/she needs the team, and lets each member know where they stand. Team members support his/her suggestions.
<b>Organization</b>	Knows their responsibilities. Provides structure to accomplish team goals.
<b>Preparation</b>	Did their assigned task before meeting. Task research was thorough.
<b>Procedure</b>	Lives by the ground rules and procedures. Functions smoothly, works with the team.
<b>Capability</b>	Has confidence in participating the tasks and can rely on performance

# Some Common Challenges

- Different expectations within the team
- Expectations from others (members, former excos, the university, partners, etc.)
- Prioritization, different commitment level in the team
- Study stress, personal commitment
- Time limitation
- .....

# Belbin's Team Roles



What is your  
role?

# Belbin's Team Roles

Team roles	Application in Service-Learning
Coordinator	<ul style="list-style-type: none"><li>- Leads team discussions to identify needs and prepare the activities</li><li>- Makes sure that everyone contributes</li><li>- Ensures the team works towards common and agreed goals</li></ul>
Implementer	<ul style="list-style-type: none"><li>- Turns ideas into practical actions, and organizes the tasks to be done</li></ul>
Monitor / Evaluator	<ul style="list-style-type: none"><li>- Analyses and evaluates the team's ideas</li></ul>
Plant	<ul style="list-style-type: none"><li>- Encourages imagination</li><li>- Contributes new and alternative perspectives and ideas</li></ul>

# Belbin's Team Roles

Team roles	Application in Service-Learning
Resource investigator	<ul style="list-style-type: none"><li>- Explore opportunities and resources to facilitate the project</li><li>- Develop contacts with different stakeholders</li></ul>
Shaper	<ul style="list-style-type: none"><li>- Be suited to overcome obstacles and opposition</li><li>- Challenges the team to improve the service</li></ul>
Specialist	<ul style="list-style-type: none"><li>- Contributes in applying their expertise in the service projects, e.g. technical knowledge</li></ul>
Team Worker	<ul style="list-style-type: none"><li>- Provide support, make sure everyone work together effectively</li></ul>
Completer / Finisher	<ul style="list-style-type: none"><li>- Keeps the group on track in accomplishing the tasks</li><li>- Ensures work meets deadlines and conforms to the expected standards</li></ul>

# Belbin's Team Roles

- It is not a must that all the team roles will appear in a team.
- Students can play more than one more team roles that they are most comfortable
- Students can change their team roles over time at different stages and/or when carrying out different activities/tasks

# A Good team member:

- respect the time of all members
- are punctual for meetings
- turn up
- complete their own targets to deadline so that other people are not kept waiting
- respect the opinions of others in the team
- take turns
- share responsibilities
- keep each other informed about developments

<http://www.palgrave.com/skills4study/studyskills/personal/working.asp#Group>

# Steps of working with others:

1. figure out what needs to be done;
2. discuss and decide who will be responsible for which task and be clear about what everyone is going to be doing;
3. decide on timescales and resources to get your tasks done on time;
4. get together and talk about how you're progressing - what went well and what didn't;
5. agree with the others on ways you might be able to improve;
6. find ways of working together that work;
7. support each other;
8. take on different roles;
9. deal with difficult situations and difficult relationships;
10. know where to go to for help.

<http://www.bbc.co.uk/keysheets/widerks/3.shtml>

# Conclusion

None of us is as good as all of us

三人行必有我師焉

**TEAM = Together Everyone Achieve More!**

**Teamwork success can't be achieved  
without EFFORT!**

# Reference

- Belbin, M. (1993a). *Team roles at work*. Oxford: Butterworth-Heinemann.
- Katzenbach, J. R. & Smith, D. K. (1993). *The wisdom of teams: Creating the high-performance organization*. Harvard Business School Press. US.
- Tarricone, P. & Luca, J. (2002) *Successful teamwork: A case study, in Quality Conversations*, Proceedings of the 25th HERDSA Annual Conference, Perth, Western Australia, 7-10 July 2002: pp 640.