



# E-LEARNING

Level 3



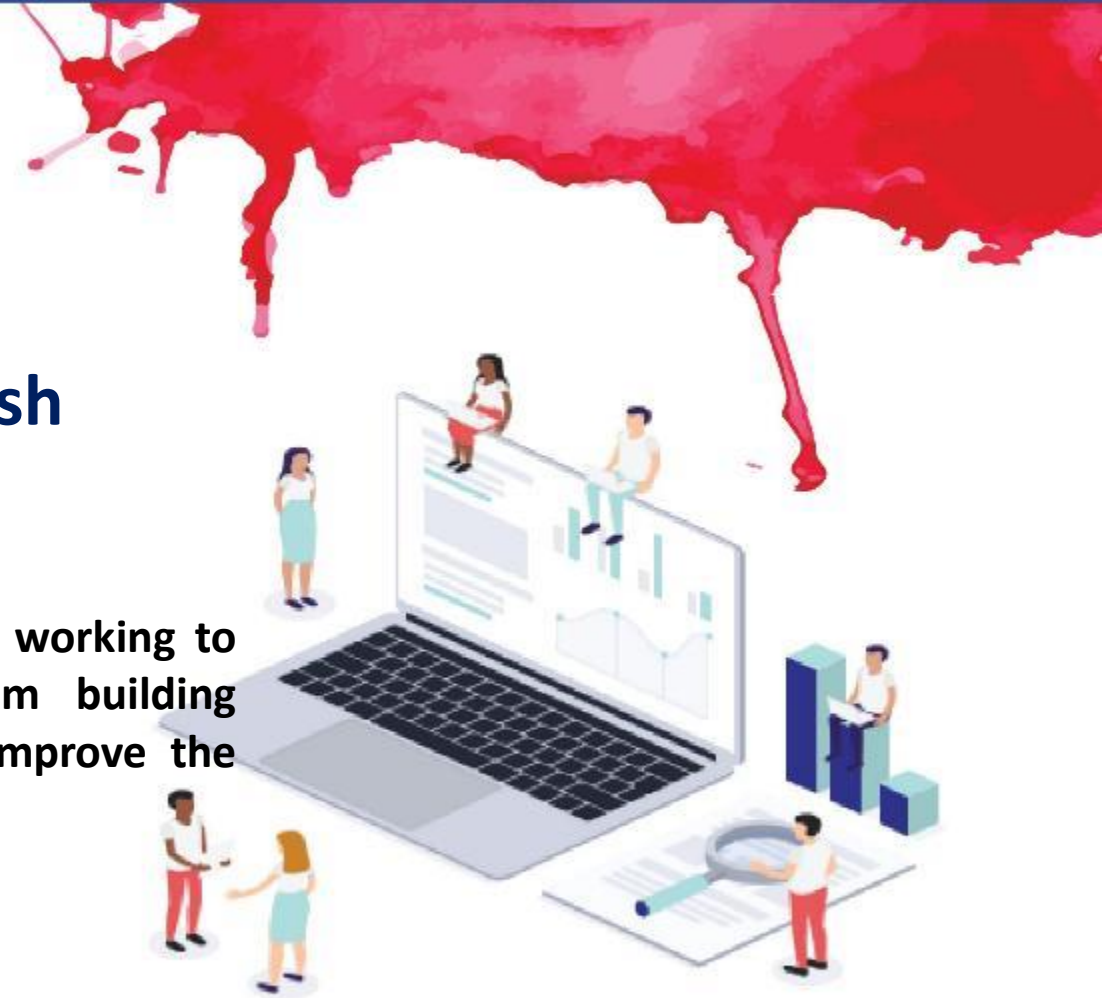
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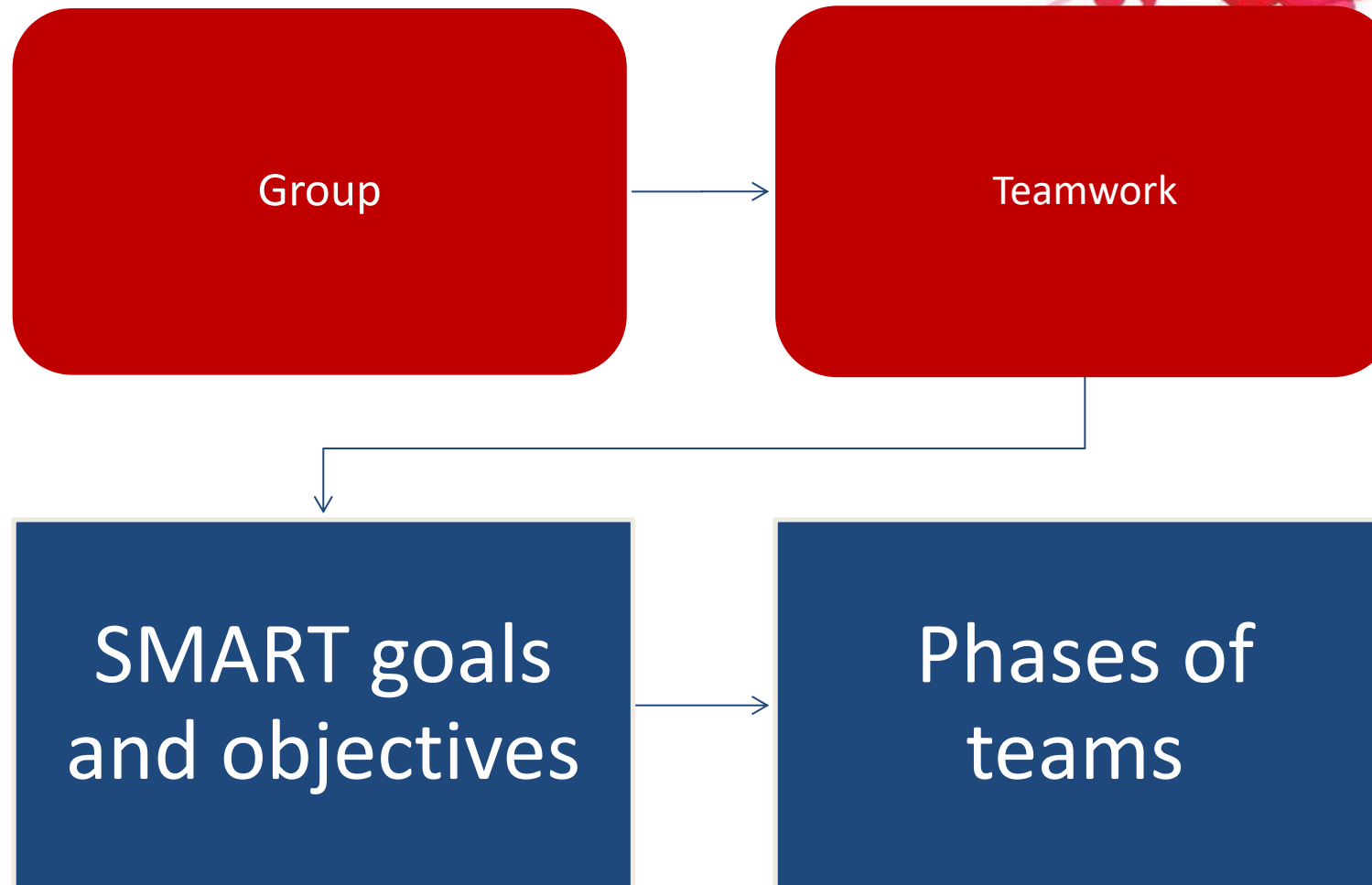
## WA11: Team and Self Management

### 3.20 Use teamwork principles to accomplish group tasks

**LO3.58 Demonstrate, understand and use the principles of team working to accomplish group tasks and generate solutions through team building activities, as well as demonstrate the ability to evaluate and improve the performance of teams within the organisation.**



# Route Map





# Group

One of the basic human needs is to belong to a group and to be accepted by it.

We are all born in a group and throughout our lives we are influenced in many ways by our group experiences.

The group is a living, growing process, unique in every moment and expression, involving many aspects of human functioning and many levels of social organization



# Group dynamics

From the moment the team begins working on its members' cooperation axis to achieve common objectives, an interaction force begins to work.

Each member of the group:

- Influences and is influenced of the others,
- Helps and is helped,
- Completes and is completed.

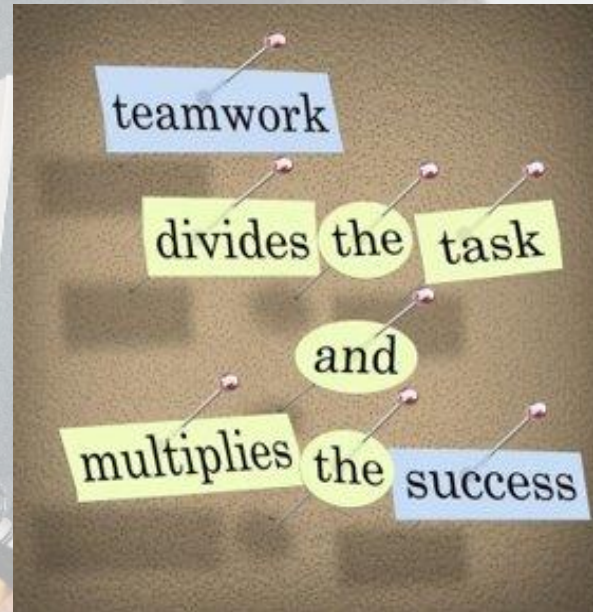
The power of interaction, created by the co-operation of the members of a group, is characterized as group dynamics .



# The utility of teamwork

TEAM

Together  
Everyone  
Achieves  
More



# Advantages of teamwork

- **Synergism:** The result of the team is better than the result of each member, but also the sum of the team members when they work as individuals
- **Coordination:** More effective coordination between individuals, departments, functions, decisions, etc.
- **Morale:** Morality is higher due to the dynamics is developed through the interaction of members (e.g., encouragement, animation, rivalry).
- **Satisfaction:** Individuals meet social and other superior needs within the group.



# Disadvantages of teamwork

- Cost in time and money
- Division of responsibility
- Compromise (not consensus)
- Conflicts - discontents, cliques
- Imposing a person on the group
- Team thinking

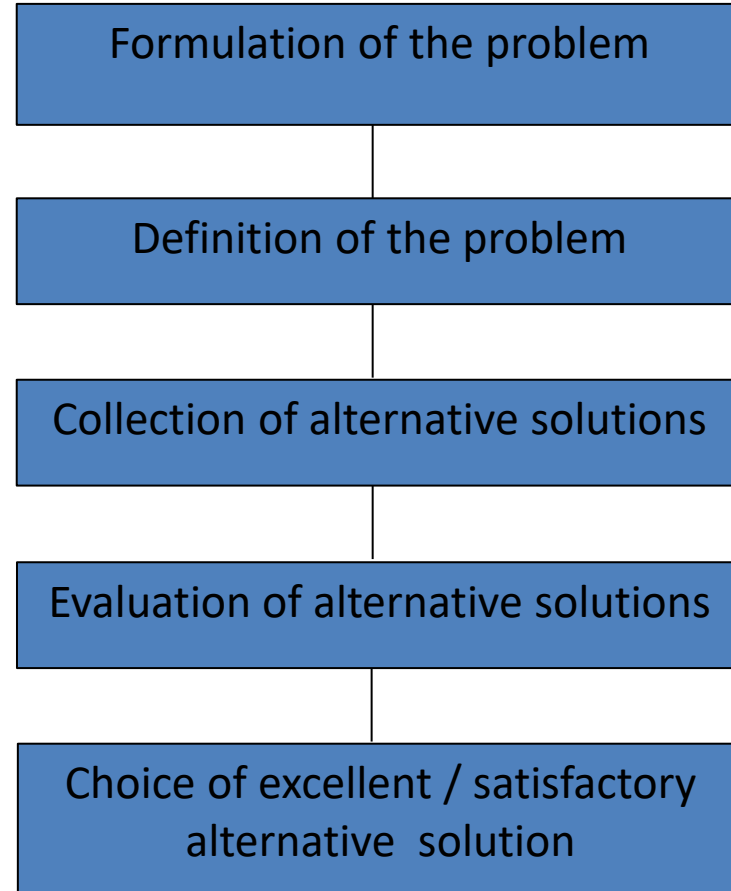




# Team principles



# Decision making in a group



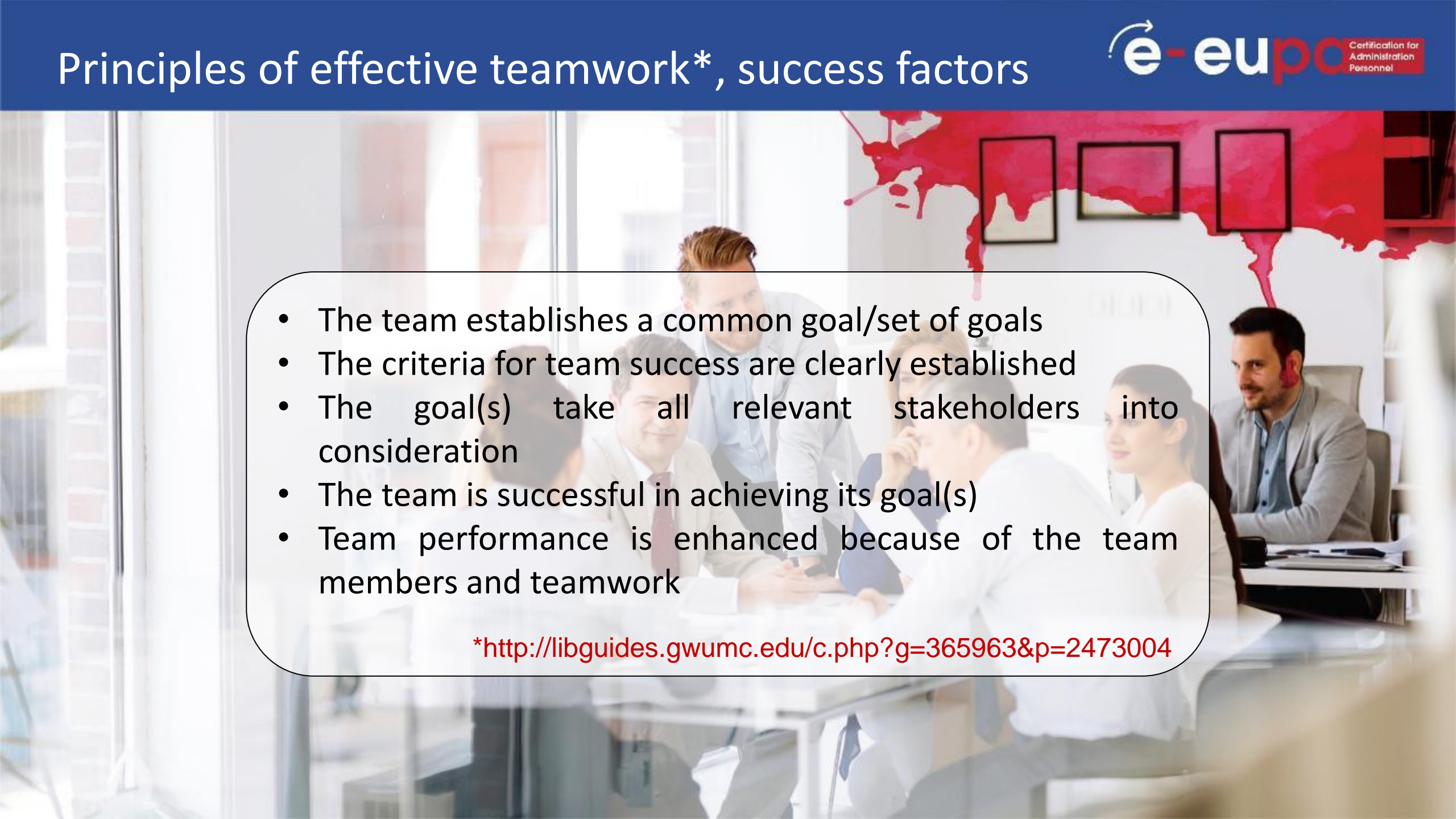
# Principles of effective teamwork\*, overview Certification for Administration Personnel

- Successful teams develop strong relationships and incorporate effective group processes
- Successful teams work together to establish and meet agreed upon goals
- Successful teams have relationships that are based on commitment, cooperation, and trust
- Successful teams foster team members' participation, satisfaction, learning, and growth

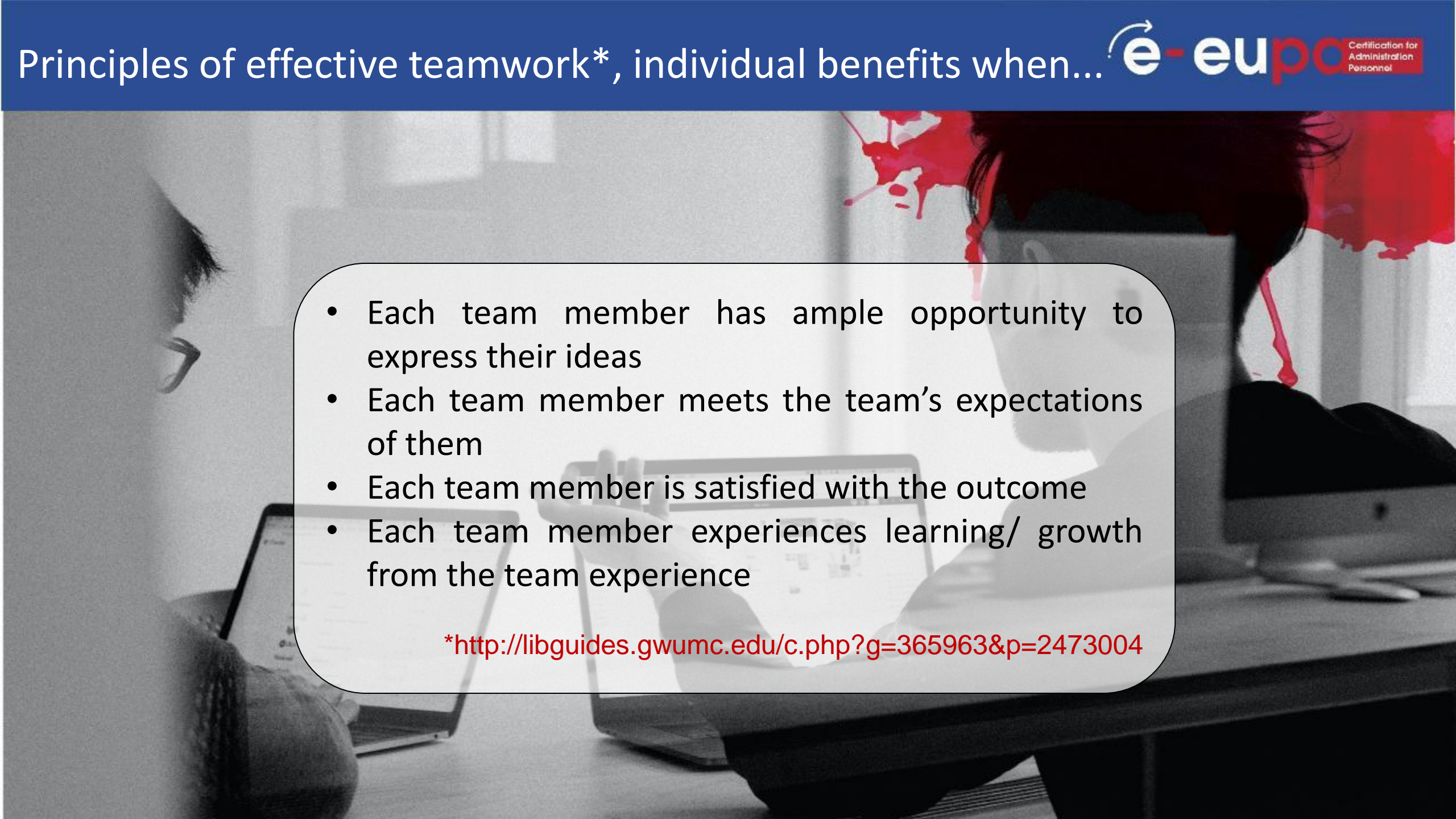
\*<http://libguides.gwumc.edu/c.php?g=365963&p=2473004>



# Principles of effective teamwork\*, success factors

- 
- The team establishes a common goal/set of goals
  - The criteria for team success are clearly established
  - The goal(s) take all relevant stakeholders into consideration
  - The team is successful in achieving its goal(s)
  - Team performance is enhanced because of the team members and teamwork

\*<http://libguides.gwumc.edu/c.php?g=365963&p=2473004>

- 
- Each team member has ample opportunity to express their ideas
  - Each team member meets the team's expectations of them
  - Each team member is satisfied with the outcome
  - Each team member experiences learning/ growth from the team experience

\*<http://libguides.gwumc.edu/c.php?g=365963&p=2473004>



# Principles of effective teamwork\*, successful teams...

Successful teams develop strong working relationships by ensuring:

- Defined roles
- Accountability
- Clear and proactive communications

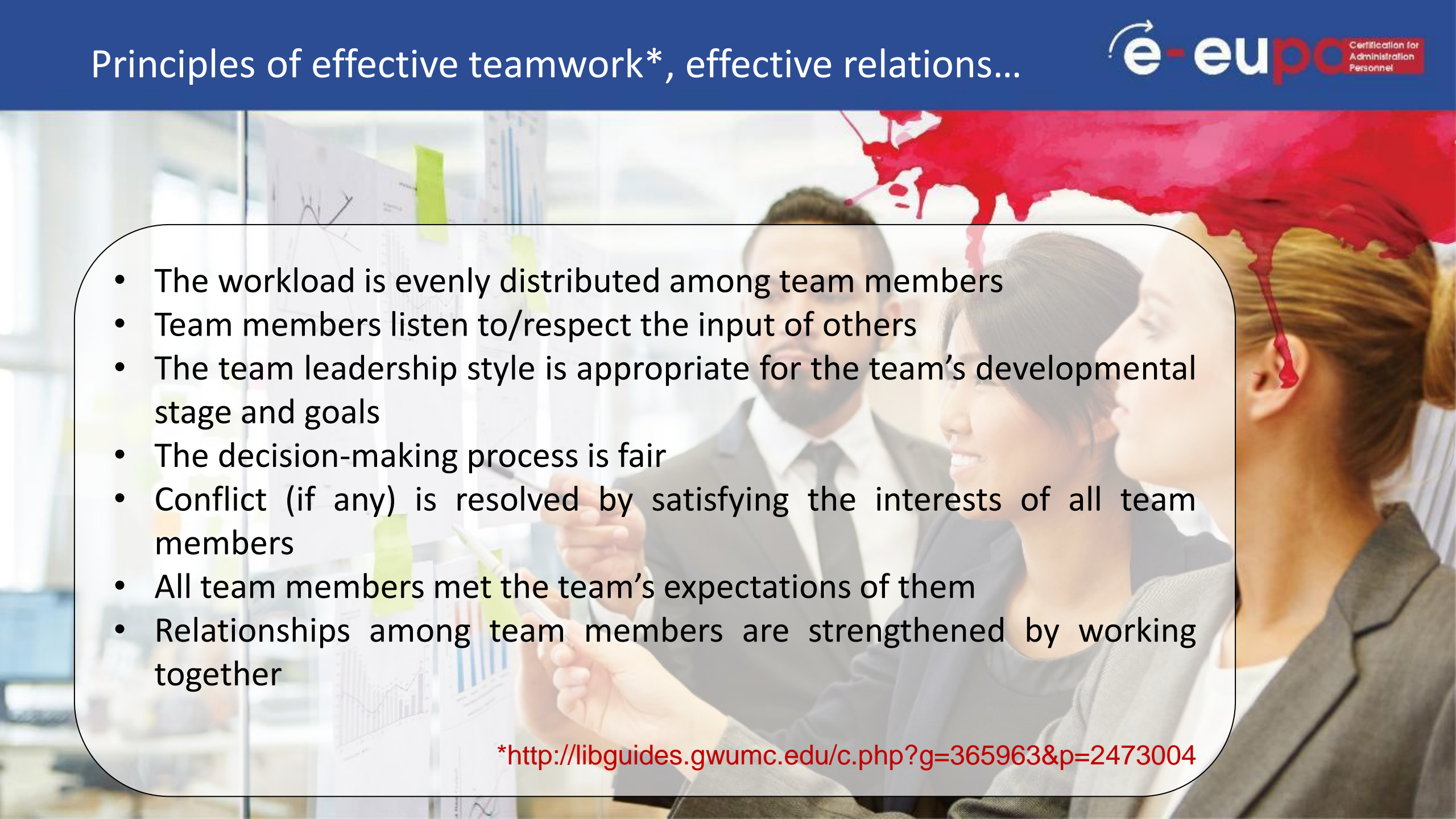
Successful teams incorporate effective processes by incorporating:

- Shared leadership among team members
- Diversity of skills and personalities
- Frank and frequent critique

\*<http://libguides.gwumc.edu/c.php?g=365963&p=2473004>



# Principles of effective teamwork\*, effective relations...

- 
- The workload is evenly distributed among team members
  - Team members listen to/respect the input of others
  - The team leadership style is appropriate for the team's developmental stage and goals
  - The decision-making process is fair
  - Conflict (if any) is resolved by satisfying the interests of all team members
  - All team members met the team's expectations of them
  - Relationships among team members are strengthened by working together

\*<http://libguides.gwumc.edu/c.php?g=365963&p=2473004>

# SMART goals and objectives

## Always set SMART goals and objectives

- SMART goal setting brings structure and measurability into goals and objectives.
- Every goal or objective can be made S.M.A.R.T.
- With the SMART checklist, you can evaluate your objectives.
- SMART goal setting creates transparency throughout the company



# S.M.A.R.T. goal setting stands for...



**SPECIFIC**  
(ESPECÍFICO)



**MEASURABLE**  
(MESURABLE)



**ATTAINABLE**  
(ALCANZABLE)



**RELEVANT**  
(RELEVANTE)



**TIMELY**  
(A TIEMPO)

- Specific,
- Measurable
- Attainable
- Relevant
- Timely



# Specific...

- What exactly do I want to achieve?
- Where?
- How?
- When?
- With whom?
- What are the conditions and limitations?
- Why do I want to reach this goal?
- What are possible alternative ways of achieving the same?



# Measurable...

- Breaking your goal down into measurable elements
- Evidence



# Attainable...

- 
- Being realistic
  - Not pessimist
  - Not over-optimistic



# Phases of teams

The formation of the groups passes through various stages of development.

- Formation stage (Forming).
- Reclassification stage (Storming)
- Normalization stage (Norming)
- Performance stage (Performing)
- Disintegration stage (Adjourning)



# A. Formation stage (Forming)



The group gets together for the first time.

Formal rules / methods of working are yet to be established.


## B. Reclassification stage (Storming)

After the relatively polite forming stage, members grow in confidence and an amount of infighting is likely.





## C. Normalization stage (Norming)

A photograph of three women sitting around a white table in a bright, modern office with large windows. The woman on the left is wearing glasses and a red plaid shirt, gesturing with her hands. The woman in the middle is wearing a light pink blazer and has her hands on an open notebook. The woman on the right is wearing a dark blazer and a gold watch, also gesturing. A red abstract graphic is in the top right corner. A semi-transparent text box is overlaid in the center.

Now the groups moves on to establish norms in the form of systems and procedures, i.e.: how it should work and a basis for decision making.


## D. Performance Stage (Performing)



Finally, the group becomes far more of a cohesive unit and starts to perform as team.



## E. Disintegration Stage (Adjourning)



At this stage, the team is dissolved and members are looking for other partners, individuals or groups. This of course happens if the duration of the project is determined.

# Methodological Tool I



**Group work! reflections**  
**e-EUPA\_LO\_3.58\_M\_001**





# Revision Question

- **Question 1**

Describe the principles of effective teamwork

- **Question 2**

Describe the advantages of teamwork

- **Question 3**

Describe the phases of a team

## Key Point 1: Phases of teams

- Formation stage(Forming)
- Reclassification stage(Storming)
- Normalization stage(Norming)
- Performance stage (Performing)
- Disintegration stage (Adjourning)

## Key Point 2: Principles of effective teamwork

- Successful teams develop strong relationships and incorporate effective group processes
- Successful teams work together to establish and meet agreed upon goals
- Successful teams have relationships that are based on commitment, cooperation, and trust
- Successful teams foster team members' participation, satisfaction, learning, and growth





**WELL DONE!**

**You have completed Unit 3.20**



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