




WELCOME!




TALLINN UNIVERSITY OF TECHNOLOGY

Managerial Psychology
Prof. Mare Teichmann




TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




**Teamwork – Teamwork training.
Case studies, analysis, discussion**

Content: Team building; team synergy; ABC for team building; Team members' roles: Result-oriented roles and relationship roles, destructive roles; Team development; Team development stages: formation, storming, norming, efficient work; Team management. Case studies, analysis, discussion.



TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Teamwork skills

Technological challenges and the changing nature of work have caused increase use of teams within organizations
Half of companies used teams (*Osterman, 1994*)
Belief that teams are an automatic ticket to increased productivity and effectiveness

TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Team

... is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable
(McKinsey consultants)

Team examples:

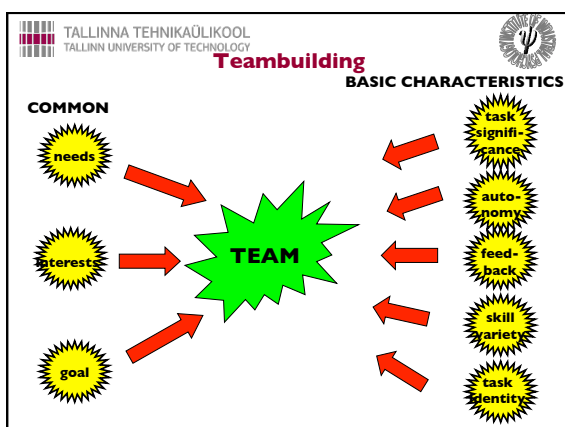
- 😊 Advisory Teams
- 😊 Involvement Teams
- 😊 Production / Service Teams
- 😊 Project Teams
- 😊 Functional Teams
- 😊 Management Teams


TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY


Purposes and benefits

- ✓ output
- ✓ productivity
- ✓ quality
- ✓ commitment
- ✓ satisfaction of work
- ✓ communication
- ✓ creativity

Teamwork can help company management because people will put in the extra effort without being asked



 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY





Synergy

... is an effect of an action of two or more substances that is different from the individual summation of those substances

... where team members combine to produce performance which is in excess of their individual inputs

By collaborating in pursuit of a common goal, team members will synergize – that is, produce results more valuable than the mere sum of their individual contributions


 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




When and how to use?

Teams are effective in case of new and creative problems and change

- ✓ Win-win conflict solving strategies
- ✓ Common understanding of goal
- ✓ Agreement of problem solving strategy
- ✓ A sense of responsibility
- ✓ Shared leadership and roles
- ✓ Competence of team members
- ✓ Limited time for teamwork

 TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



How to do it?

1. Communication
2. Planning
3. Organising
4. Motivating

TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

How to do it?

5. Control your leadership style

AUTOCRATIC LEADERSHIP STYLE

DEMOCRATIC LEADERSHIP STYLE

TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY


How to do it?

6. Controlling
7. Selling
8. Negotiating
9. Clear goal setting
10. Problem solving


TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY

Roles in Teamwork (by A.R. Montebello)

| Functional roles for getting things done | Functional roles for building team relationships | Dysfunctional roles |
|--|--|---------------------|
| Initiator | Encourager | Aggressor |
| Information Seeker | Harmonizer | Blocker |
| Coordinator | Gatekeeper | "Devil lawyer" |
| Summarizer | Consensus Seeker | Recognition Seeker |
| Critic | Procedure Monitor | Playboy |
| Time Keeper | Candor Monitor | Dominator |
| Recorder | | |



TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY




Functional roles for getting things done


The initiator of new ideas, ways of resolving the problem of trying to find a job the most effective methods

Information seeker asks the facts, the additional information, which helps to solve the problem, explains the other team-members of the nature of the problem

The co-ordinator will take the ideas together, helping the team to reach consensus and find the best solution



TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY




Functional roles for getting things done

Critic – tests the solutions, test that the solutions are practical and verify the usefulness of solutions, uses the words "rational", "logical", "practical", "applicable"

Time keeper - submit and monitor compliance with the time limit for team work

Recorder – maks notes, writes what was said, and will ensure that all the important ideas find discourse resonance, plots diagrams, sketches, charts



TALLINNA TEHNIKAÜLIKOOL
TALLINN UNIVERSITY OF TECHNOLOGY





Functional roles for building team relationships

Encourager - promotes understanding of each other without any relationship unspoiled, modest or shy encourages team-members to express their views

Harmonizer – clears contradictions, explains, resolves disagreements, relieves tension, trying to emphasize the similarities, rather than the differences

Gatekeeper - keeps the communication channels open, regulates "silent" and "dominant" team participants discussion, prevents situations where someone is completely excluded or offended leaves, solves over-emotional conflicts and confrontation




 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY
 

Functional roles for building team relationships

Consensus Seeker - trying to pick a team to encourage alternative options for solutions, and formulate a common view

Procedure Monitor - monitors that communication is open, team members motivated, active, or there are active discussions

Ethics Monitor - trying to verify that the crew opinions, ideas, suggestions would be open-minded inspired by the selfless and joint needs, interests and serves the objectives of all team members




 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY
 

Dysfunctional roles

Aggressor - behaves aggressively, pushing the ideas of others, does not take into account other's feelings, make inappropriate jokes, criticizes people (person)

Blocker – shows most of the cynical, negative attitude

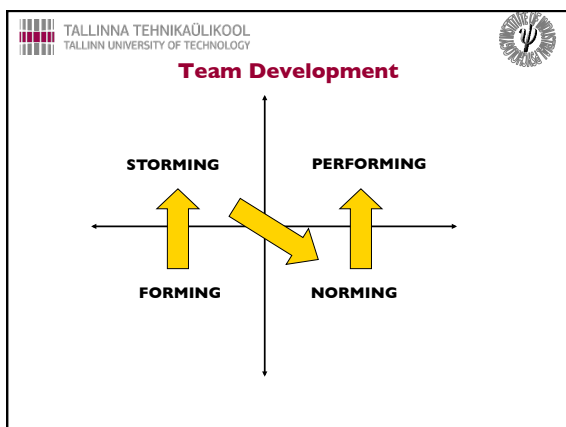
“Devil lawyer” - denies arguing with joy, not because he had a different view, wants to see if the opponent loses emotional control


 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY
 

Dysfunctional roles

Recognition seeker & playboy - seeking personal recognition and attention, there is, makes inappropriate jokes, attracts attention, narrates the personal progress and achievements, tells stories

Dominator - trying to gain control over the team, pushes own ideas on others, give orders, commanding, behaves as authoritarian leader



Stage 1: Forming


Early Stage of Teamwork

Team Members are concerned about their collective and individual ability to accomplish the task. Team members are pride in being chosen. Members cautiously exploring boundaries of acceptable individual and team behavior. Little real communication. Fear and anxiety about the task, about why they are there, why others are there, who will lead the group, and what they'll do


Stage 2: Storming

Conflict stage in teambuilding

Domination by one or two team members. Focus on team production without regard for the needs of team members. Team members' self-serving attitude. Competition. Frustration, anger, fighting, blaming other members. One-way communication




TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




Stage 3: Norming

Competitive relationships becoming cooperative
 Norms of behaviour that team members accept will be worked out. Team shows strong concern for the needs of team members as well as for the work result and effectiveness. Agreements, norms, procedures for working together. Communication is active and open. Feelings of trust, respect and harmony




TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY




Stage 4: Performing

High productivity as a result of working collaboratively toward common goals
 Clear vision, mission, goals, roles and performance expectations. Agreement on who they are, what they are doing and where they are doing. Involvement of all team members, cooperative and productive team climate. Open, relevant communication. Insights into group processes. Understanding of teams' and others strengths and weaknesses





TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



What we can measure and evaluate?


- ✓ Developmental stage of team
- ✓ Employee' role behavior / role taking in team
- ✓ Employee' general teamwork skills
- ✓ Leadership style in teamwork
- ✓ Communication in teamwork
- ✓ Productivity / effectiveness of teamwork



 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Problems: teamwork & performance


1. All teams are not created, composed or managed equally
2. Teamwork is a complex, dynamic and multidimensional phenomena
3. A good outcome does not necessarily suggest one has an effective team



 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Effectiveness of Cross-Cultural Teams *(Slechts, 2012)*

1. Positive Corporate Culture (trust)
2. Give Recognition
 - A. *Outstanding performance* – for those who exceed their goals and what is expected of them.
 - B. *Continued performance* – for those who are consistent producers who fulfill their responsibilities and commitments, even though they may not be your star employees.
 - C. *Improved performance* – for those who have made an effort to increase their performance and who have demonstrated progress
3. Positive Feedback
4. Provide New Opportunities



 TALLINNA TEHNIKAÜLIKOO
 TALLINN UNIVERSITY OF TECHNOLOGY



Effectiveness of Teams *(Anderson, 2011)*

1. Focusing on goals
2. Compensation
3. Communication
4. Dealing with conflicts

TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY



Teamwork simulations

Moon landing (Grahame Knox)

You are a member of a space crew scheduled to rendezvous with a mother ship on the lighted surface of the moon. However, due to mechanical difficulties, your own ship was forced to land at a spot 200 miles from the rendezvous point.

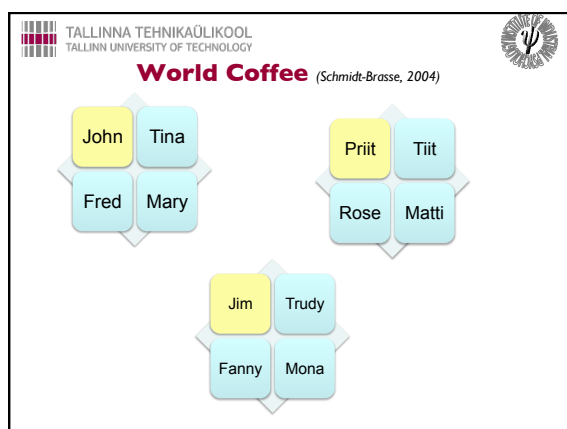
During re-entry and landing, much of the equipment aboard was damaged and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 200-mile trip.

15 items are listed as being intact and undamaged after landing. Your task is to rank them in terms of their importance for your crew, to allow them to reach the rendezvous point.

most important, and so on through to number 15 for the least important.

| | Myself | Team | Expert |
|--|--------|------|--------|
| Box of matches | | | |
| Food concentrate | | | |
| 50 feet of nylon rope | | | |
| Parachute silk | | | |
| Two .45 caliber pistols | | | |
| One case of dehydrated milk | | | |
| Two 100-pound tanks of oxygen | | | |
| Stellar map | | | |
| Self-inflating life raft | | | |
| Magnetic compass | | | |
| Five gallons of water | | | |
| Signal flares | | | |
| First aid kit containing injection needles | | | |
| Solar powered FM receiver | | | |
| Portable heating unit | | | |

| | NA SA Rank ing | NASA's Reasoning |
|-----------------------------|-------------------------|---|
| Box of matches | 15 | Virtually worthless -- there's no oxygen on the moon to sustain combustion. |
| Food concentrate | 4 | Efficient means of supplying energy requirements. |
| 50 feet of nylon rope | 6 | Useful in scaling cliffs and tying injured together. |
| Parachute silk | 8 | Protection from the sun's rays. |
| Portable heating unit | 13 | Not needed unless on the dark side. |
| Two .45 caliber pistols | 11 | Possible means of self-propulsion. |
| One case of dehydrated milk | 12 | Bulkier duplication of food concentrate. |
| Two 100 lb. tanks of oxygen | 1 | Most pressing survival need (weight is not a factor since gravity is one-sixth of the Earth's -- each tank would weigh only about 17 lbs. on the moon.) |
| Stellar map | 3 | Primary means of navigation - star patterns appear essentially identical on the moon as on Earth. |
| Self-inflating life raft | 9 | CO ₂ bottle in military raft may be used for propulsion. |



TALLINNA TEHNIKAÜLIKOO
TALLINN UNIVERSITY OF TECHNOLOGY

Thank You!

mare@pekonsult.ee
