

## Working in Teams, Unit 2



### Forming and Developing a Team for HIT

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## Unit 2 Objectives

*At the end of this unit the learner will be able to:*

1. Describe stages of team development
2. Identify the needs of the team at each described stage
3. Establish and clarify common goals and purpose for a team
4. Identify key characteristics of effective team members
5. Identify key factors to maintain HIT teams.

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## Unit 2 Outline

1. Overview
2. Components important in building effective teams
3. Life Cycle of Teams
  - a. Forming
  - b. Storming
  - c. Norming
  - d. Performing
  - e. Adjourning
4. Exercise I: Stages of Team Development
5. Define Team Mission and Objectives
6. Identify Resource Needs and Availability
7. Define the Purpose of team (mission, action, goals and objectives - can be viewed in a hierarchy)
8. Distinguish task (action items) and maintenance (people) functions and concerns
9. Exercise II: Building an HIT Team
10. Summary/conclusion

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## Overview

*This unit encompasses the following topic areas:*

- Understanding the stages of team development
- Assessing the needs of the team at each described stage
- Establishing clear common goals and purpose for a team
- Identifying key characteristics of effective team members
- Acknowledging key factors to maintaining HIT teams

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## Components important in building effective teams

- Meaningful performance challenges
- A strong performance ethic
- Discipline within the team and across the organization create the conditions for team performance
- Teams should be a basic unit of performance in most organizations
- Team dynamics support learning and behavioral change

(Katzenback and Smith, The Wisdom of Teams)

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## The Five Stages of Team Development



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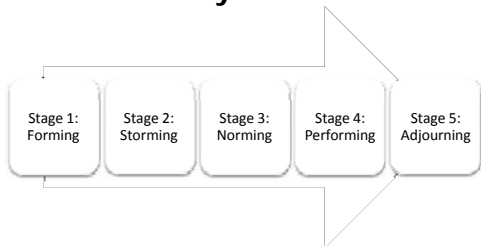
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## Understand the value of stages in the life cycle of teams



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## Understanding stages of teaming is important to building teams

Teams go through stages before they perform well.

Conflict is part of the team formation process.

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## Stage 1: Forming

The Challenge	The Team Dynamics	The Questions
Creating a purpose and managing team membership	Exploring why we are together? Testing to identify the boundaries of both interpersonal and task behaviours Assessing other team members and the commitment Evaluating potential risks and rewards Establishing relationships with leaders and other team members	What are we supposed to do together? Do I want to get involved in this? Is everyone committed to this? How can I contribute? What will you expect of me? What are the pros and cons to being on this team? Who are these people? Will we get along? What will you contribute? Can I trust you?

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## Stage 2: Storming

The Challenge	The Team Dynamics	The Questions
Managing expectations and roles	Challenging the team's purpose Splintering into subgroups Struggling for power and control Resisting tasks and authority Avoiding dealing with underlying tension and hidden agendas	Why are we doing this? What's the point? Why are we doing it this way? Why don't we do it that way?

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## Stage 3: Norming

The Challenge	The Team Dynamics	The Questions
Managing relationships and task efforts	Implementing the team's performance expectations Re-establishing specific roles and operating procedures Defining rules for problem solving Clarifying processes for resolving team conflicts Building team culture	Who does what and when? How often will we meet? How do we resolve problems? How do we make decisions? How do we handle conflicts? What makes our team special?

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## Stage 4: Performing

The Challenge	The Team Dynamics	The Questions
Managing task completion, evaluating results, striving for improvement	<b>Alignment.</b> Each person has an integral role in the team's work <b>Accomplishment.</b> People and the team as a whole are meeting and exceeding role and task expectations <b>Cohesion.</b> Feeling like a "team" <b>Commitment.</b> To each other, the team and to accomplishing the team's goals. <b>Loyalty and trust</b>	How can we improve this? Is there a better way? What more can we do? How can I help?

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### A team at the Performing Stage can either:

1. Return to the forming stage as group membership, leadership and the team's purpose changes,
2. Decline into "dorming" stage as the group becomes complacent, or
3. Adjoin as the group successfully reaches its goal, completes its work and disbands.

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### Phantom Stage: Dorming

The Challenge	The Team Dynamics	The Questions
<p style="text-align: center;"><b>Avoiding this stage by maintaining the commitment and focus of the team</b></p>	<p><b>Complacency:</b> The team goes into cruise mode. A cosy togetherness ensues.</p> <p><b>Preservation:</b> Self-preservation is the dominant issue. The team may be attempting to extend the life of the group</p> <p><b>Mediocrity:</b> Lacklustre performance eventually leading to a decline in the quality and quantity of task activity</p> <p><b>Routine:</b> Comfortable routines are established and enforced i.e. don't rock the boat</p>	<p>Have you followed the appropriate channels?</p> <p>Why should we change?</p> <p>We've always done it this way</p> <p>We're doing OK as we are</p> <p>When's lunch?</p>

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### Stage 5: Adjourning

The Challenge	The Team Dynamics	The Questions
<p style="text-align: center;"><b>Managing the completion of tasks. Assisting the team let go of the group structure and move on.</b></p>	<p><b>Conflicting emotions</b> (sadness, anger, gratitude, happiness)</p> <p><b>Uncertainty</b> about how to end and their future</p> <p><b>Grieving</b> Feelings of dislocation and loss</p> <p>Team members deal with this stage in different ways:</p> <p><i>Avoiding tasks, Arguing over</i> minor details or past arguments resurface,</p> <p><i>Denying:</i> pretending the team will continue, <i>Pollyanna:</i> focusing only on the positive experiences</p> <p><i>Acknowledging:</i> facing the good, the bad and the ugly, letting go and saying goodbye</p>	<p>What will I do now?</p> <p>What will it be like now?</p> <p>Shall I stay (with the company) or shall I go?</p>

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## Activity I: Stages of Team Development

Now that you have been introduced to the stages of team development...

1. Provide an example from your experience with teams at each stage in the cycle
2. Describe why you believe each stage was a valuable part of the team's development
3. Feedback will be provided by your instructor

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## Define Team Mission and Objectives

Gain clarity on the mission of the project or task.

List key objectives that support access to the mission.

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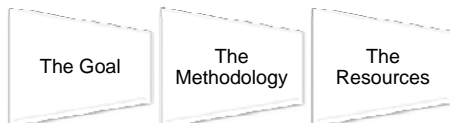
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## How to Begin Team Building

There are three main components in any team's work :



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### Identify Resource Needs and Availability

Management requirements
Planning requirements
Technical requirements (design, testing, and implementation)
Business analysis requirements
Communication requirements
Leadership requirements
Customer requirements

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### A Team's First Steps

1. Determine who should be on the team
2. Establish rule for engagement (ground rules)
3. Define and clarify expectations, roles, and responsibilities
4. Develop an initial action plan (that includes a meeting schedule)
5. Create an appropriate assessment of progress tool
6. Implement the tool to monitor team success




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### Distinguish Task and Relationship Behavior

Situational Leadership Diagram

Roles of task, relationship, and ineffective team member behavior

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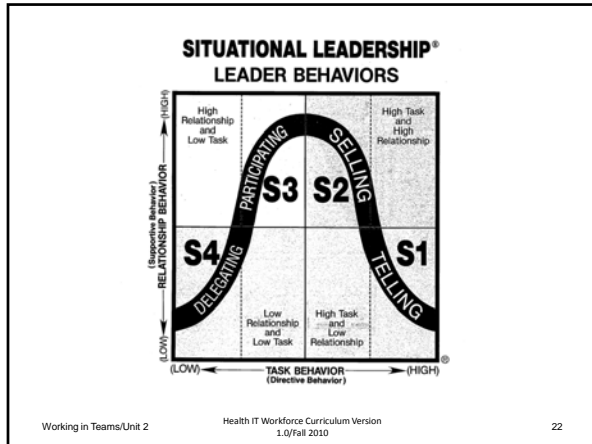
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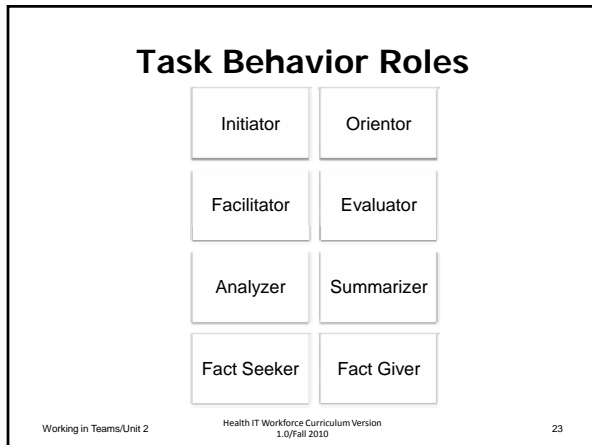
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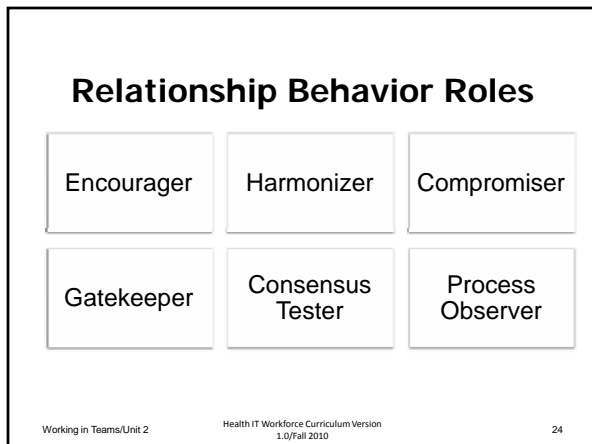
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### Ineffective Roles

Aggressor	Blocker	Monopolizer
Recognition Seeker	Avoider	Prankster
Passive/ Aggressive		

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### Selecting the Right Members for a Team

*How can you select the right team for a project? Things to be considered should include:*

1. Team size
2. Overall team composition
3. Team member selection and exclusion criteria
4. Member recruitment process

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### Useful Questions for Team Building



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## Activity II: Selecting Team Members

Now that you have been introduced to the behaviors and characteristics vital to team development...

1. You are provided a scenario with biographical sketches of 8 individuals
2. You are to select 5 individuals to become members of a team for a specific HIT task.
3. You will also provide rationale for your selection choices.
4. Feedback is provided on this deliverable by the instructor.

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## Activity II: Scenario

Office #1	Office #2
<b>3 Dentists</b>	<b>3 Dentists</b>
• One is the original Dentist (soon to retire)	• One has 10 years seniority
• One has 6 years seniority	• One has 8 years seniority
• One has 4 years seniority	• One has 1 ½ years seniority
<b>1 Office Manager</b>	<b>1 Office Manager</b>
2 Front desk receptionists	2 Front desk receptionists
• One has 15 years seniority	• One has 9 years seniority
• One has 5 years seniority	• One has 4 years seniority
<b>4 Dental Hygienists</b>	<b>4 Dental Hygienists</b>
• Two have 10 years seniority	• One has 8 years seniority
• Two have less than 5 years seniority	• One has 6 years seniority
	• Two have less than 3 years seniority

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## Acknowledge characteristics of effective team members

- Committed to team goals
- Friendly, concerned and interested
- Acknowledges and confronts conflict
- Listens with understanding
- Includes others in decision making
- Recognizes and respects differences
- Contributes ideas and solutions
- Values others' ideas and contributions
- Recognizes and rewards team efforts
- Encourages and appreciates comments about performance




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## Components to Building Effective Teams

- Meaningful performance challenges
- A strong performance ethic
- Discipline within the team and across the organization create the conditions for team performance
- Teams should be a basic unit of performance in most organizations
- Team dynamics support learning and behavioral change

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## Summary and Conclusion

*Now that you have completed Working in Teams, Unit 2: Forming and Developing a Team for HIT related activities, you should be able to:*

1. Describe the stages of team development
2. Identify the needs of the team at each described stage
3. Establish and clarify common goals and purpose for a team
4. Identify key characteristics of effective team members
5. Identify key factors to maintain teams.

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