

Key Factors in Building Effective Teams

- ***Highly Effective Communication***
- ***Trust, Openness, and Mutual Accountability***
- ***Shared Goals among Team Members***
- ***Reaching Consensus on Decisions***
- ***Negotiating and Resolving Team Conflict***
- ***Effective Problem Solving and Feedback***

Team Communication Basics

Effective team communication is not automatic, it usually begins by learning common skills and basic techniques.

- ***Open communication is critical.***
- ***Achieving understanding is everyone's job.***
- ***Active listening skills are a must.***

Enhancing Team Communication Using the Myers-Briggs Type Indicator

MBTI helps individuals understand:

- ***Their own preferences for communicating.***
- ***Preferences of others for communicating.***

MBTI is the most widely used personality instrument in the world (highly valid and reliable).

MBTI looks at individual preferences only (not skills, abilities, or intelligence).

MBTI classifies 16 different types – all types are equally good, just different.

MBTI Preference Scales

(E) Extraversion

Outward, gregarious

vs.

(I) Introversion

Inward, Quiet

(S) Sensing

Facts, Five Senses

vs.

(N) Intuition

Possibilities, 6th Sense

T) Thinking

Logical, Analytical

vs.

(F) Feeling

People-oriented

(J) Judgment

Planned, Organized

vs.

(P) Perception

Spontaneous, Flexible

Assessing Your Team

Start with a general evaluation.

- *Have members share their impressions.*
- *What is the team doing well.*
- *What is the team having trouble with.*

Review the team's achievements.

- *Is the team focused on its goals?*
- *Is the team accomplishing its purpose?*
- *If yes, what made that possible?*
- *If no, what are the roadblocks?*

Working Together on Teams

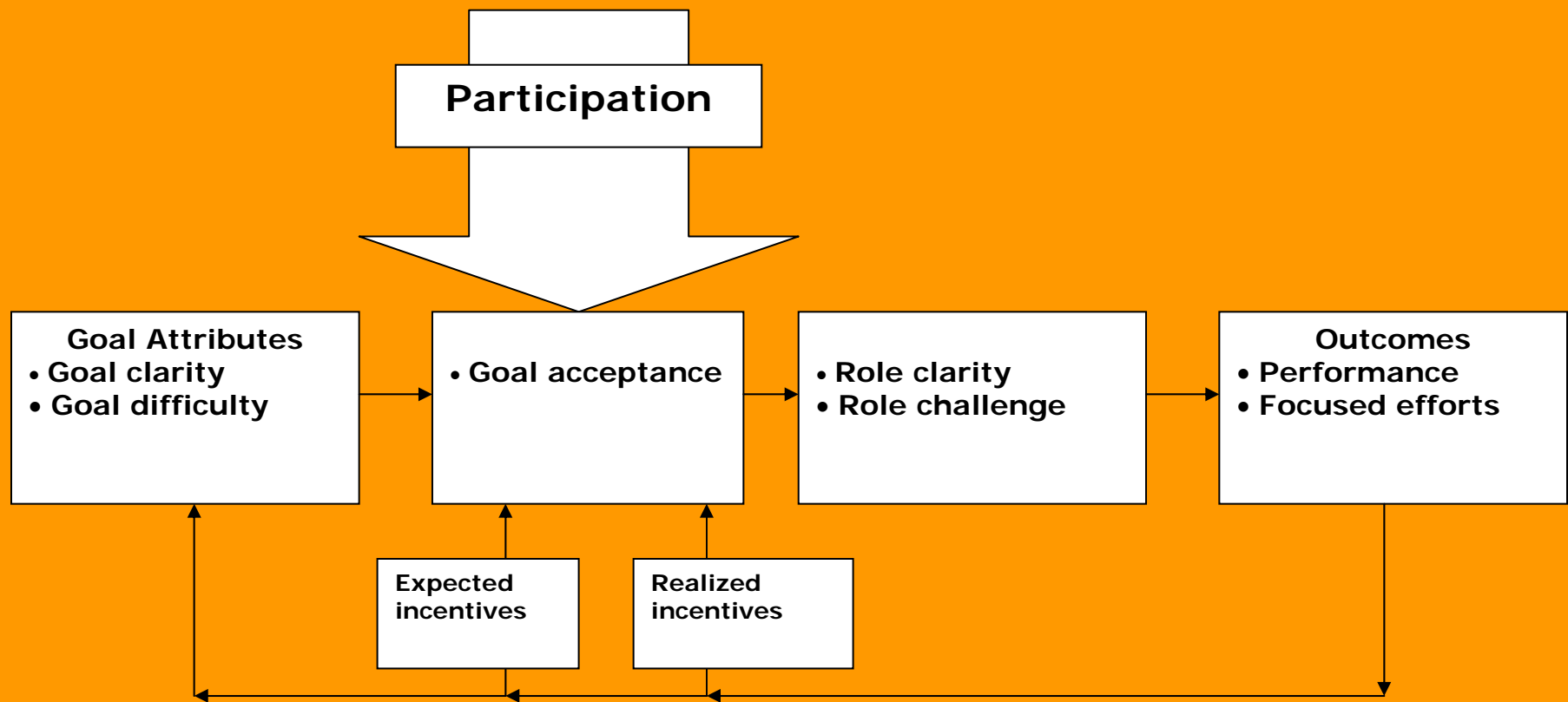
- *How are the team's "interpersonal" dynamics and working relationships?*
- *How is trust and openness on the team? (Try self-disclosure to increase trust.)*
- *Does the team have an effective leader?*
- *How are team decisions being made?*
- *How is team conflict being handled?*
- *List two strengths of your team.*
- *List two weaknesses of your team.*

Goal Setting in Teams

Functions of Goal Setting in Teams:

- *Goals guide and direct behavior.*
- *Goals provide challenges to excel.*
- *Goals reflect what the team feels is important.*
- *Goals provide a reason for the team's existence.*
- *Goals unite the team.*

Goal Setting Model for Teams



S.M.A.R.T. Goals for Teams

- ***Specific goals***
- ***Measurable goals***
- ***Aligned goals***
- ***Reachable goals***
- ***Time-bound goals***

Achieving Consensus in Teams

- ***Consensus decision making occurs when all team members are committed to support the decision.***
- ***Consensus does not mean that everyone agrees the best possible decision has been reached, but it does mean everyone can support the decision and does not feel they are compromising their ethics, values, or interests in doing so.***

Reaching Consensus as a Team

- *Team members should consider the following criteria:*
- *I've heard your position.*
- *I believe you have heard my position.*
- *The decision does not compromise my values and ethics.*
- *I can support the proposed decision.*

Steps to reaching consensus

- 1. *Define the decision to be made as a team.***
- 2. *Gather information.***
- 3. *Prepare your own thoughts regarding the issue.***
- 4. *Share your thoughts with your team.***
- 5. *Listen to the views of others on the team.***
- 6. *Make a decision as a team.***
- 7. *Implement and support the decision.***

Dealing with Conflict in Teams

Five conflict management approaches:

1. Forcing

Objective: Get your way.

2. Avoiding

Objective: Avoid having to deal with conflict.

3. Compromising

Objective: Reach an agreement quickly.

4. Accommodating

Objective: Don't upset the other person.

5. Collaborating

Objective: Solve the problem together.

Steps to Resolving Conflict in Teams

- 1. Acknowledge that conflict exists.***
- 2. Gain common ground.***
- 3. Seek to understand all angles.***
- 4. Attack the issue, not each other.***
- 5. Develop an action plan.***

4A Problem Solving Model

1. Awareness of problem:

Expand your thinking to consider all the possible problems by:

- ***Using brainstorming***
- ***Charting all ideas***
- ***Not criticizing or discussing things during this time***

4A Problem Solving Model

2. Analysis:

Expand your thinking to all the possible causes by:

- ***Gathering data***
- ***Using brainstorming or fishbone diagramming***

4A Problem Solving Model

3. Alternatives:

Expand thinking to all the solutions to the chief causes by:

- ***Providing individual quiet time to write down ideas***
- ***Encouraging creative thinking***
- ***Using the “round robin” brainstorming***
- ***Pooling ideas and “hitchhiking” on each other’s ideas***

4A Problem Solving Model

4. Actions:

Expand thinking to all the possible implementation actions by:

- ***Specifying what might need to happen in concrete terms***
- ***Ensuring the strategy is real, not just philosophical***

Giving Useful Feedback in Teams

Giving feedback means sharing your reactions with a person regarding what they've said or done. Giving feedback . . .

- ***Shows that you care about your relationship with the other person.***
- ***Gives you and the other person a chance to work out differences.***
- ***“Useful” feedback means the other person will understand your information better.***

Building Useful Feedback Skills in Teams

- *Review the actions and decisions that led up to the moment.*
- *Give feedback sooner rather than later.*
- *Choose an appropriate time and place.*
- *Start by describing the context.*
- *Describe your reactions and reasons.*
- *Ask for the change you would like to see.*
- *Allow time for the other person to respond.*