


Teamwork lesson Plans Summary

1.0 The ability to work as part of a team **is one of the most important skills in today's job market**. Employers are looking for workers who can contribute their own ideas, but also want people who can work with others to create and develop projects and plans.

1.1 Teamwork is an essential part of workplace success. Like a basketball team working together to set up the perfect shot, every team member has a specific role to play in accomplishing tasks on the job. Although it may seem as if one player scored the basket, that basket was made possible by many people's planning, coordination, and cooperation to get that player the ball. Employers look for people who not only know how to work well with others, but who understand that not every player on the team can or will be the one who gets the ball. When everyone in the workplace works together to accomplish goals, everyone achieves more.





When employees work together to accomplish a goal, everyone benefits. Employers might expect to “see” this in action in different ways. For example, team members in the workplace plan ahead and work cooperatively to assign tasks, assess progress, and deliver on time. They have professional discussions during which differing approaches and opinions might be shared and assessed in a respectful manner.

Even when certain employees end up with tasks that were not their first choices, jobs get done with limited complaints because it is in the spirit of teamwork and with the overall goal in mind. A leader or manager may often serve as the teamwork facilitator.

WHAT IS A TEAM?

The answer to this question isn't as obvious as it might seem. Everyone knows what a team is: a group of people working together toward a common goal, right? Well, yes and no. A team *is* a group with a common goal, but lots of groups have a common goal. And a team works together, but lots of groups work together. The members of the United States Congress work together toward a common goal (making the laws that are best for the country), but each member has her own private interests and beliefs -- her own agenda. The Congress is no more a team than is a soccer “team” of six-year-olds, each of whom plays as if he's the only person on the field.

A *team* is a group of people with a commitment to one another, to the team, to a high level of achievement, to a common goal, and to a common vision. They understand that team success depends on the work of every member.

A good team functions as a single organism. Not only do **members** work together toward a common goal, but they complement and support one another so that their work seems effortless. Compare that soccer team of six-year-olds and their individual agendas with the Brazilian national team



in its heyday. Everyone seemed to know not only what all his teammates were doing, but what they were going to do. Passes always hit their mark, as if there were some sort of mysterious force among team members that directed their kicks. Obviously, their "magic" was the result of endless practice, but it was also the result of a shared passion for accomplishment and a shared vision of just that effortless, automatic play that made all other teams look clumsy.

So a team has a shared interest in accomplishment and a shared vision, both of which are different from a shared goal. The need for accomplishment provides a driving force. The vision provides not only a goal, but directions and a compass for reaching it. It keeps everyone moving in the same direction, at the same speed, working together to create as little friction and as efficient a journey as possible.

11 Commandments for Teamwork

1. Work to build trust.
2. Help everyone win!
3. Show everyone respect.
4. Make decisions based on consensus.
5. Be engaged.
6. Confront issues right away.
7. Get to know each other.
8. Keep expectations visible and clear.
9. Eliminate Toxic Teammates
10. Work hard and have fun
11. Believe in yourself

One of the ways that teams reduce friction is through their members' commitment to working as a team. They're willing to give up most of their need for individual recognition for success in reaching the goal. It's the accomplishments of the team as a whole that become important, and members of good teams hold themselves and one another accountable.

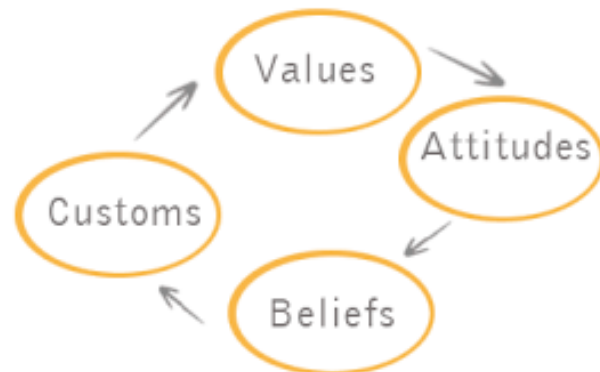
When it's working well, a team is more like a single individual doing a lot of things at once than it is a conglomeration of single individuals, each doing their own thing. The whole becomes greater than the sum of its parts: the team can accomplish more as a team than all its individual members could achieve if each were

working alone.



What is Culture?

- Definition
- – a "way of life" of a region
 - Social Structure
 - Government
 - Religion
 - Customs and traditions
 - Language
 - Arts
 - Economies



Motivation Is Inseparable from Culture

Engagement is the visible outcome of motivation, the natural capacity to direct energy in the pursuit of a goal. Our emotions influence our motivation. In turn, our emotions are socialized through culture—the deeply learned confluence of **language, beliefs, values, and behaviors** that pervades every aspect of our lives.

diversity on teams. When teams fall short of their potential, it's often because leaders don't know how to spot and manage the differences in how people approach their work.

To help organizations claim this lost value, Deloitte developed a framework for identifying and managing four primary working styles.

- "Pioneers" value possibilities, and they spark energy and imagination on their teams.
- "Guardians" value stability, and they bring order and rigor.
- "Drivers" value challenge and generate momentum.
- "Integrators" value connection and draw teams together.

Every person is a composite of these four styles, though most people are closely aligned with one or two. To get the most from the styles on their teams, leaders should



- pull opposite types closer together to generate productive friction,
- give more visibility and voice to people with nondominant perspectives,

take extra care to get input from sensitive introverts, who risk being drowned out but have valuable contributions

3.5 The Importance of Trust

One definition describes trust as a "reliance on the character, ability, strength, or truth of someone or something."

Think about that definition for a moment. Trust means that you rely on someone else to do the right thing. You believe in the person's integrity and strength, to the extent that you're able to put yourself on the line, at some risk to yourself.

Trust is essential to an effective team, because it provides a sense of safety. When your team members feel safe with each other, they feel comfortable to open up, take appropriate risks, and expose vulnerabilities. Without trust there's less innovation, collaboration, creative thinking, and productivity, and people spend their time protecting themselves and their interests – this is time that should be spent helping the group attain its goals.

Trust is also essential for knowledge sharing. A study published in the "Journal of Knowledge Management" found that trust was a key element in a team's knowledge acquisition. Put simply, if your team members trust one another, they're far more likely to share knowledge, and communicate openly.

Strategies for Building Trust

As a leader, what can you do to create a culture of trust within your team?

1. Lead by Example



If you want to build trust within your team, then [lead by example](#), and show your people that you trust others. This means trusting your team, your colleagues, and your boss. Never forget that your team members are always watching and taking cues from you – take the opportunity to show them what trust in others really looks like.

2. Communicate Openly

Open communication is essential for building trust. You need to get everyone on your team talking to one another in an honest, meaningful way, and you can use several strategies to accomplish this.

First, create a [team charter](#) to define the purpose of the team, as well as each person's role. Present this charter at the first team meeting, and encourage each team member to ask questions, and discuss his or her expectations.

Next, consider organizing [team building exercises](#). When chosen carefully and planned well, these exercises can help "break the ice" and encourage people to open up and start communicating.

Note:

It's useful to help your people understand that other people's approaches and insights can be as valid as their own. This is where psychometric instruments such as [Myers-Briggs Personality Testing](#) and the [Margerison-McCann Team Management Profile](#) can help people understand and appreciate those that they work with, even when these people have quite different approaches.

Meet regularly, so that all team members have a chance to talk about their progress, and discuss any problems that they're experiencing. This time spent face-to-face is an important part of getting to know each other. It also creates opportunities for team members to talk, and to help one another solve problems.

Make sure that you "walk the talk" here: whenever you have important or relevant information to share, do so immediately. Demonstrate that open communication is important to you by consistently sharing with the group. The more you share with your team members, and thereby prove that you



have no hidden agenda, the more comfortable they'll feel trusting you and each other.

3. Know Each Other Personally

One way to build trust is to encourage your team members to see their colleagues as people. Think about creating situations that help them share personal stories, and bond.

Do this by asking sensitively about their family, or about their hobbies. Start by sharing some personal information about yourself, and then ask someone else about a hobby, or a musical interest.

Another way to get the team acquainted, and to form stronger bonds, is to **socialize after work** or at lunch.

For example, you could set aside time each week for informal group discussions. Consider asking team members to put forward suggestions on topics you could all cover. To start with, you could start a discussion around **values**. Share some of your own values, and encourage others to share theirs. Values are important to most people, and starting a conversation that allows people to share them highlights your team's humanity.

Note:

Use your own best judgment when asking team members or colleagues personal questions – don't invade their privacy!

4. Don't Place Blame

When people work together, honest mistakes and disappointments happen, and it's easy to blame someone who causes these. However, when everyone starts pointing fingers, an unpleasant atmosphere can quickly develop. This lowers morale, undermines trust, and is ultimately unproductive.

Instead, encourage everyone in your group to think about the mistake in a constructive way. What can you all do to fix what happened, and move forward together? And how can you make sure that this mistake doesn't happen again?



5. Discourage Cliques

Sometimes, cliques can form within a team, often between team members who share common interests or work tasks. However, these groups can – even inadvertently – make others feel isolated. They can also undermine trust between group members.

Start an open discussion about this with your team members, and see what they think about cliques and their effect on other group members. Only by addressing the issue openly can you discourage this damaging behavior.

6. Discuss Trust Issues

If you manage an established team that has trust issues, it's essential to find out how these problems originate, so that you can come up with a strategy for overcoming them.

Consider giving team members a questionnaire to fill out anonymously. Ask them about the level of trust within the group, as well as why they think there's a lack of trust. Once you've read the results, get everyone together to talk about these issues (but make sure that you respect the anonymity of the survey!)

3.6 Cracking the Code of Sustained Collaboration HBR

1. Teach People to Listen, Not Talk
2. Train People to Practice Empathy
3. Make People More Comfortable with Feedback
4. Teach People to Lead *and* Follow
5. Speak with Clarity and Avoid Abstractions
6. Train People to Have Win-Win Interactions



3,7 Conflict resolution

Why you need it: “Any time you put more than one person into an organization, there is going to be conflict,” says Robinson. “It’s human nature.” Therefore, being able to [resolve issues with co-workers](#) will help you maintain relationships with peers and work more effectively.

Why employers want it: Being able to constructively work through disagreements with people is a sure indicator of maturity—as well as leadership potential. Someone like this helps to promote a healthy, collaborative workplace.

How to gain it: The best way to resolve disagreements between co-workers is to address issues directly but delicately. So, when [stepping in as a mediator](#), let both parties air their grievances in a judgment-free environment and then work together to find a solution.

3.8 How to Design Meetings Your Team Will Want to Attend

Marion Barraud for HBR



There’s a lot of advice out there about how to make meetings more efficient and productive. And while it’s true that leading focused, deliberate conversations is critical to organizational performance, meetings aren’t *just* about delivering results. There’s another outcome that leaders should be paying more attention to: creating a quality experience for each participant.

What is a quality experience in a meeting? I define it as when employees leave feeling more connected, valued, and fulfilled. Of course, you should still be focused on achieving the meeting outcomes, but thoughtful meetings and productive ones don’t have to be at odds.

I’ve worked with managers and project leaders to create these kinds of experiences. We begin by asking people to reflect on their best team experience and answer two questions: *What does a powerful group look like? What does it mean to be powerful in a group?*



The second question typically elicits answers like these:

- “I never left anything important unsaid. When I spoke, I felt like I was being heard, and I believed that what I said had an impact.”
- “It felt like I was really a member of the group. Everyone seemed genuinely interested in each other and in what was going on in our lives.”
- “I knew that I added value, both in the meetings and outside of them.”

In other words, each group meeting added to the experience of being a productive, valued member of the group.

Here’s what I’ve seen leaders do to create that quality experience:

Work hard on being present. [Take adequate time to prepare](#) so that you can be available and attentive before and during the meeting. If you’re running late because of another meeting or still thinking about how to conduct this meeting, you’ll be preoccupied and not truly available for anyone who wants to connect.

Preparation allows you to relax about leading the meeting and pay more attention to “reading the room” — noticing how people are doing as they walk in, and throughout the meeting.

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Demonstrate empathy. People associate attention with caring — your attention matters. Observe, listen, ask thoughtful questions, and avoid distractions and multitasking. [Empathy is a learned skill](#) that can be practiced by simply setting aside your phone and computer for two to three hours each week and really listening to someone. Meetings can be your primary place to hone this skill.

Set up and manage the conversation. Ask the group for permission to deliberately manage the conversation. It’s important to establish some guidelines about distraction. Ask people to:



- avoid using technology unless it is pertinent to the topics
- avoid any distracting behavior — verbal or nonverbal
- listen and respect people when they're speaking invite others to speak if their view needs to be heard


Include enough time on every topic to allow broad participation. This means having fewer [agenda items](#) and more time allocated to each topic. As a target, put 20% fewer items on your agenda and allow 20% more time for each item.

Slow down the conversation to include everyone. I like the idea of social turn-taking, where you have a sense of who has or hasn't spoken and whether the conversation is being controlled or dominated by one or more people. You don't need to set this up as a rule, but you can model it as an inclusive style of conversation, so people become more likely to notice who hasn't spoken yet. To implement this practice, call on people gently and strategically. By *gently*, I mean make it feel and sound like an invitation — not some method of controlling participation. By *strategically*, I mean think through, during your preparation, who needs to be part of the discussion for each topic. Ask yourself:

- Who would be great at starting the conversation?
- Who is affected by the outcomes and therefore needs to be asked for their view?
- Who is most likely to have a different view?
- Who are the old hands who might sense whether we are making a mistake or missing something?

Check in with people at specific times. Begin each meeting with a question: "Does anyone have anything to say or ask before we begin?" Ask it deliberately and with a tone that signals that this conversation matters to you. And then wait. Pausing conveys that you're not interested in getting to someplace other than right here, right now — that this conversation matters. Don't spoil your pauses by making remarks about the lack of response or slowness of a response. People often need a few moments to reflect, find something to say, and think about the best way to express it. Just wait.





Once people realize that you are willing to pause, they'll become more aware, and when they have a question, they won't worry that they are slowing down the meeting.

High-quality conversations with broad participation allow people to get to know each other in ways that lead to friendship and collaboration. It's the act of being with other people in an attentive, caring way that helps us feel that we are all in this together. Crafting a quality experience in your meetings takes time, but it's worth it.

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3.9 Perform at a higher level Once your teams are formed, and they understand their task, I'll also suggest a seven-step process that may help them perform at the highest level:

1. Ask them to discuss their respective strengths and weaknesses. What will each of them bring to the team?
2. Ask them to explicitly identify their commitments to one another.
3. Ask them to mine for conflict. What differences exist between them? Do they see the project differently? Do they agree on the product?
4. Have them define the task and identify the first three steps they will take.
5. Emphasize first meetings and a fast start. Challenge teams with fresh information on a regular basis.
6. Encourage "hang out" time and celebration. All good teams like to see and celebrate success.



7. Challenge teams with fresh information

teamwork rubric

Category	4	3	2	1
Contributions	Routinely provides useful ideas when participating in the group and in classroom discussion. A leader who contributes a lot of effort.	Usually provides useful ideas when participating in the group and in classroom discussion. A strong group member who tries hard!	Sometimes provides useful ideas when participating in the group and in classroom discussion. A satisfactory group member who does what is required.	Rarely provides useful ideas when participating in the group and in classroom discussion. May refuse to participate.
Problem-solving	Actively looks for and suggests solutions to problems.	Refines solutions suggested by others	Does not suggest or refine solutions, but is willing to try out solutions suggested by others.	Does not try to solve problems or help others solve problems. Lets others do the work.
Attitude	Is never publicly critical of the project or the work of others. Always has a positive attitude about the task(s).	of the project or the work of others. Always has a positive attitude about the task(s). Is rarely publicly critical of the project or the work of others. Often has a positive attitude about the task(s).	Is occasionally publicly critical of the project or the work of other members of the group. Usually has a positive attitude about the task(s).	Is often publicly critical of the project or the work of other members of the group. Is often negative about the task(s).
Focus on the task	Consistently stays focused on the task and what needs to be done. Very self-directed.	Focuses on the task and what needs to be done most of the time. Other group members can count on this person.	Focuses on the task and what needs to be done some of the time. Other group members must sometimes nag, prod, and remind to keep this person on task	Rarely focuses on the task and what needs to be done. Lets others do the work.
Working with other	Almost always listens to, shares	Usually listens to, shares, with, and	Often listens to, shares with, and	Rarely listens to, shares with, and





	with, and supports the efforts of others. Tries to keep people working well together.	supports the efforts of others. Does not cause "waves" in the group.	supports the efforts of others, but sometimes is not a good team member	supports the efforts of others. Often is not a good team player.
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Civility: Within ten feet acknowledge the person, Within five feet say hello

