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Teamwork

• Task-oriented; team-based
• Listening
• Discussing until agreement is reached
• Questioning and persuading
• Respecting each other and others’ ideas
• Helping, sharing and participating
• Communication – critical
Building a team

• Forming
  – First stage: team meets, agrees on goals and begins to tackle tasks
  – ‘Initiation’ in a project life cycle

• Storming
  – Second stage: team addresses issues such as what problems they need to solve, how they will function independently and together and what leadership model they will accept
  – ‘Definition’ in a project life cycle
Building a team (ctd.)

• Norming
  – Third stage: team members adjust their behaviour to each other; usually by agreeing on rules, values, professional behaviour
  – ‘Planning’ in a project life cycle

• Performing
  – Fourth stage: team performs as a unit, finds ways of getting the job smoothly; members are interdependent, competent and able to handle decision-making without supervision
  – ‘Realization’ in a project life cycle
Roles within a team

• Coordinator: has clear view of the team objectives and invites contributions by team members

• Shaper: pushes own views forward, ready to challenge and be challenged

• Plant: imaginative and creative member, scatters seeds of new ideas; not always detail oriented
Roles ctd.

• Implementer – the ‘doer’, effective at turning big ideas into manageable tasks and plans that can be achieved

• Team workers – most aware of others in the team, their needs and their concerns

• Completer finisher – perfectionist, double- and triple-checker; detail-oriented

• Monitor Evaluator – strategic perspective, good at seeing all the options; sometimes overly critical of others