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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