Effective Teamwork: Together Everyone Achieves More

**DATE AND TIME**
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**SPEAKER(S)**
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**SESSION DESCRIPTION**
Discover how focused teamwork can make your organization more successful and effective. Strategies for initiating team practices, as well as look at group dynamics, will be discussed. Walk away from the 2010 GLPTI with a spring in your step and plans for a team-oriented workplace in your pocket!

This lunchtime presentation by Jack McGriffin had park professionals working together on a small building project. Boxes of “Bionicles” toys were handed out and instructions given to each table to work together as a team to put together this toy in under ten minutes! After this ice breaker type exercise, Mr. McGriffin spoke of four different types of team members: the Creators, Advancers, Refiners and Executors. He gave a rubric for understanding how these different performers worked within a team. Mr. McGriffin also spoke about group dynamics and the stages of group development – forming, storming, norming and performing. Each attendee was asked to fill out a questionnaire which would help determine which of the four types of team member they were and then discussed how these team members could work together successfully.

**SESSION LEARNING OBJECTIVES**
- Understand how group dynamics affect the workplace.
- Describe advantages of effective teamwork practices.
TEAMWORK: 
**Together Everyone Achieves More**

Great Lakes Park Training Institute
Annual Conference
February 25, 2010
Pokagon State Park

TEAMWORK

Building a Model:
Assemble your model.
**RULES!**
- Must use all of the parts.
- Everyone participates.
- 5 minutes.

TEAMWORK

Lombardi’s Principles of Teamwork:

Fundamentals - do *simple things extraordinarily well.*
Game Plan - *strategies for execution.*
Communication - operate as *one; adapt to change.*

TEAMWORK

Advantages
More input leads to better ideas and decisions.
Increased ownership and buy-in.
Increased opportunity to draw on individual strengths.
Develops personal relationships.

Dis-advantages
Requires more time.
Often difficult to schedule mutual time.
May take longer to make a decision.
Teams can become exclusive rather than inclusive.

TEAMWORK

“So, what floats your boat”?
Differing styles and preferences in a team.

“Your philosophy is...”

Facts, Data
- **Executor** - Presentation
  - Asks “What?”
- **Creator** - Practice
  - Asks “Why?”

People, Relationships
- **Refiner** - Preparation
  - Asks “Who?”
- **Advancer** - Performance
  - Asks “What if...?”

Methodical, Deliberate
- Fast
TEAMWORK

**Practice**
- Asks the question, "How?"
- Likes to jump in immediately.
- Will fidget if not on task.
- Can be perceived as pushy or bossy.
- Creator.

**Performance**
- Asks the question, "What if...?"
- May reach accurate conclusions with no logical justification.
- Resists structure and are easily bored.
- Complains about busy work.
- Advance.

**Preparation**
- Asks the question – "Why me"?
- What’s in it for me? Why should I care about this?
- Likes work and study groups.
- Prefers people to numbers, data, and facts.
- Listens. Are watchers, not doers.
- Refiner.

**Presentation**
- Asks the question – “What”?
- Wants facts, truth, and what experts say.
- Don’t like group work or projects.
- Becomes upset if discussion does not follow the agenda.
- Executor.

TEAMWORK

**Stages of Team Development**

*Forming*
- Feelings and Thoughts
  - Excitement, anticipation, enthusiasm.
  - Suspicion, fear, and anxiety about the job.
  - Would/should others join the group?
  - Tend to affiliate with the group.
  - Question attachment to the team.
  - Why am I here?
  - Why are they here?
  - What am I expected to do?
  - How much influence will I have?
  - How much am I willing to give?

*Observables*
- Introduction.
- Initial promises.
- Explicit participation.
- Initial agreements.
- Developing norms and procedures.
- Developing group cohesiveness.
- Initial norms and procedures.
- Identifying leadership for tasks.
- Complaints about the organization.
- Discussion of what information was needed.

*Team Needs*
- Team mission and purpose.
- Team membership.
- Team goals and objectives.
- Measurement and feedback.
- Definition of roles.
- Team member expectations.
- Team operational guidelines and procedures.
- Behavioral norms and values.
- Effective meetings and facilitation.
Storming

Feelings and Thoughts

- Resistance to task
- Fluctuations in attitude about the team
- Feelings and thoughts about the team
- What are the job-related risks and benefits of sharing information?
- What are the risks and benefits of being open or closed?
- Do I agree with the team’s purpose?
- Do I agree with the team’s approach to accomplishing the task?
- How do I feel about my personal influence and freedom in the team?

Observable Behaviors

- Arguing among members
- Defensiveness and competition
- Polarizations and pecking orders in team
- Power struggles and clashes
- Lack of consensus-seeking behaviors
- Lack of progress
- Establishing unrealistic goals
- Concern over excessive work
- Attacking the leader
- Confusion, loss of interest; opting out
- Code-of-conduct violations
- Poor attendance
- Questioning wisdom of other members of the team

Good to know if new team at this stage?

Team Needs

- Interpersonal relationships
- Identification of style differences
- Effective listening
- Giving and receiving feedback
- Conflict resolution
- Leadership clarification

Norming

Feelings and Thoughts

- Sense of belonging to the team
- Personal accomplishments
- I understand how I contribute effectively
- I have freedom to be myself and express my ideas
- I can trust my teammates and they trust me
- Ability to express criticism constructively
- Acceptance of membership in the team
- Relief that it seems that everything is going to work out

Observable Behaviors

- Procedures established and practiced in problem solving, leadership, resolving conflict
- Open, honest communication; practicing communication skills
- Effective conflict resolution
- Sincere attempts to achieve consensus decisions
- Free participation with relationship building
- Productive team building
- Effective teamwork and collaboration
- Focusing on goals and objectives
- Team gets stuck
- Members maintaining cadre of control
- Silly then serious
- Healthy balance of power

Good to know if new team at this stage?

Team Needs

- Decision making
- Problem solving
- Management coaching
- Leadership skills

Performing

Feelings and Thoughts

- High commitment
- Trusting friendships
- Fun and relaxed
- High personal development and productivity
- Appreciation of team’s contributions
- Appreciation of other’s strengths and weaknesses

Observable Behaviors

- Constructive self-change
- Flexibility, versatility, and midcourse corrections
- Tries new way of doing things
- Excited participation, enthusiasm, and volunteerism
- Attachment to team, connectedness and unity
- High level of mutual support
- Humor
- Satisfaction at team’s progress; celebrating successes
- Expressions of pride in team’s unique accomplishments
- Ability to work through group problems; confronting with support
- Ownership of results
- True consensus decision making
- Management and creative use of team’s resources
- Momentum maintained
- Smooth task and process flow
- Purpose and mission basis for action
- Goal attainment

Good to know if new team at this stage?

Team Needs

- Coaching and counseling
- Measuring performance
- Customer focus

TEAMWORK

Five Dysfunctions of a Team by Peter Lencioni:

- Inattention to results.
- Avoidance of accountability.
- Lack of commitment.
- Fear of conflict.
- Absence of trust.