

Understanding team dynamics

Jenny Wilkinson & Melissa Metcalf





- Have you ever been part of a team that worked really well?
- Have you seen a team that doesn't deliver?
- Have you ever thought what is it that they do differently?

Why is teamwork important?



The value of teamwork

- The synergistic value of teamwork
 - A way of working where the sum is greater than the parts
- The crucial role of a leader
 - Maximise strengths, bringing out the best in each team member to compliment the strengths of others

Teamwork: does it happen naturally?

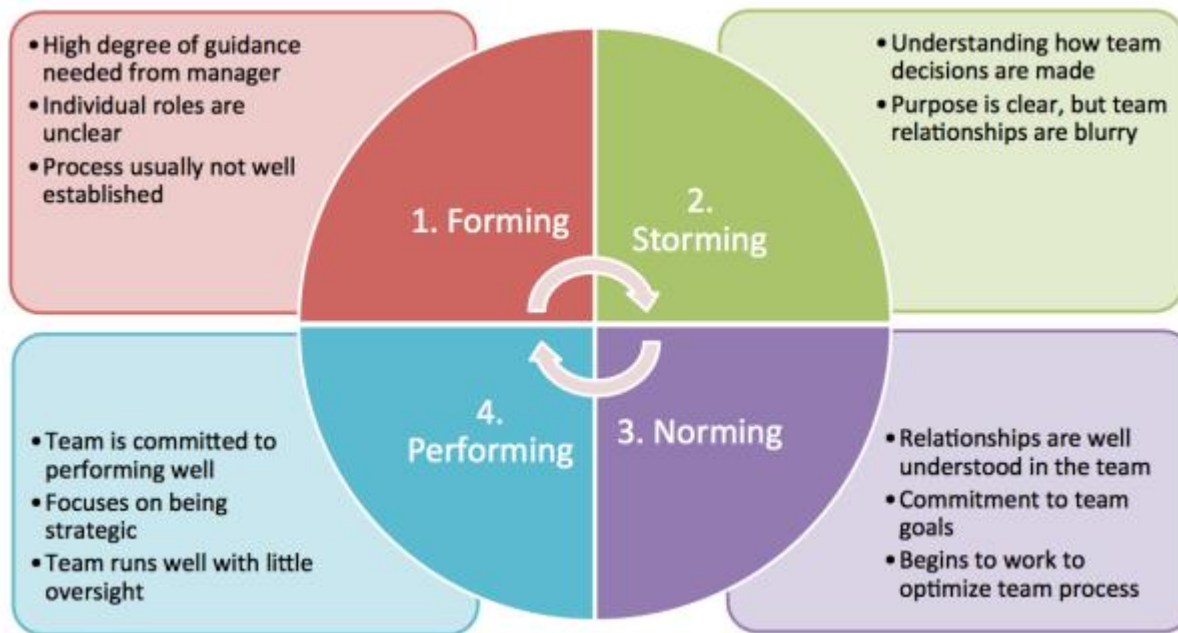


- Teamwork works when three things are in place:
 - Individuals flourish as they use their strengths
 - People working together, building relationships that often become friendships, resulting in effective teamwork
 - TEAM – Together Everyone Achieves More, as performance flows and results are achieved



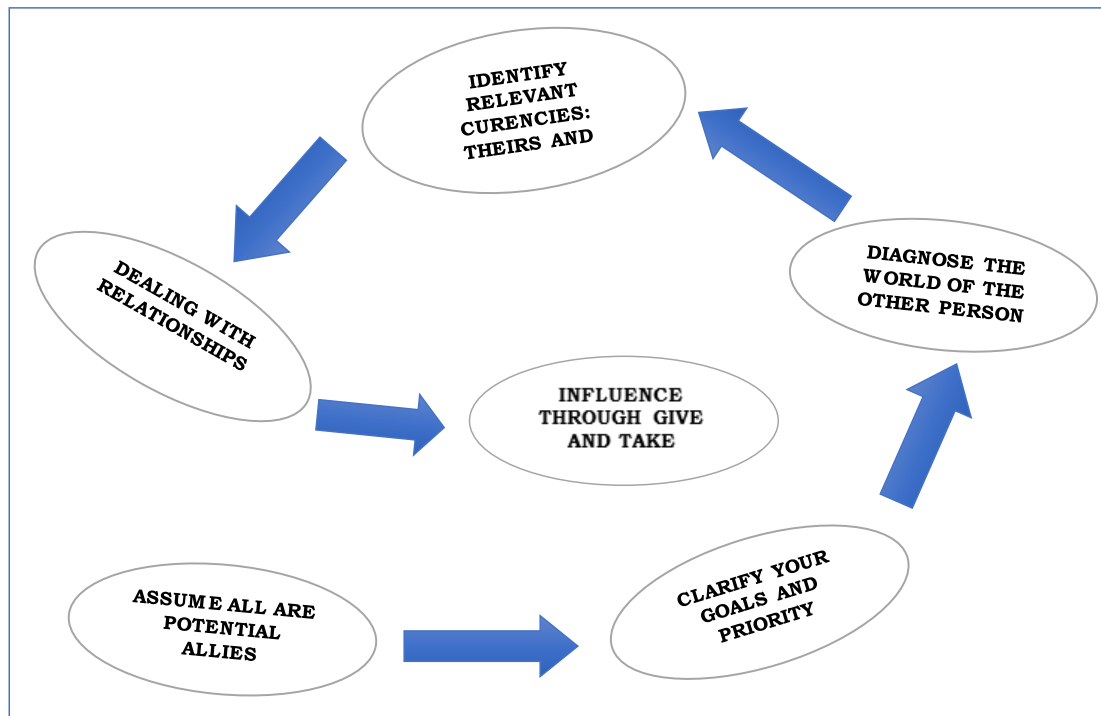
Teamwork theory

- Tuckman's "team stages model"
- The four phases of Tuckman's Teamwork Theory



Intra teamwork & the model of influence

- Cohen Bradford model
- Using reciprocity and exchange to get what you need



Dimensions of leadership



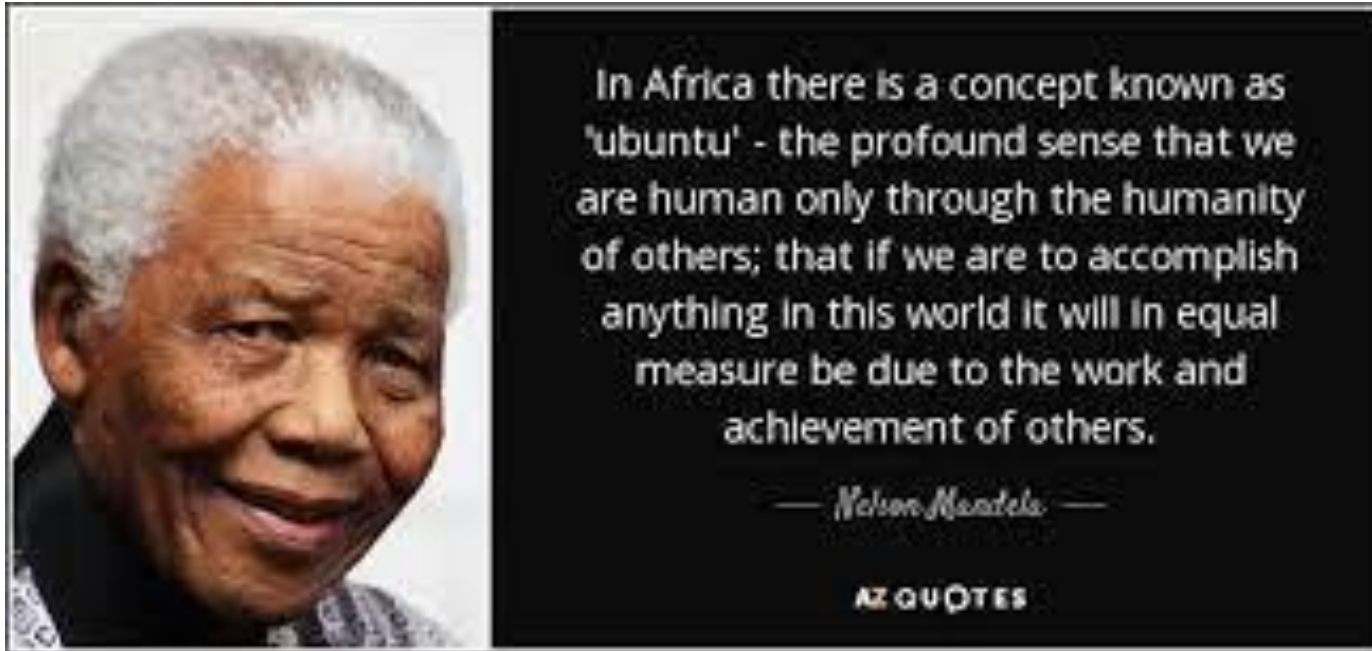
Engaging	Dimensions	Disengaging
Provides direction but lets me decide how to get there	AUTONOMY	Micro-manage – tells me how to do my job
Trusts & believes in me	TRUST	No trust
Acknowledges strengths & uniqueness	VALUE	Doesn't allow me to use my skills, treats me like I'm useless
Provides immediate, honest & respectful feedback	DEVELOPMENT	Only provides feedback when people get things wrong
Has high expectations but helps me to meet them, encourages me to step up	EMPOWERMENT	Discourages people from taking opportunities, doesn't delegate, never satisfied with my work
Approachable, polite. Interested in what others have to say, respectful & empathetic	RELATIONSHIPS	Unapproachable, abrupt, more interested in being heard than listening, dismissive, aggressive
Looks for feedback that will help them grow	SELF MANAGEMENT	Gets offended or defensive when receiving negative feedback
Creates a sense of belonging & encourages collaboration	TEAM	Focuses on getting the work done & plays people off one another
Flexible & resourceful, open to ideas & innovation, positive, happy, fun. Is calm under pressure	CHANGE/TURMOIL	Gets frustrated & angry when things don't go their way, shuts people down who think differently. Pessimistic, stressed, anxious

Personal values & attributes



Engaging	Values/attributes	Disengaging
Walks their talk	CONSISTENT	Unreliable, moody
Respectful, appropriate & professional	PROFESSIONAL	Unprofessional, can be inappropriate, gossips
Treat people in the team fairly & equitably	FAIR	Has favourites
Does what they say they are going to do	TRUSTWORTHY	Will bend the truth or lie & does not follow through
Has integrity & will not do what ever it takes to get the outcome they want	AUTHENTIC	Will do whatever it takes to get the desired outcome regardless of the consequences
They tend to engage the team in the decisions being made	OPEN	Restricts the amount of information that is provided to the team
Courageous & passionate	COURAGEOUS	Flakey – avoids hard decisions
Respected, knowledgeable & intelligent	CREDIBLE	Does not understand the business and lacks confidence

“Ubuntu”



[The Concept of "Ubuntu" - Nelson Mandela - YouTube](#)

References

- Carter, J. (2014) *Tuckman's model – Forming, storming, norming, performing*. Resources, structure, team content.
<https://www.teambuildingactivity.com/tuckmans-model/>
- Apex Leadership LTD (2012) *Why is teamwork important?* <https://the-happy-manager.com/>
- Cohen A.R, Bradford D.A; (2005) *The Influence Model: Using reciprocity and exchange to get what you need*. Journal of Organizantional Excellence.

QUESTIONS?



Healthy Communities