

# **TEAM BUILDING**

# Distinguishing features of Teams

- In teams, there is shared responsibility
- Members support each other
- Share failures and success
- Teams have regular contact

# Stages of Team Development

Team development is characterised by four stages

1. Orientation
2. Perturbation
3. Regulation
4. Performance

# Leadership roles in team development

## Stage 1: Orientation

- provide structure and security, information, explanation
- create a friendly working environment
- respect need for distance, express confidence in the team
- organize occasions that favour opening up

## The things you should avoid are:

- strong actions that frighten others
- high expectation to leader, tendency to push blame to others

# Leadership roles in team development

## Stage 2: Perturbation

- acknowledge and appreciate individual competencies
- stay calm and firm in leadership roles
- protect individuals, give space to discussions
- put issues on the table and assure settlement

## The things you should avoid are:

- fear of losing face/position
- fear of conflict outbreak, need for harmony
- being ruled by personal sympathy to some

# Leadership roles in team development

## Stage 3: Regulation

- watch out for signs of differing interpretations
- be careful in multicultural teams
- be attentive to signs of loss of orientation "one family"
- make sure that confidence is not abused

## Stage 4: Performance

- be careful about exaggerated self-image, we are the best
- establish joint monitoring/evaluation to remain critical
- vigilant to new conflicts (particularly resources)

# Characteristics of Effective Teams

- Team leadership
- Team direction
- Information
- Team processes
- Clear roles and responsibilities
- Adequate resources
  - Physical
  - Human
  - Financial

