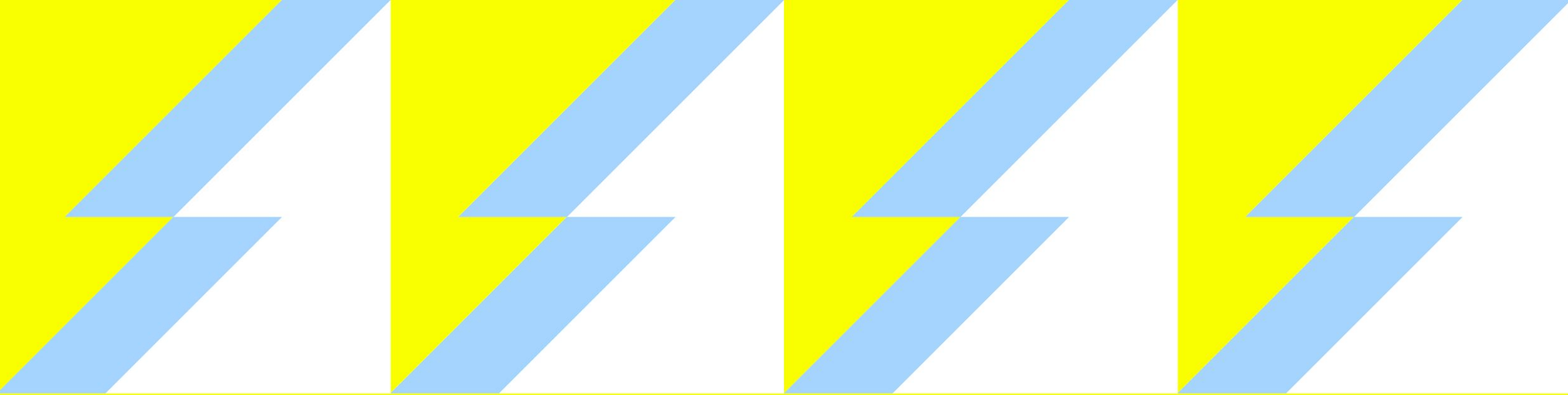


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The Power of Teamwork

Building Effective Collaboration

Course Introduction & Objectives

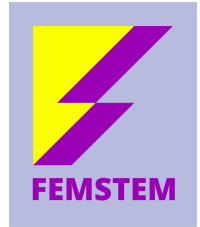
Teamwork is collaboration between individuals working toward a common goal. Main benefits:

- Improves creativity
- Shares responsibility and goals
- Faster problem-solving
- Combines strengths for greater outcomes
- Increases productivity and efficiency
- Builds trust, enhances learning and personal growth

What you'll learn:

1. Understand the value of teamwork.
2. Explore Tuckman's stages of team development.
3. Learn about Belbin's team roles.
4. Reflect on your strengths and areas for growth in teamwork.
5. Develop strategies for handling challenges in teams.

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Reflective Activity:

Think about a successful team experience you've had.

What made it successful?



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The value of teamwork



Diverse perspectives and ideas: The diversity fosters creativity and innovation.

Shared workload: Tasks are more manageable and efficient. This reduces stress on individuals.

Improved problem-solving: Teams can brainstorm solutions collectively.

Enhanced learning opportunities: Working in a team allows members to learn from each other.

Stronger relationships: Teamwork fosters trust, communication, and mutual respect among members.

Increased efficiency and productivity: Teams can often complete tasks faster and more effectively.

Better communication: Teamwork encourages open dialogue and constructive feedback.

Motivation and support: Members encourage each other to stay focused and committed to shared goals.

Achievement of common goals: Teamwork aligns individual efforts toward a shared purpose.

Adaptability and resilience: They can pool resources and support each other during uncertain times.

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5 Stages of team development (Tuckman's Model)



1. FORMING: Getting to know each other. Relationships are not yet established.	Key Characteristics Uncertainty about roles and expectations. Dependence on a leader for direction and clarity. Discussions focus on team purpose and objectives.	Team Focus Building trust, establishing goals, and clarifying responsibilities.
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2. STORMING: Conflict and challenges arise. This is the most critical and challenging stage.	Key Characteristics Disagreements about goals, priorities, or processes. Struggles for authority and influence. Emotional reactions such as frustration or resistance.	Team Focus Addressing conflicts constructively, improving communication, and aligning on shared goals.
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3. NORMING: Building cohesion and harmony	Key Characteristics Increased trust and cooperation. Consensus on goals, processes, and roles. Team members support each other and provide constructive feedback.	Team Focus Strengthening collaboration and refining processes for effective teamwork.
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4. PERFORMING: Achieving peak performance	Key Characteristics Clear roles and responsibilities. High levels of motivation, accountability, and focus. Open communication and problem-solving.	Team Focus Delivering results, innovating, and maintaining momentum.
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5. ADJOURNING: Wrapping up and moving on	Key Characteristics Recognition of achievements. Reflection on lessons learned. Emotional farewells as the team dissolves.	Team Focus Celebrating success, acknowledging contributions, and transitioning effectively.
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Reflective Activity:
Think about a team you've been part of.

Can you identify the 5 stages in your experience?



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Why teams fail: Lencioni's five dysfunctions



The five dysfunctions are interrelated and a failure in any one of them leads to group malfunctioning.

1. Absence of Trust

- Team members avoid vulnerability, leading to mistrust.

2. Fear of Conflict

- Avoiding healthy debate leads to poor decision-making.

3. Lack of Commitment

- Without clear goals or buy-in, team members disengage.

4. Avoidance of Accountability

- Lack of responsibility leads to underperformance.

5. Inattention to Results

- Personal agendas or egos overshadow collective goals



Reflective Activity:

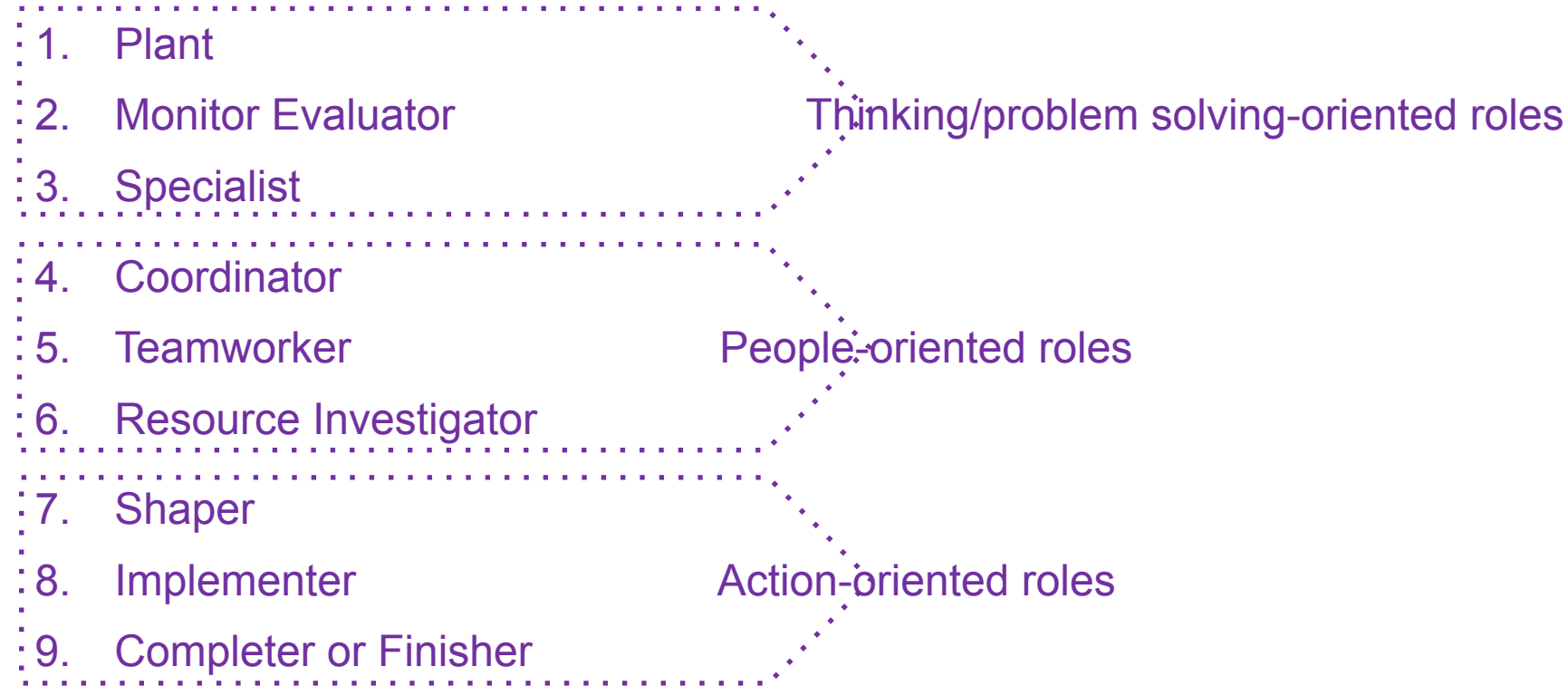
Which dysfunction do you think is most common in teams?

How could it be addressed?



Belbin's Team Roles: understanding contributions

Belbin has categorized individual behavior within the team into **nine roles**, grouped into three main clusters:



An individual can develop more than one role within a team (typically 2 or 3 roles) although not all of them are equally prevalent.



Reflective Activity:

Which of these roles do you think you naturally align with?

Write down three actions you can take to become a better team player.

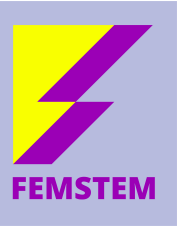
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Main features of Belbin's roles:

Team Role	Objective	Strengths	Allowed weaknesses
Plant	To act as main source of innovation and ideas	Creative, imaginative, free-thinking, generates ideas and solves difficult problems.	Might ignore incidentals, and may be too worried to communicate effectively.
Monitor Evaluator	To analyze ideas and evaluate their viability	Sober, strategic and discerning. Sees all options and judges accurately.	Sometimes lacks the drive and ability to inspire others and can be overly critical.
Specialist	To provide valuable knowledge on a specific subject.	Single-minded, self-starting and dedicated. They provide specialist skills.	Tends to contribute on a narrow front and can dwell on the technicalities.
Coordinator	To combine the team's efforts, promote consensus and manage talent	Mature, confident, identifies talent. Clarifies goals.	Can be seen as manipulative and might offload their own share of the work.
Teamworker	To support others, and encourage harmony and unity within the team.	Co-operative, perceptive and diplomatic. Listens and averts friction.	Can be indecisive in critical situations and tends to avoid confrontation.
Resource Investigator	To explore external resources and develop contacts.	Outgoing, enthusiastic. Explores opportunities and develops contacts.	Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.
Shaper	To challenge and drive the team forward to achieve its goals and objectives	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can be prone to provocation, and may sometimes offend people's feelings.
Implementer	To translate concepts and plans into a working brief, and carry it out.	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Can be a bit inflexible and slow to respond to new possibilities.
Completer/ Finisher	To correct mistakes and ensure that important details are not overlooked.	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Can be inclined to worry excessively, and hesitant to delegate.



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Belbin's role balance hypothesis:

Effective teams require a balance of all nine roles to perform optimally. *Benefits:*



Enhanced Team Productivity:

Each role contributes uniquely.

Improved Collaboration:

Diverse roles foster complementary skills and reduce competition.

Better Decision-Making:

A mix of roles provides well-rounded perspectives.

Increased Adaptability:

Balanced teams are better equipped to handle challenges.

Efficient Problem-Solving:

Thought-oriented excel at identifying innovative solutions and evaluating options.

Higher Quality Outputs:

Roles like the Completer Finisher ensure attention to detail.

Stronger Accountability:

Each member knows their contributions matter to the team's success.

Support for Leadership:

Coordinators and Shapers can guide the team effectively.

Increased Team Satisfaction:

Members feel valued when their strengths are recognized.

Minimized Role Conflicts:

Clear role allocation reduces overlap and confusion.

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What makes a team work?

Key traits of effective teams:

1) Clear goals and roles

Define the objectives clearly.

Identify the role of each member and categorize the roles present in the group in order to anticipate conflicts that may arise.

2) Open communication

Active listening.

Provide constructive feedback.

Avoid assumptions.

3) Trust and mutual respect

Build trust based consistency, honesty and respect.

4) Adaptability and diversity

Be open-minded and respectful.

Actively seek different perspectives



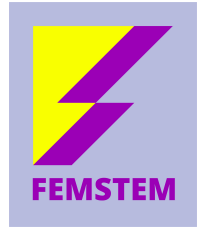
Reflective Activity:

Which characteristic do you think is most important for a successful team?

Why?



Reframing conflict as an opportunity



Conflict is not inherently bad



It's a chance to grow, innovate, and strengthen the team



Why conflict happens?

- ✓ Miscommunication or misunderstandings
- ✓ Differences in values, goals, or priorities
- ✓ Competing ideas or limited resources
- ✓ Unclear roles or expectations

Reflective Activity:

Think of a time you experienced conflict in a team. Why did it happen?

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Steps to turn conflict into opportunity:

1. Acknowledge the Conflict: Address issues early.
2. Listen Actively: Ensure all voices are heard.
3. Focus on the Problem: Separate the issue from the person.
4. Collaborate on Solutions: Work together for win-win outcomes.
5. Reflect and Learn: Use the experience for team growth.

Benefits:

1. Improved decision-making and innovation
2. Stronger team relationships and trust
3. Enhanced communication and collaboration
4. A more resilient and adaptable team

Conflict is inevitable in teamwork, but with the right mindset and tools, it becomes an opportunity for growth and success.

More information: CONFLICT Management COURSE IN FEMSTEM!



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Leveraging tools for teamwork

- **Communication Tools:** For seamless interaction.

Slack, Microsoft Teams, Zoom

- **Project Management Tools:** For tracking tasks and progress.

Trello, Asana, Monday.com, Jira

- **File Sharing and Collaboration Tools:** For document sharing and editing.

Google Workspace, Microsoft OneDrive, Dropbox

- **Brainstorming Tools:** For idea generation and creative thinking.

Miro, MURAL, MindMeister

- **Feedback and Evaluation Tools:** For continuous improvement.

360-degree feedback tools, SurveyMonkey, Google Forms



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Tools are essential for teamwork, but success depends on how you use them.

Best practices for using Teamwork Tools:

- Choose tools that fit your team's needs and workflow
- Avoid "tool overload" – streamline to a few essential ones
- Train team members on how to use tools effectively
- Regularly evaluate and adapt tool usage

Reflective Activity:

Think of a tool your team currently uses (or could use).

How it supports teamwork?

What challenges you've faced using it?

How could you use it more effectively?

Conclusions

Effective teamwork requires:

- **Understanding development stages**

Forming => Storming => Norming => Performing => Adjourning

- **Addressing dysfunctions proactively**

Define the objectives clearly. Share responsibilities. Use open communication and base the team on trust and mutual respect.

- **Leveraging individual strengths using Belbin's roles**

Balance between the 9 roles leads to better team performance.

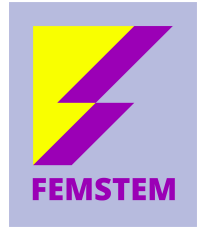
- **Turning conflict into opportunities**

A well-addressed conflict leads to growth and success in the final objective.

- **Using the necessary tools properly**

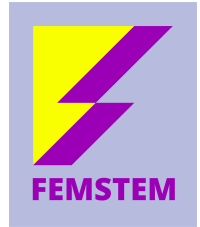
Choosing and using the right tools is essential for the good functioning of the group.

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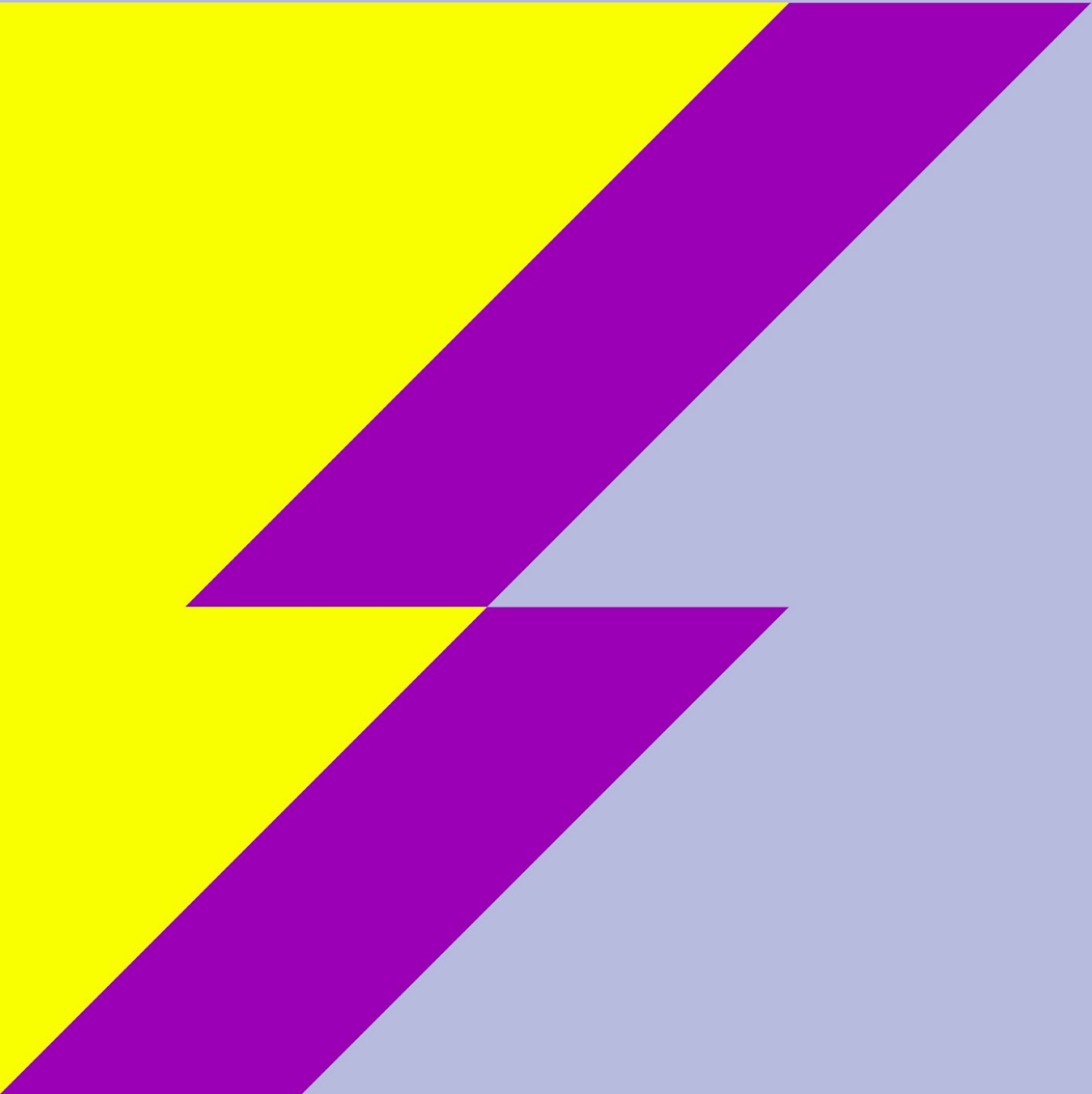
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