Working in Groups

Becoming a Team Player

Building Connections:
Community Leadership Program

• “Coming together is a beginning.
Keeping together is progress.
Working together is success.”
   -- John C. Maxwell

Today’s Objectives

1. To analyze what it takes to be a good team member
2. To identify various ways group members contribute
3. To evaluate different forms of groups or teams

What are characteristics you look for in a team member?

• Work in small groups to come up with a list of 5 characteristics
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- Are these characteristics realistic, or easy to find?
- What makes these characteristics more important than others?

Two Types of Competencies

- Technical skills/abilities
  - Minimal requirement
  - Knowledge, skills and abilities related to team objective
  - Must know to be able to do well
- Personal characteristics
  - Qualities, skills and abilities necessary for issue resolution
  - Allow people to function as a team

7 Predictors of a Successful Team Member

- Intellectual ability
- Results orientation
- Interpersonal skills
- Team orientation
- Planning and organizing
- Maturity
- Presence

Fitting in Naturally

- Benefits of team member roles
- Types of team member roles
- Characteristics of team member roles
Benefits

- Increased involvement when natural roles are used
- Proactive in identifying where conflict may occur
- Use as a framework in discussing group processes
- Gain insight into group issues

Diagnosing Group Member Roles

1. Task roles
2. Maintenance roles
3. Individual roles

Task Roles

- Focused on task
- Wants to carry the work forward

- Initiator
- Critic
- Volunteer
- Recorder

- Informer
- Summarizer
- Reality tester
- Opinion seeker
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**Maintenance Roles**
- Focused on team cohesion
- Wants to make sure that all team members are “OK”

**Maintenance Roles**
- Supporter-elaborator
- Process observer
- Go-between/gatekeeper
- Harmonizer

**Individual Roles**
- Focused only on themselves
- Likes to be the center of attention

**Individual Roles**
- Recognition seeker
- Dominator
- Blocker
- Playboy/girl
- Anecdotaler
- Special interest plader
What happens with problem members?

- Silent
- Talker
- Wanderer
- Bored
- Arguer
- Sidetracker

What type of team am I on?

Three basic types:
1. Problem resolution
2. Creative
3. Tactical

Problem Resolution

- Rely on trust
- Characteristics:
  - Intelligent
  - “Street Smart”
  - Sensitive to interpersonal needs
  - High degree of integrity

Creative

- Autonomy a must
- Characteristics:
  - Intelligent, but must be able to abandon normative thinking
  - Self-starters
  - High degree of confidence and tenacity
Tactical
- Rely on clarity
- Characteristics:
  - Highly responsive
  - Action-oriented/sense of urgency
  - Enjoy and desire a strong team identification
  - Strong sense of commitment

Most Common Types of Teams
- Cross-functional project groups
- Average number of 15.4 – modal team size is 5
- In existence for 1 to 2 years

Defining Success
- Productivity
  - Achieving goals
  - What else?
    - Timeliness
    - Effectiveness
    - Team’s accomplishments are measurable

- Cohesion
  - Sticking together
  - Processes keep team members together
  - Working well
  - Needs satisfied
  - Enhanced capacity

Defining Success
- Learning
  - Growth and development of team members
  - Opportunities to develop new skills
  - Challenging

- Integration
  - Team serves the organization’s larger goals
  - Understanding other teams’ goals
Review Questions

- What are two ways to characterize a competent team member?
- Why are group roles important?
- What kinds of teams are there and how do you know if they’re successful?

Activity

- Zero Sum?