

SOFT SKILLS 1

TEAMWORKING SKILLS


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AIM

- This module will discuss the process of how one fit into a team and later perform as team.

EXPECTED OUTCOME

- At the end of the chapter, students will be able to:
- Understand teamwork and team process
- Identify main practices to achieve teamwork
- Able to apply the skills in given situation

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- Lencioni, P. (2010). *Overcoming the Five Dysfunctions of a Team. A Field Guide for Leaders, Managers and Facilitators*. John Wiley & Sons
 - Larson, L. (1989). *Teamwork: What Must Go Right, What Can Go Wrong*. Sage Publications
 - Tuckman, Bruce W. (1965) 'Developmental sequence in small groups', *Psychological Bulletin*, 63, 384-399.
 - Hisham Altalib (1991). *Training Guide For Islamic Workers, USA: The International Institute of Islamic Thought*

WHAT IS TEAMWORK?

- “The process of working collaboratively with a group of people in order to achieve a goal”
- A team is not a random collection of individuals with separate agendas, but a group of people who work together on a continuing mission with common goals and objectives

Hisham Altalib, 1991

WHY TEAMWORKING IS NEEDED?



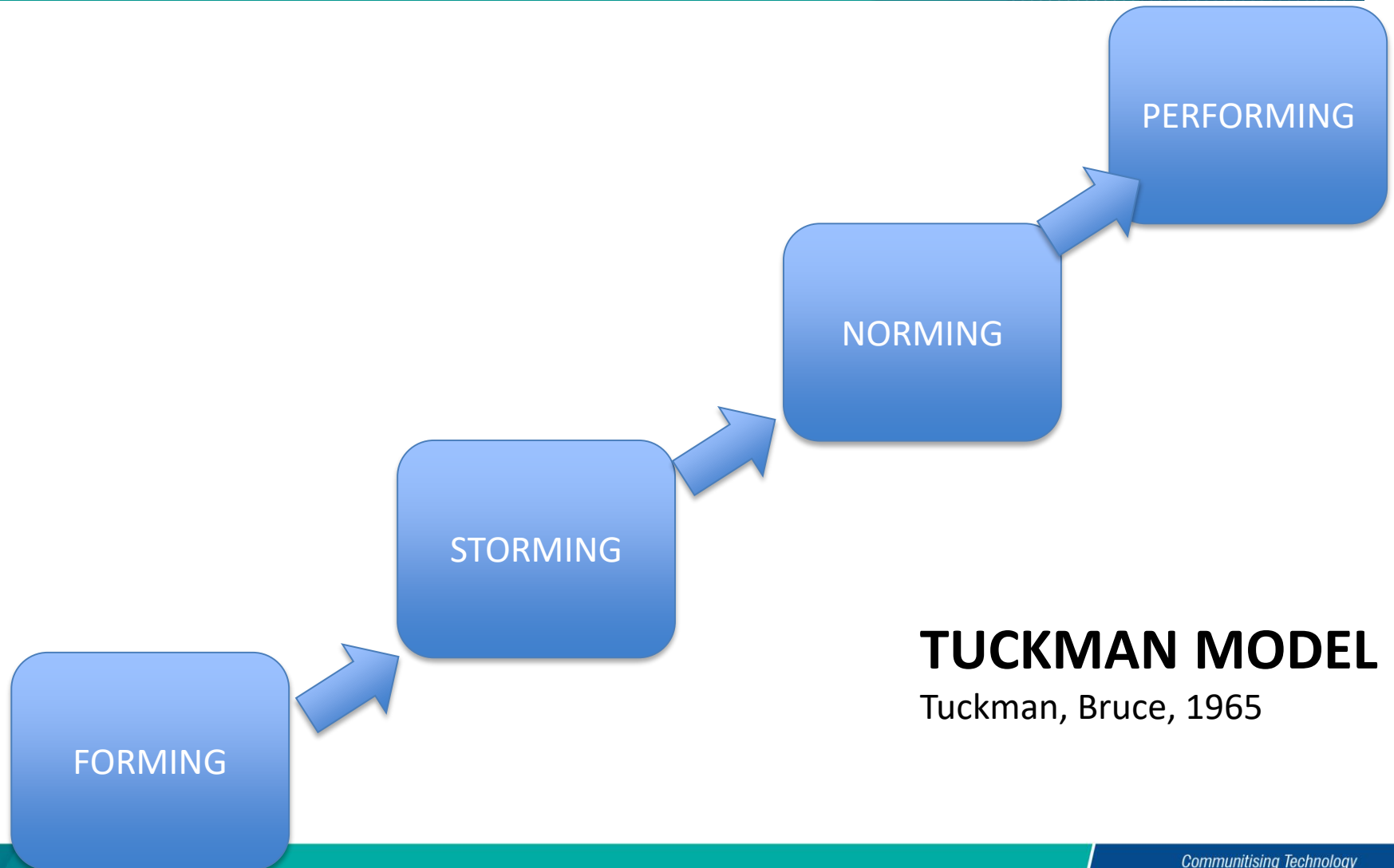
A team
can be
perfect!

Nobody
is
perfect!

WHY TEAMWORK?

- Access to more ideas and better results
- Boost confidence
- Opportunity to develop and acquire new skills
- Speed up process
- Better communication

Stages of Team Growth



TUCKMAN MODEL

Tuckman, Bruce, 1965

- **Stage 1: Forming.**

At this stage members cautiously explore the

boundaries of acceptable group behavior.

Members are searching for their position within the group and test the leader's guidance.

Normally, little team progress to occur during this stage.

- **Stage 2: Storming.** Storming is the difficult stage for a group. Members often become impatient about the lack of progress and still inexperienced to work as a team. Members may argue about the actions they should take due to unfamiliar ideas. At this stage, much of the energy is focused on each other instead of achieving the goal.

- **Stage 3. Norming.** At this stage group members accept the team and begin to accept differences. Emotional conflict is reduced as relationships become more cooperative. The team is able to concentrate more on their work and start to make significant progress.

- **Stage 4. Performing.** At this stage the team members have discovered and accepted each other's strengths and weaknesses, and learned what their roles are. They are comfortable to use decision making tools to evaluate the ideas, prioritize tasks and solve problems. Much is accomplished and team satisfaction and loyalty is high.

The team must have a clear goal.

The team must have a reliable leader.

The team must have a results-driven structure.

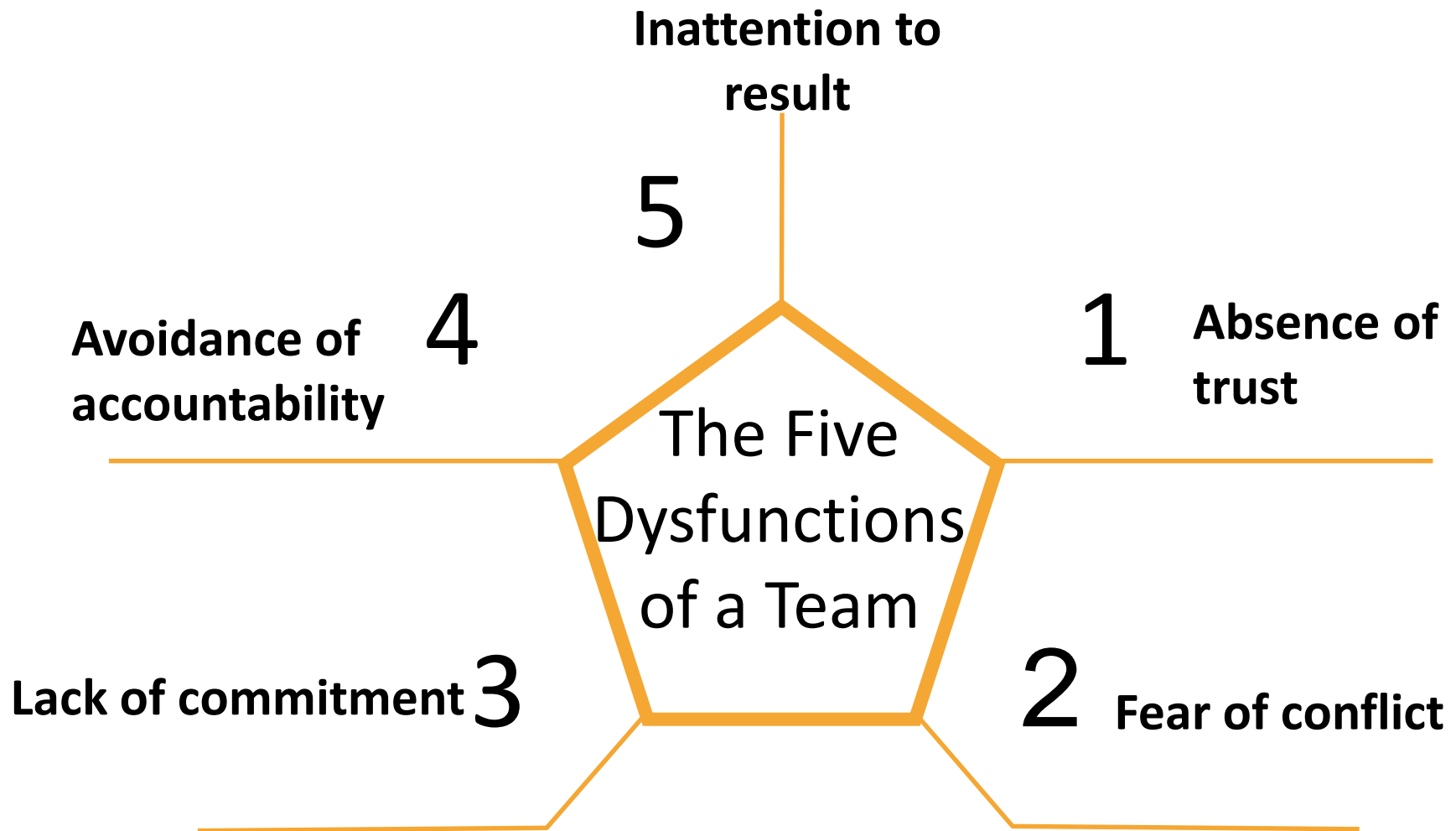
The team must have competent team members.



The team must have a collaborative culture (i.e., trust honesty, open mindedness, consistent & respect)

The team must have standards that are understood by all. (i.e., Team members must know what is expected of them individually and collectively)

(Larson, L. (1989))



(Lencioni, P. 2010)

Conclusion

- Teamwork generally means ability to complete certain task while working in team. A team implies people coming from different departments, different titles, different educational backgrounds, different discipline and expertise come together to accomplish a mutual goal. Each member in the team has to focus on the goal and committed to finding the best solution for the encountered problem that might hinder the achievement of the goal. Most importantly, team has to commit to each other.

Author Information

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