



Teacher and Relationships - Teamwork

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TEAM = Together Everyone Achieves More

www.go2teach.org

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Team Appraisal Form

Please rate your team on a scale of 1 to 5.

Form	<i>Disagree</i> ----- <i>Agree</i>
1. We understood the goals and objectives for the team.	1 2 3 4 5
2. Each team member clearly understood his/her role on the team.	1 2 3 4 5
3. Our designated leader facilitated our meeting, allowing full participation by all.	1 2 3 4 5

Friction	
1. We communicated and listened to each other's differences openly and effectively.	1 2 3 4 5
2. We were able to deal with personal conflicts so the team process could stay on track.	1 2 3 4 5

Conform	
1. We established clear ground rules and procedures for solving and making decisions.	1 2 3 4 5
2. Each team member was given clearly defined tasks and carried them out successfully.	1 2 3 4 5
3. We were able to achieve consensus on our proposed ideas making sure each member was reasonably satisfied with the final decision.	1 2 3 4 5

Perform	
1. We were able to develop creative ideas and solutions to meet our team's goals and objectives.	1 2 3 4 5
2. We regularly reviewed our team process to make sure everyone felt good about the direction of the project.	1 2 3 4 5

What did we do well?

What do we need to improve on?

What will we do differently next time?

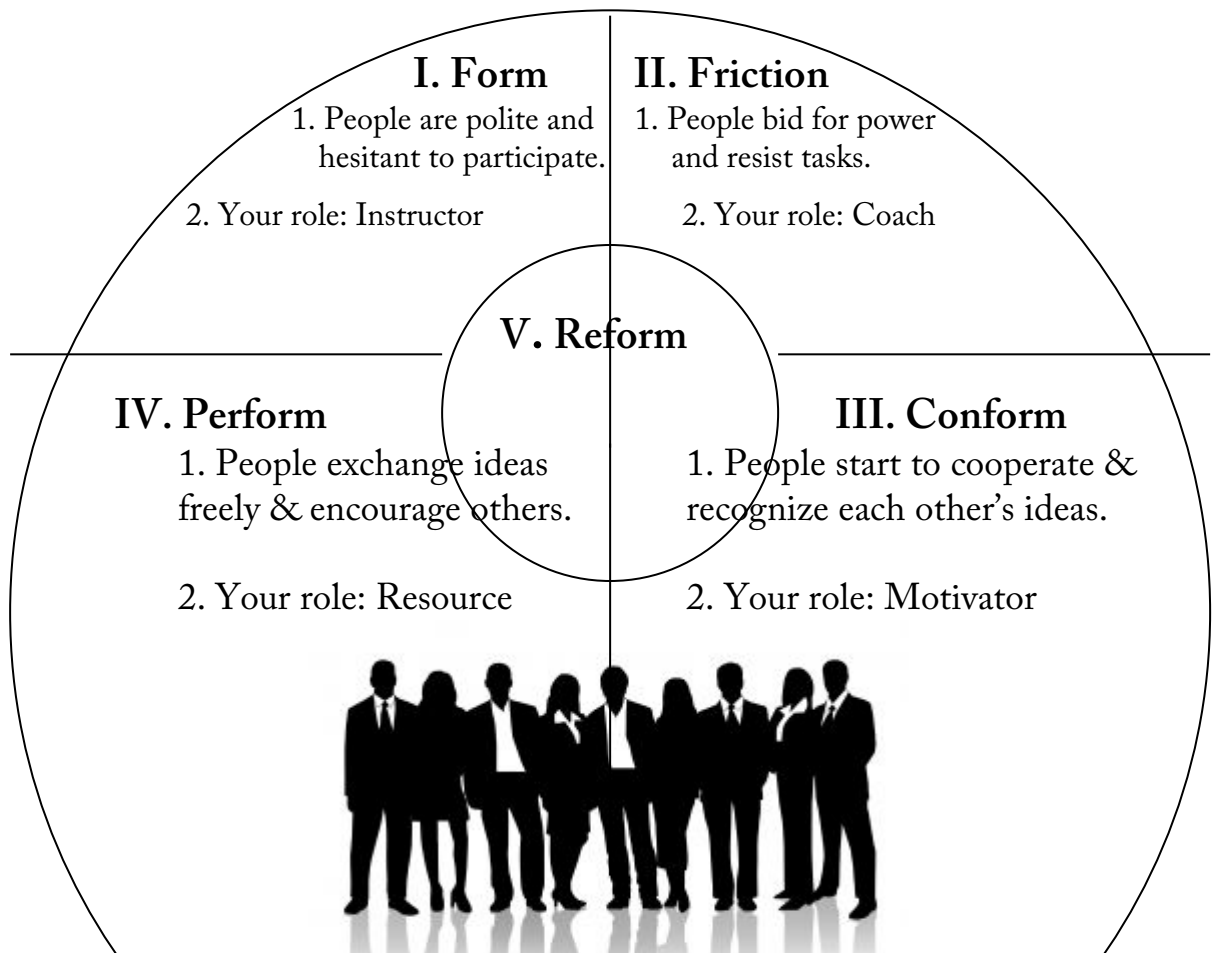
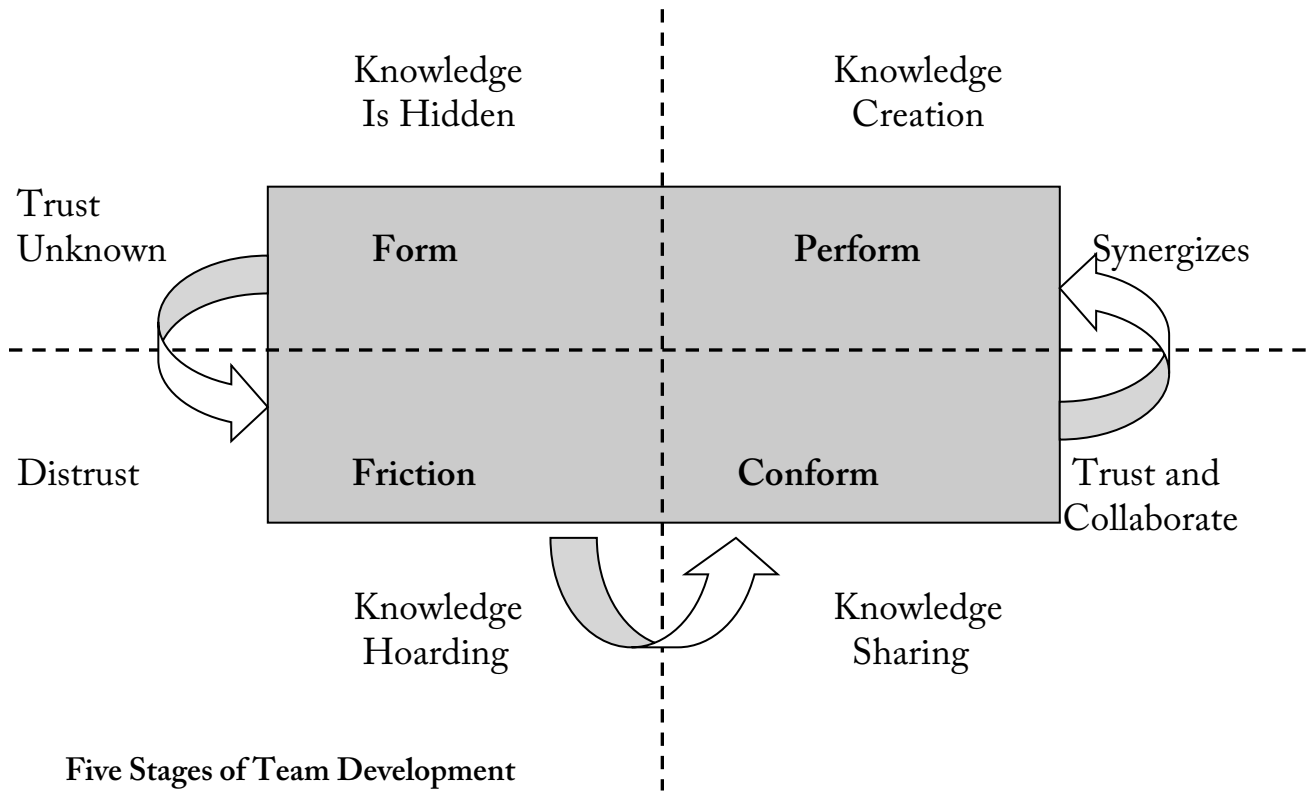
What did we learn?

Objectives

You will learn how to:

1. Value the importance of the teambuilding process.
2. Recognize the 5 stages of team development.
3. Use teambuilding techniques to reach the team performing stage faster.
4. Evaluate your team's effectiveness with 10 key criteria.

STAGES OF TEAM DEVELOPMENT



Form Stage

In this stage, team members are introduced. They state why they were chosen or volunteered for the team and what they hope to accomplish within the team. Members cautiously explore the boundaries of acceptable group behavior. This is a stage of transition from individual to member status, and a testing of the leader’s guidance both formally and informally.

Forming includes these feelings and behaviors:

- Excitement, anticipation, and optimism.
- Pride in being chosen for the project.
- A tentative attachment to the team.
- Suspicion and anxiety about the job.
- Defining the tasks and how they will be accomplished.
- Determining acceptable group behavior.
- Deciding what information needs to be gathered.

What is the leader’s role?	What is the team member’s role?
Clarify role of the team.	Ask for clarification of mission, goals and roles.
Clarify mission and goals.	Get to know the team members.
Provide orientation for new team members.	Note specific skills of each member.
Validate skills that each member brings to the group.	Commit to work on the team.

Friction Stage

All members have their own ideas as to how the process should look, and personal agendas are often rampant. They begin to realize the tasks ahead are different and more difficult than previously imagined. Impatient about lack of progress, members argue about just what actions the team should take. They try to rely solely on their personal and professional experience, and resist collaborating with most other team members.

Friction includes these feelings and behaviors:

- Resisting the tasks.
- Resisting suggested by other members.
- Sharp fluctuations in attitude about the team's chance of success.
- Arguing among members, even when they agree on the real issues.
- Defensiveness, competition, and choosing sides.
- Establishing unrealistic goals.
- Disunity, increased tension, and jealousy.

These pressures mean that the team members have little energy to spend on progressing towards the intended goal. But they are beginning to understand each other.

Resolving Team Conflict in Five Steps

1. Recognize their feelings and maintain their self-esteem.
2. Get their input and ask for solutions.
3. Listen to and summarize their solutions.
4. Achieve team consensus.
5. Make everyone feel valued.



What is the leader's role?	What is a team member's role?
Model open conflict resolution behavior.	Air your perspective on issues that concern you.
Explore all viewpoints. Seek consensus.	Seek out and respect information from others.
Use structured problem-solving methods.	Be sure others get equal time to discuss their point of view.
Surface hidden agendas.	Avoid judging others. Listen!
Attack the problem, not the person.	Cooperate!

Conform Stage

The Conform phase is when members reconcile competing loyalties and responsibilities. They accept the team, ground rules, roles, and the individuality of fellow members. The team reaches a consensus. Everyone wants to share the newly found focus. Enthusiasm is high, and the team is often tempted to go beyond the original scope of the process.

Conforming includes these feelings and behaviors:

- Acceptance of membership in the team.
- An ability to express criticism constructively.
- Openness, confiding in each other, sharing, and harmony.
- A sense of team cohesion, spirit, and goals.
- Establishing and maintaining team ground rules and boundaries.

As team members work out their differences, they have more time and energy to spend on the project.

Conform Stage Summary

What is the leader's role?	What is a team member's role?
Let team members take more responsibility.	Be receptive to new responsibilities.
Institute procedures for evaluation of the team's performance.	Recognize the leader and others for their accomplishments.
Develop ways of rewarding team members.	Be open to self and team evaluations.

What Should We Do?

Instructions: Rate yourself and your team members on the behaviors you and your team used in making a team decision. Place check marks in the column corresponding to the behaviors that each team member demonstrated during the process. Be sure to include yourself.

Team Members

Team Process Behaviors

Initiated discussion.						
Listened to ideas.						
Clarified Peoples ideas.						
Made sure everyone was involved.						
Suggested alternatives.						
Tested everyone for consensus.						
Made everyone feel valued.						
Summarized the decision.						

PERFORM STAGE

By now the team has settled its relationships and expectations. They perform by diagnosing, problem solving, and implementing changes. At last, team members have discovered and accepted other’s strengths and weaknesses. In addition, they have learned what their roles are.

Performing includes these feelings and behaviors:

- Members have insights into personal and group processes.
- And understanding of each other’s strengths and weaknesses with an emphasis on drawing out of the strengths.
- Constructive self-change.
- Ability to prevent or work through team problems.

The team is now an effective, cohesive unit.

PERFORM STAGE SUMMARY

What is the leader's role?	What is a team member's role?
Let go of the reins! Let the team run itself. Facilitate!	Be open to sharing leadership functions.
Help the team explore its creativity.	Be receptive to new methods of doing things.
Beware of potential "Group Think." Encourage critical thinking.	Critically evaluate all ideas; avoid the tendency to simply agree.

REFORM

How do you effectively bring new team members on the team?



Down in Sahara



You and fifty-four other passengers crash-landed in the middle of the Sahara Desert. You and your team members are the only survivors. Due to technical complications, the air traffic controllers have lost track of your whereabouts. It could take days before a surveillance team is able to spot you from their aircraft. There is no food, no water, and it is hot as all get out – 110 degrees.

Luckily, there are enough pieces left from the wreckage that are still functional. They are: one engine, three landing gear, a wing, and aircraft controls. They resemble Lego blocks. Your only chance to survive is by building a smaller aircraft from these parts and flying to safety.

The aircraft must be built exactly like the model located in the hallway. Only one of your team members may look at it at a time.

Each viewing session lasts 3 minutes in length. Your team has 30 minutes to plan the build of the aircraft and 15 minutes to assemble it.



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