Teamwork

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1
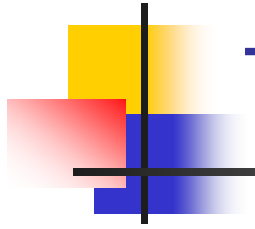
Who Cares About Teamwork?

Why does research continue?

- 1980 US Olympic Hockey
    - Passionate, highly motivated
    - College players

- 2002 US Olympic Hockey
    - Superstars do not make a team

3

Teamwork in your career

- More successful you are, the more you will focus on teamwork
- Companies value teamwork for competitive advantage
  - Complex, dynamic jobs
  - Multidisciplinary
- Academics no longer ivory tower
  - Multidisciplinary research
  - Translational research
  - Lab productivity

Goals for Group Development

- ASAP, you/we want your group
  - Functioning as a team
  - Communicating well
  - Making good decisions
  - Resolving conflicts that arise

  - Most importantly, getting the job done!
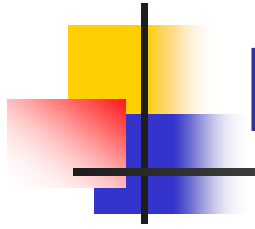
Functional Groups

- Concentrate on what you can change
  - Group interaction rather than members personalities
- Functional vs. Dysfunctional Groups
  - Roles, norms, and conflict resolution allow eccentrics to work effectively together
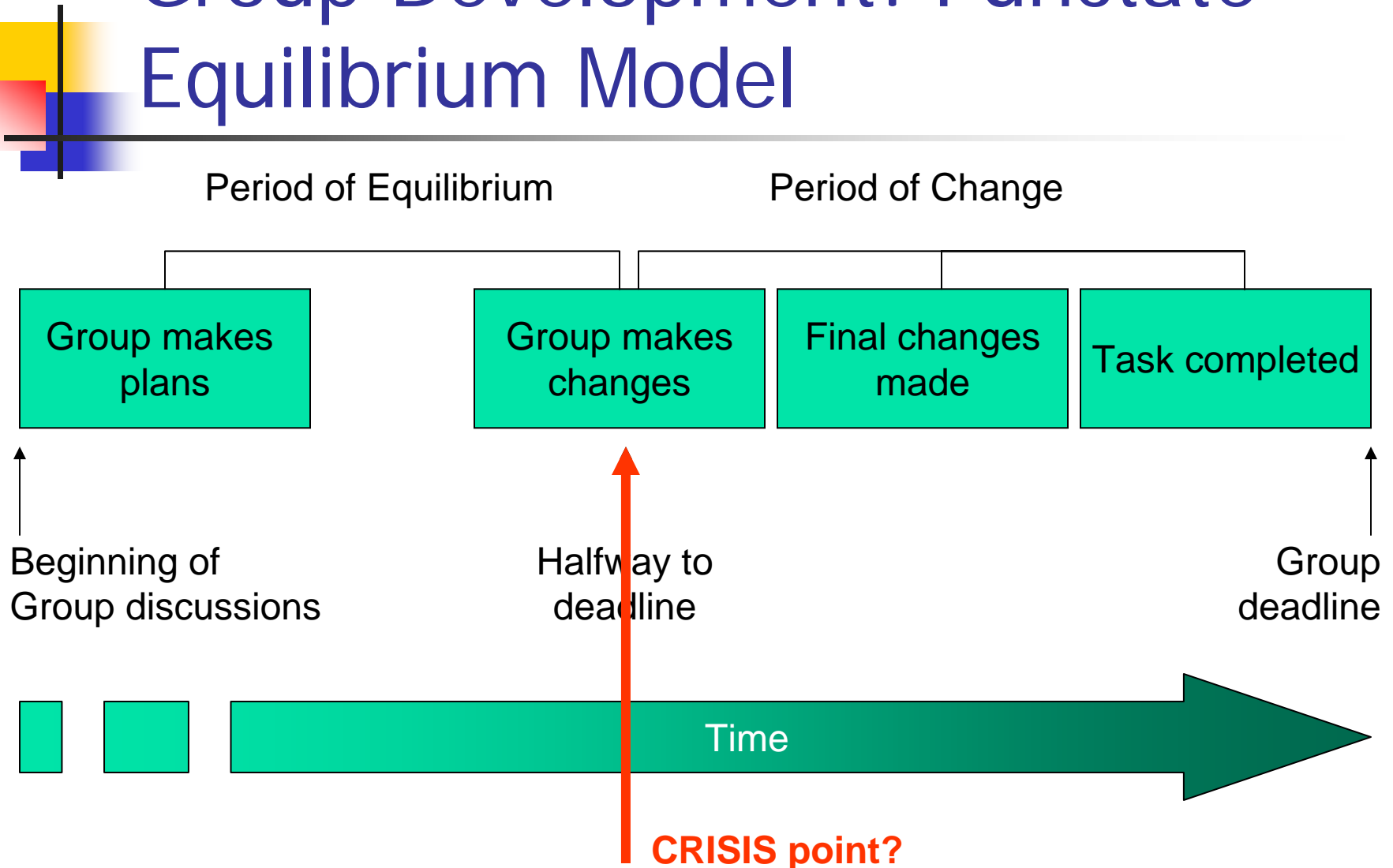
Group Norms

- Effective groups have
  - fixed roles
  - common rules and expectations, or, **norms**
- These are the unspoken rules
  - Is everyone always on time?
  - Do people treat each other respectfully?
  - Are there some members of your group who are not adhering to these norms?
  - If so, make expectations clear!
- Groups that adhere to norms are more cohesive and, often, more productive
- Note on productivity vs norms
  - Productivity trumps norms in 200/300
  - Failure to follow norms paralyzes team in 400

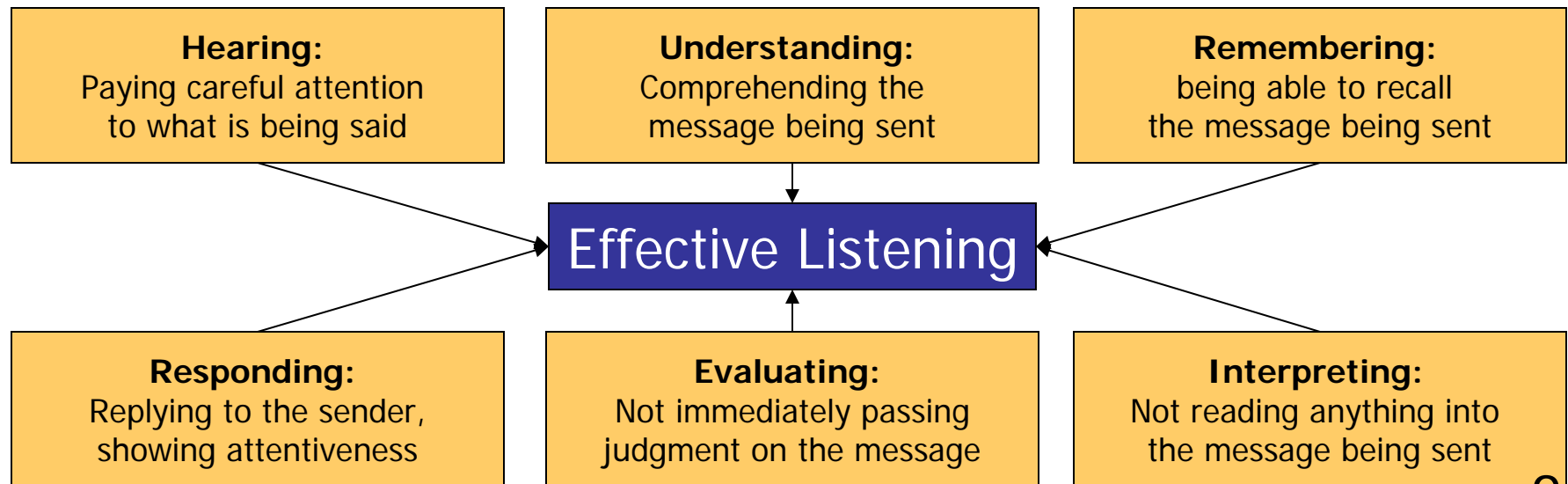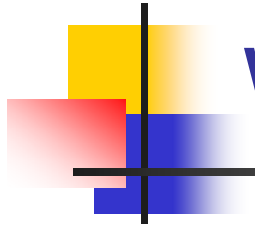# Group Development: Punctate-Equilibrium Model

Period of Equilibrium

Period of Change

| Group makes plans | | Group makes changes | Final changes made | Task completed |

Beginning of Group discussions

Halfway to deadline

Group deadline

Time

CRISIS point?

8

Communication Suggestions

- Use simple, clear language
- Avoid overload of information
- Become an active, attentive listener

Hearing: Paying careful attention to what is being said	**Understanding:** Comprehending the message being sent	**Remembering:** being able to recall the message being sent

Effective Listening

| **Responding:** Replying to the sender, showing attentiveness	**Evaluating:** Not immediately passing judgment on the message	**Interpreting:** Not reading anything into the message being sent

9

What about decisions?

- How does your team make decisions?

- Do you and your teammates typically agree on the best solution?

- Does one person always win out?

- Does your team make better decisions than the individuals in it, or worse?
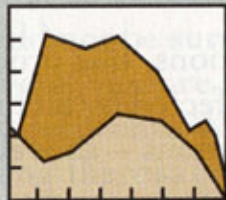
Personal Decision-Making Styles
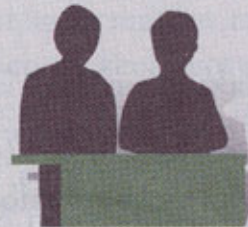
Decision Styles
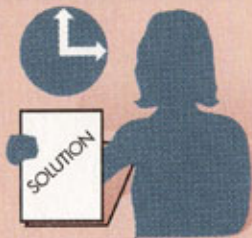
Directive
- Prefer simple, clear solutions
- Make decisions rapidly
- Do not consider many alternatives
- Rely on existing rules

Analytical
- Prefer complex problems
- Carefully analyze alternatives
- Enjoy solving problems
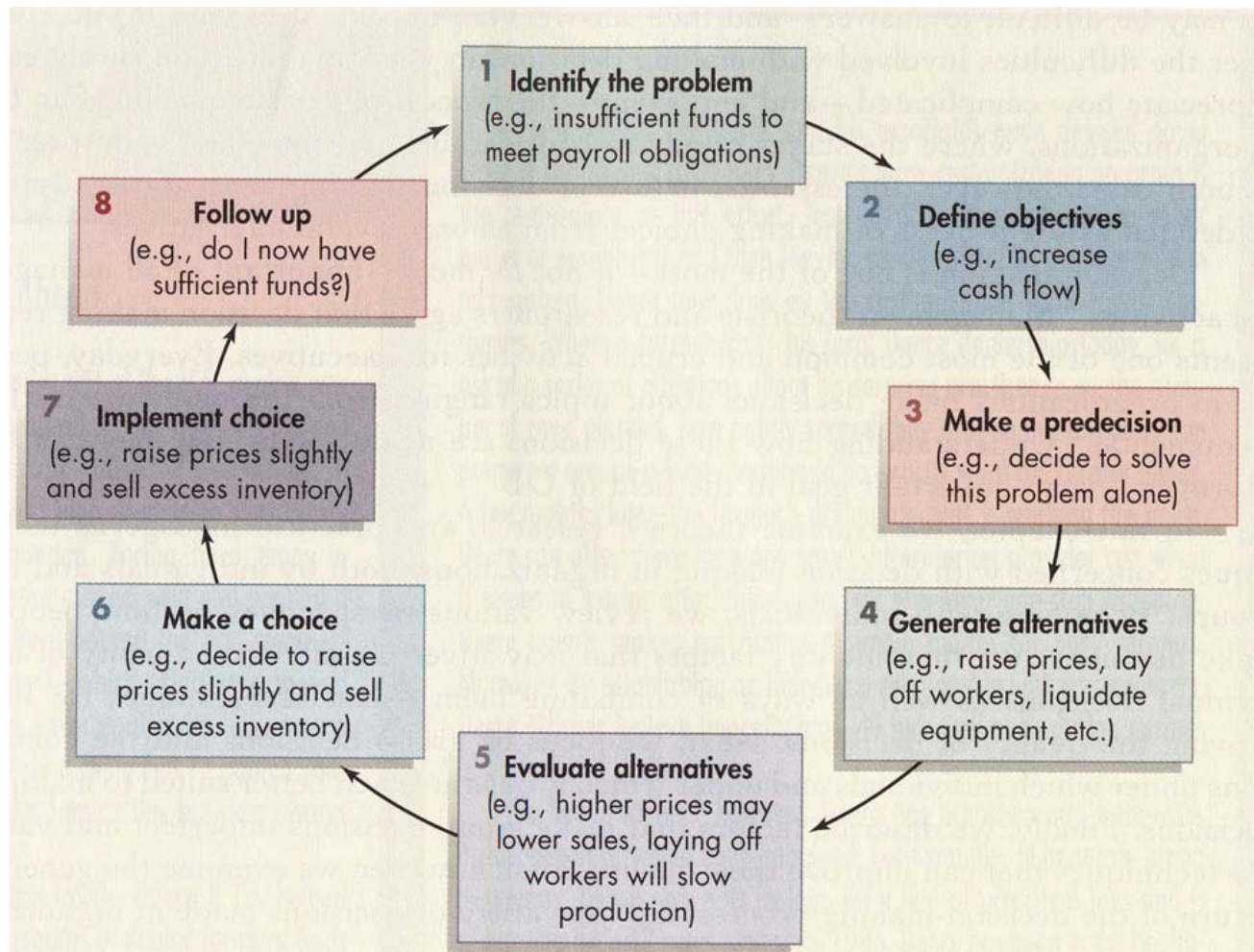- Willing to use innovative methods

Conceptual
- Socially oriented
- Humanistic and artistic approach
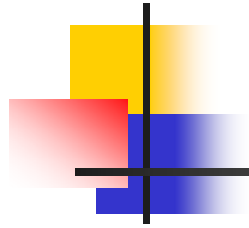- Solve problems creatively
- Enjoy new ideas

Behavioral
- Concern for their organization
- Interest in helping others
- Open to suggestions
- Rely on meetings
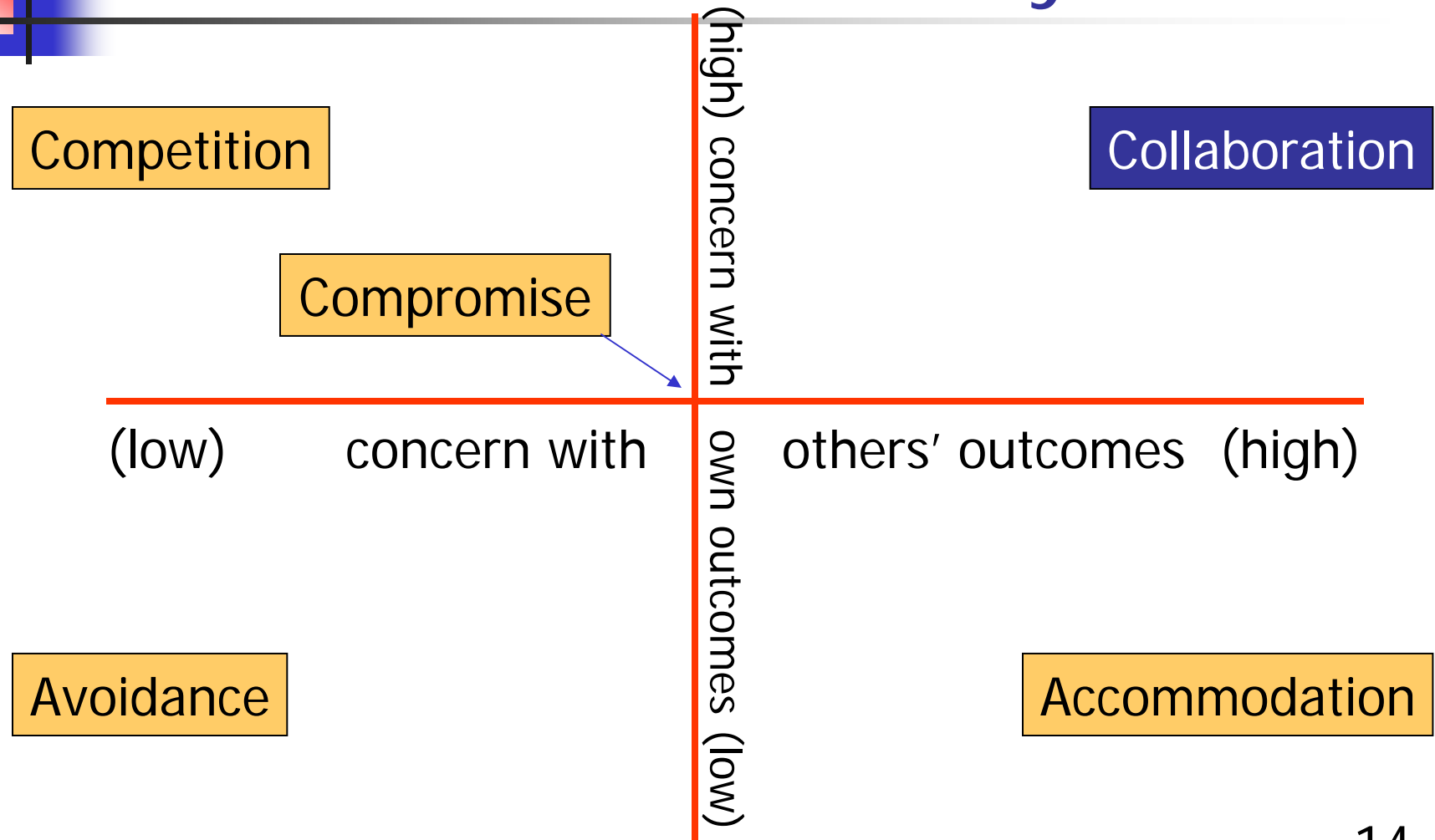
11

Analytical Model of Decision-Making

1 Identify the problem (e.g., insufficient funds to meet payroll obligations)

2 Define objectives (e.g., increase cash flow)

3 Make a predecision (e.g., decide to solve this problem alone)

4 Generate alternatives (e.g., raise prices, lay off workers, liquidate equipment, etc.)

5 Evaluate alternatives (e.g., higher prices may lower sales, laying off workers will slow production)

6 Make a choice (e.g., decide to raise prices slightly and sell excess inventory)

7 Implement choice (e.g., raise prices slightly and sell excess inventory)

8 Follow up (e.g., do I now have sufficient funds?)

12

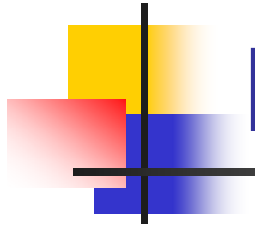# Decision-Making Suggestions

- **Promote open inquiry**
  - Don't worry about "rocking the boat." Complete and open discussions lead to better solutions
- **Use smaller groups**
  - If two small groups come to the same answer as one large group, the decision is probably a good one

13

Conflict Resolution Styles

Competition

Collaboration

Compromise

(high) concern with

(low)   concern with   others' outcomes (high)

own outcomes (low)

Avoidance

Accommodation

14

Benefits of Conflict

- Brings problems into the open
- Motivates better understanding of others
- Encourages new ideas, innovation, change
- May improve decision-making by challenging assumptions
- Enhances commitment to the team

15

Suggestions for Resolving Conflict

- Start from point of agreement
  - Work backwards as far as necessary to point of agreement
  - Puts disagreement in context
  - Listen effectively
- Move forward toward compromise
  - Balance your own concerns with others'
- Deal and identify the source of the conflict
  - Challenge assumptions
  - Innovate (find the "third way")
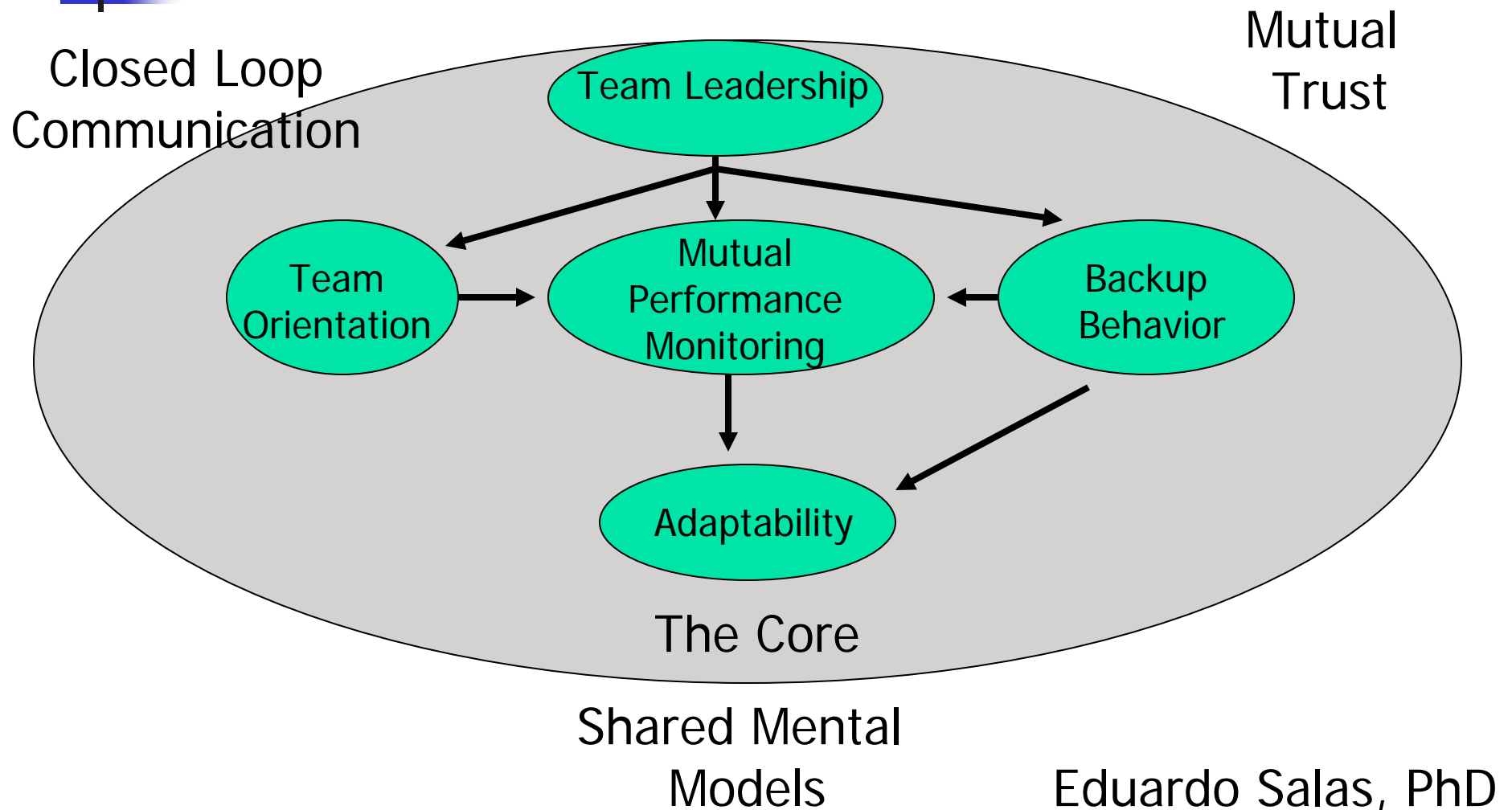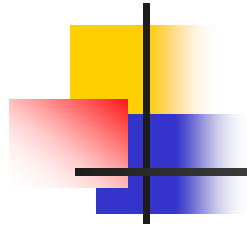- Seek an arbitrator or mediator
  - Advisor or client
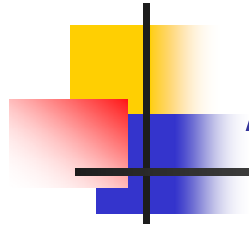
Additional Material

Other Teamwork Models: "Big 5" Teamwork Dimensions

Mutual-performance monitoring

- Observe and keep track of teammates communication and performance

- Recognize when teammate performs exceptionally well

- Recognize when a team member makes a mistake ->Backup behavior

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Backup Behavior

- Step in and help other team members
- Ask for help when needed

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"Big 5" Teamwork Dimensions

- Team Leadership
  - Determine tasks to be assigned
  - Set expectations for task
  - Focus team attention on tasks and provide situation updates
  - Encourage all members to contribute
  - Set climate for collaboration
- Team orientation
  - Accept feedback and assistance
  - Be willing to observe teammates

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Another Team Model: 5 Stage Model
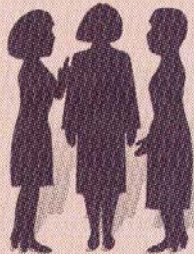
Group Roles

Some Roles Commonly Played by Group Members

Organizational roles may be differentiated into task-oriented, relations-oriented (or socioemotional), and self-oriented roles—each of which has several subroles. A number of these are shown here.

| TASK-ORIENTED ROLES	RELATIONS-ORIENTED ROLES	SELF-ORIENTED ROLES
Initiator-contributors *Recommend new solutions to group problems*	Harmonizers *Mediate group conflicts*	Blockers *Act stubborn and resistant to the group*
Information seekers *Attempt to obtain the necessary facts*	Compromisers *Shift own opinions to create group harmony*	Recognition seekers *Call attention to their own achievements*
Opinion givers *Share own opinions with others*	Encouragers *Praise and encourage others*	Dominators *Assert authority by manipulating the group*
Energizers *Stimulate the group into action whenever interest drops*	Expediters *Suggest ways the group can operate more smoothly*	Avoiders *Maintain distance, isolate themselves from fellow group members*

What about communication?

- Is your team communicating well?
- Do all members contribute equally in discussions?

- Are you aware of differences in communication based on personal style, gender or nationality?
  - Deborah Tannen
    - Source for gender, nationality, communication mechanics
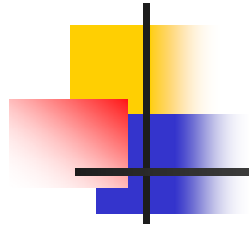
Personal Communication Style

- **The Noble**
  - Direct, says what's on his/her mind

- **The Socratic**
  - Discuss everything carefully; sometimes long-winded; detail oriented

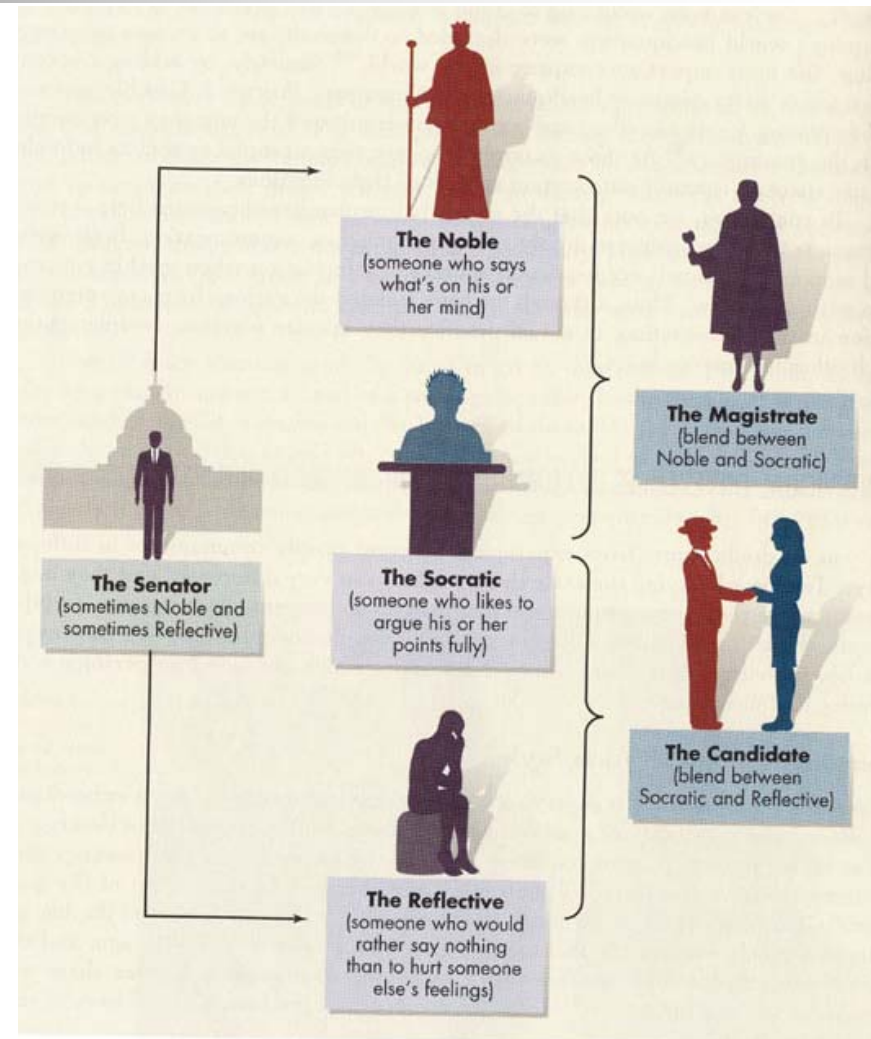- **The Reflective**
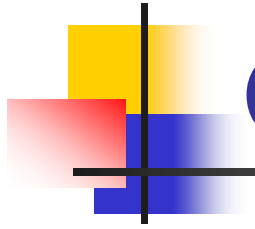 - Great listener! Avoids conflicts

Personal Communication Style

- The Magistrate
  - A mix of Noble & Socratic – says what's on his/her mind but also argues forcefully (and in detail)
- The Candidate
  - A mix of Socratic & Reflective. Analytical and chatty, listens well
- The Senator
  - Moves back and forth between the Noble style and the Reflective style but doesn't mix the two

- We all have the potential to use any of these styles but generally one is most comfortable

- Recognizing and responding to different styles can enhance communication!

Personal Communication Style

- Which are you?

The Noble (someone who says what's on his or her mind)

The Magistrate (blend between Noble and Socratic)

The Senator (sometimes Noble and sometimes Reflective)

The Socratic (someone who likes to argue his or her points fully)

The Candidate (blend between Socratic and Reflective)

The Reflective (someone who would rather say nothing than to hurt someone else's feelings)

Constructive/Destructive Behavior

- Cooperating
- Clarifying
- Inspiring
- Harmonizing
- Risk Taking
- Process Checking

- Dominating
- Rushing
- Withdrawing
- Discounting
- Digressing
- Blocking