TEAM DYNAMICS

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Groups and their functioning

By the end of the lecture participants will be able to:

◦ Appreciate the role of group dynamics plays in successful outcomes
◦ Understand group development sequence and team roles
◦ Identify the qualities of successful leaders
Group Development Sequence

- **Forming**
  - Testing and dependence
  - Orientation to the task “Ground Rules”

- **Storming**
  - Intra-group conflict
  - Lack of unity

- **Norming**
  - Development of group cohesion
  - Open exchange

- **Performing**
  - Functional role relatedness
  - Emergence of solutions

Forming

- Orientation phase for members – a time to define membership and identity
- High expectations, some anxiety – “Where do I fit in?” “Do I belong?” “Will I be included?”
- Unsure if they can commit to the group’s goals
- High dependency on the leader

Adapted from the University of North Dakota Extension School Publications
www.ext.nodak.edu/extpubs/leaddev.htm
Storming

- Disappointment with unmet expectations
- Members are more comfortable expressing their opinions
- Frustration about unrealistic goals
- Dissatisfaction with the leader
- Competing for power and attention, individuality, and influence

Adapted from the University of North Dakota Extension School Publications
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Norming

- Establishing group identity
- Establishing roles of members
- Establishing group vs. Individual responsibilities
- Testing the leader – other leaders begin to emerge
- Come to care for each other in more than a superficial way
- Conflict may be present but not openly stated
- Concerned with how close they can be and how much they can trust each other

Adapted from the University of North Dakota Extension School Publications
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Performing

- Achieved a degree of harmony
- Resolving differences; sharing responsibility and control
- Feeling excited about working together as a team
- Sharing leadership
- Showing high confidence in achieving goals
- Begin to see the results of the work

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Task Roles: Interested in Achievement

- Facilitator
- Entrepreneur
- Quality control
- Doer
Maintenance Roles: Interested in Relationships

- Team builder
- Synthesizer
Individual Roles: Interested in Individuals’ Development

- Mentor
- External Contact
Types of Work Model:
9 Essential Team Activities

1. Advising – Gathering and reporting information
2. Innovating – Creating and experimenting with ideas
3. Promoting – Exploring and presenting opportunities
4. Developing – Assessing and testing the applicability of new approaches
5. Organizing – Establishing and implementing ways of “making things work”
6. Producing – Concluding and delivering outputs
7. Inspecting – Controlling and auditing the working systems
8. Maintaining – Upholding and safeguarding standards and processes
9. Linking – Coordinating and integrating the work of others

Assess work preferences in team context. Explanation of Team Management Profile of Margerison and McCann (1988)
Team Roles

- **Action Oriented Roles**
  - **Shaper**
    - Brings dynamism, challenging, thrives on pressure
  - **Implementer**
    - Brings discipline and reliability, conservative and efficient
  - **Completer/Finisher**
    - Brings conscientiousness, painstaking, anxious

Assessing the Typical Behaviour of the Members of the team. Explanation of Meredith Belbin’s Team Roles - 1981
Team Roles

- People Oriented Roles
  - Chairman/Co-ordinator
    - Brings maturity, confident, a good chairperson
  - Teamworker
    - Brings co-operation, mild, perceptive and diplomatic
  - Resource Investigator
    - Brings enthusiasm, extrovert, communicative

Assessing the Typical Behaviour of the members of the team. Explanation of Meredith Belbin’s Team Roles - 1981
Team Roles

- **Cerebral Roles** (thinking and problem-solving)
  - **Plant**
    - Brings creativity, imaginative, unorthodox
  - **Monitor/Evaluator**
    - Brings objective judgment, sober, strategic and discerning
  - **Specialist**
    - Brings dedication, single-minded, self-starting

Assessing the Typical Behaviour of the members of the team. Explanation of Meredith Belbin’s Team Roles - 1981
What Makes a Leader?

- The purpose of leadership
  - Leaders bring groups together, keep them on track and foster participation
  - Leaders help group members get to know one another, communicate openly and effectively, and expand their skills
  - Leaders help members understand and work through the phases of group development successfully
  - Leaders help the group evaluate itself, its members and its program
  - The group benefits as leaders continually learn, take risks, share skills, and evaluate themselves

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Key Leadership Qualities

- Character
- Conceptual Skills
- Good judgment
- Track Record
- Maturity
- People skills
- Awareness

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Group Problems

- Conflict or fight
- Apathy and non-participation
- Inadequate decision-making
Leadership and Conflict Management

• What Causes Conflict?
  ◦ One party feels that his/her needs are not being met.

  • Substantive Needs – concerns about tangible benefits
  
  • Procedural Needs – concerns about a process for interacting, making decisions, etc.
  
  • Psychological Needs – concerns about how one is treated, respected, etc.

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Preventing Conflict:

- Foster an environment of open communication
  - Listen to all comments, even those that seem unhelpful or off-topic, and respond respectfully

- Don’t respond to negative remarks, criticism, or inflammatory statements
  - Try to acknowledge the content of the comment and turn it into a constructive remark

- Avoid sweeping things under the rug

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Tips for Resolving Conflict:

- Acknowledge the presence of conflict and discuss it openly with the group
- Deal with one issue at a time
- Don’t smooth over past issues
- Choose the right time for resolving the conflict
- Avoid resolutions that come too soon or too easily
- Agree to disagree
- Don’t insist of being right

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