Team Skills

Intel-Elite College Program
Objective

Help you understand how a team work and what are the personal and interpersonal skills required in a team.
Agenda

- Human Character and Communication Style
- Personal Skills in Teamwork
- Inter-Personal Skills in Teamwork
- Tuckman Model
The Human Character and Communication Style
# Human Character & Communication Style

<table>
<thead>
<tr>
<th>Style</th>
<th>Driver</th>
<th>Expressive</th>
<th>Amiable</th>
<th>Analytical</th>
</tr>
</thead>
</table>
| Dominant traits | • Task & result-oriented  
• Efficient                    | • Creative  
• High energy  
• Easily bored                  | • People oriented  
• Consensus seeker                  | • Precise, seeks detail  
• Loves order & regularity                  |
| Could be perceived by others | • Focused on goals  
• Stubborn  
• Direct  
• Aggressive  
• Conceited                      | • Enthusiastic, fun  
• Low maintenance  
• Strong presenter  
• Manipulative  
• Loves to be in the spotlight        | • Sociable & supportive  
• Loyal  
• Inefficient  
• Less formal                      | • Reliable  
• Logical  
• Nuisance  
• Indecisive, focus on decision quality  
• Formal  
• Stiff                          |
Recap the Exercise

- What did you see?
- How do you feel?
- What is that means to you?
- What can be done better?
Team Skills
Intel-Elite College Program
Team Skills

- Mental Model/Values
- Knowing Your Role
- Provide/Receive Feedback
- Defusing Conflicts
- Problem Solving

Personal

Inter-Personal
The Personal Skills in Teamwork
Mental Model

Your Paradigm

Do you truly believe that your participation on the team can benefit you and the team as a whole?

Be aware of your self talk

Concentrate on what you're thinking as your teammates talk
The way you talk to yourself can be a precursor to the reality you'll face.
Mental Model

Aligning Your Beliefs to promote Teamwork

Focusing on the benefits of working on a team
Concentrating on the positive aspects of your team members
Accepting and learning from mistakes and experiences, and then moving on
Dependant  Independant  Inter-dependant
Mental Model

Aligning Your Beliefs to Promote Teamwork

Focusing on the benefits of working on a team
Concentrating on the positive aspects of your team members
Accepting and learning from mistakes and experiences, and then moving on
Knowing Your Role

- Why are you there?
- What is the team mission?
- What you can possibly contribute?
- How you can collaborate?
Team Skills

- Personal
  - Mental Model/Values
  - Knowing Your Role

- Inter-Personal
  - Defusing Conflicts
  - Provide/Receive Feedback
  - Problem Solving
The Inter-Personal Skills in Teamwork
Interpersonal Skills

Defusing Conflicts

- Help each person to stay focused and look forward
  - not to confront or to interrupt each other until a meeting

- Have each participant express his or her feelings.
  - Let everyone has a chance to speak
  - Acknowledge their feelings

- Help each person to respect the other
  - Let them know that they are respected/valued
  - Acknowledging others' rights to hold differing opinions

Key Message: **Value your teammate & help them** to success
Interpersonal Skills

Providing Feedback

- **Specific** – tell exactly where is the area of concern.
- **Pure** – sincere, focus on the behavior and action.
- **Positive** – to improve, not to punish
- **Immediate** – when the memory is still fresh.
- **Frequent** – until you see a change.
- **Irregular** – don’t make it a routine feedback.

Key Message: Remember **SPPIFI** when giving feedback
Interpersonal Skills

Receiving Feedback

- Keep an open mind
- Control your reaction
- Keep reality in perspective
- Change your behavior

Key Message: Maintain the positive attitude
Interpersonal Skills

Problem Solving

- **State your positive intent.**
  “Let’s see what we can do to fix this problem between…”

- **Look for areas of agreement**
  “That’s something I can try….”

- **Guide problem solving with Open-ended questions.**
  “What specifically went wrong?”
  “What is the best way this can work for you?”
  “What do you need to move forward?”
  “Are we getting to some of your concerns?”

- **Bring out the best of your teammates.**
  “I have the confidence that you can do this.”

- **Share knowledge**
  “I have an idea of how we can resolve this…”

Key Message: **Your Objective Approach make a Different**
Summary

Team Skills

Personal
- Mental Model/Values
- Knowing Your Role

Inter-Personal
- Defusing Conflicts
- Provide/Receive Feedback
- Problem Solving
Summary

**Personal Skills**
- Mental Model – Beware of your paradigm and your self talk
- Knowing your role – Be clear of why you are there and what you can do.

**Inter-Personal Skills**
Defusing Conflicts – Value your teammate and help them to success
Providing Feedback – Remember the “SPPIFI” method
Receiving Feedback – Maintain a positive attitude
Problem Solving – Approach objectively
# Tuckman’s Team Development Model

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectation Setting</td>
<td>• Achieve effective results</td>
</tr>
<tr>
<td>Identify Similarities</td>
<td>• Find solutions using process controls</td>
</tr>
<tr>
<td>Agree on common goals</td>
<td>• Members work collaboratively</td>
</tr>
<tr>
<td>Making contact/bonding</td>
<td>• Members care about each other’s success</td>
</tr>
<tr>
<td>Developing Trust</td>
<td>• Unique identity established</td>
</tr>
<tr>
<td>Member Dependent</td>
<td>• Members are interdependent</td>
</tr>
</tbody>
</table>

## Phases

1. **Forming**
   - Making contact/bonding
   - Developing Trust
   - Member Dependent
   - Expectation Setting
   - Identify Similarities
   - Agree on common goals

2. **Storming**
   - Express differences of ideas, feelings and opinions
   - Reacting to leadership
   - Members independent, counter dependent

3. **Norming**
   - Decisions made thru negotiation & consensus building
   - Members agree on roles & processes for problem solving
   - Gaining skills in communication
   - Identify resources

4. **Performing**
   - Achieve effective results
   - Find solutions using process controls

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**Re-forming**: may also take place at any point, as result of new Challenges such as: New mission, new leader/member or losing of member
## STAGES OF TEAM DEVELOPMENT

<table>
<thead>
<tr>
<th>STAGE 1: FORMING</th>
<th>STAGE 2: STORMING</th>
<th>STAGE 3: NORMING</th>
<th>STAGE 4: PERFORMING</th>
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<tbody>
<tr>
<td>Individuals are not clear on what they’re supposed to do. The mission isn’t owned by the group. Wondering where are we going. No trust yet. High learning. No group history; Unfamiliar with members. Norms of the team are not established. People check one another out. People are not committed to the team.</td>
<td>Roles and responsibilities are articulated. Agendas are displayed. Problem solving doesn’t work well. People want to modify the team’s mission. Trying new ideas. Splinter groups form. People set boundaries. Anxiety abounds. People push for position and power. Competition is high. Cliques drive the team. Little team spirit. Lots of personal attacks. Level of participation by members is at its highest (for some) and its lowest (for some).</td>
<td>Success occurs. Team has all the resources for doing the job. Appreciation and trust build. Purpose is well-defined. Feedback is high, well received and objective. Team confidence is high. Leader reinforces team behavior. Members self-reinforce team norms. Hidden agendas become open. Team is creative. More individual motivation. Team gains commitment from all members on direction and goals.</td>
<td>Team members feel very motivated. Individuals defer to team needs. No surprises. Little waste. Very efficient team operations. Team members have objective outlooks. Individuals take pleasure in the success of the team-big wins. “We” versus “I” orientation. High pride in the team. High openness and support. High empathy. High trust in everyone. Superior team performance. OK to risk confrontation.</td>
</tr>
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Questions