



# Teamwork

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Reference: Behavior in Organizations by Greenberg & Baron (2000),  
7<sup>th</sup> Ed., Prentice Hall, Upper Saddle River, NJ  
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# Who Cares About Teamwork?







# Teamwork in your career

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- 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

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- 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

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- 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

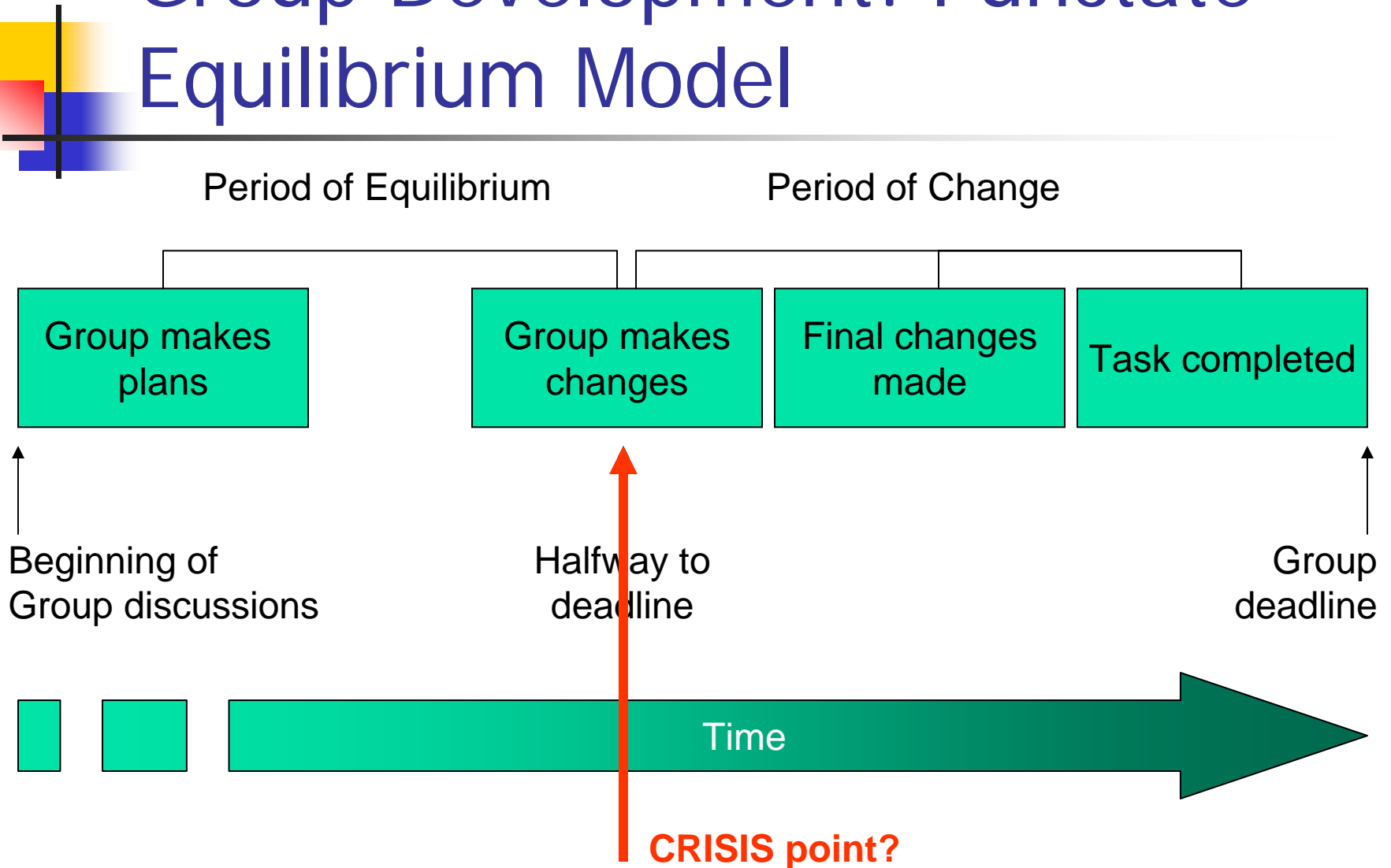


# Group Norms

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- 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

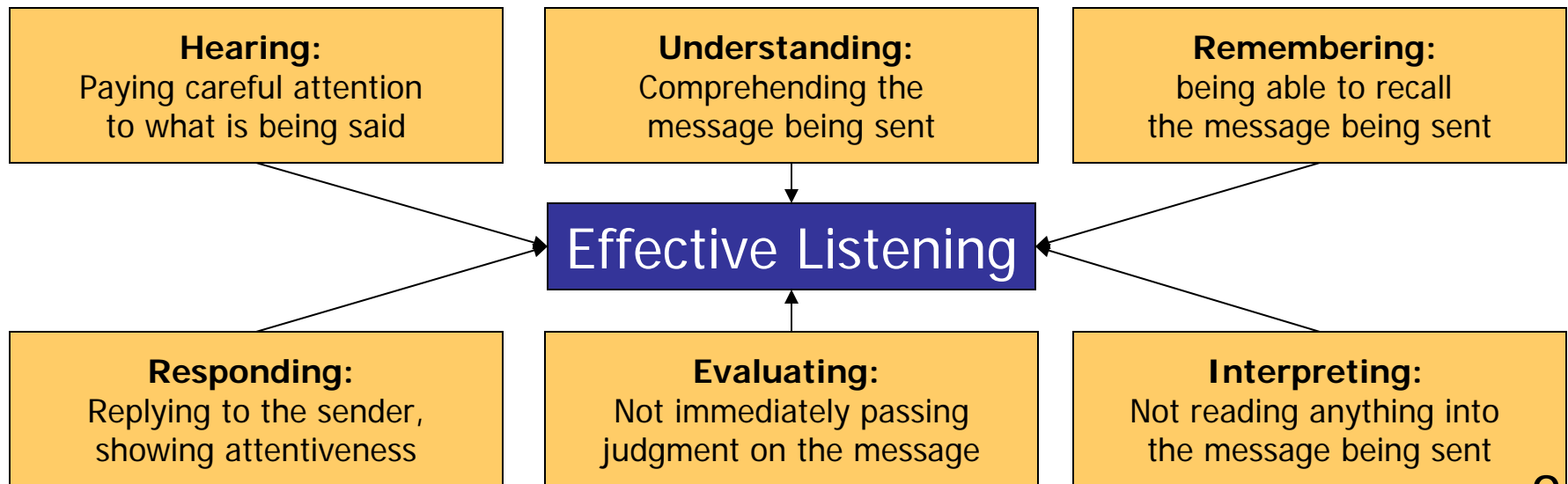
# Group Development: Punctate-Equilibrium Model





# Communication Suggestions

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





# What about decisions?

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- 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

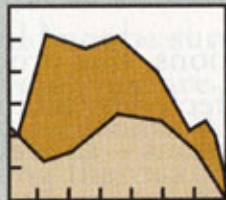
## Decision Styles

### Directive



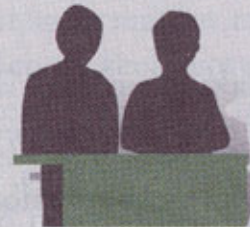
- Prefer simple, clear solutions
- Make decisions rapidly
- Do not consider many alternatives
- Rely on existing rules

### Analytical



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

### Conceptual



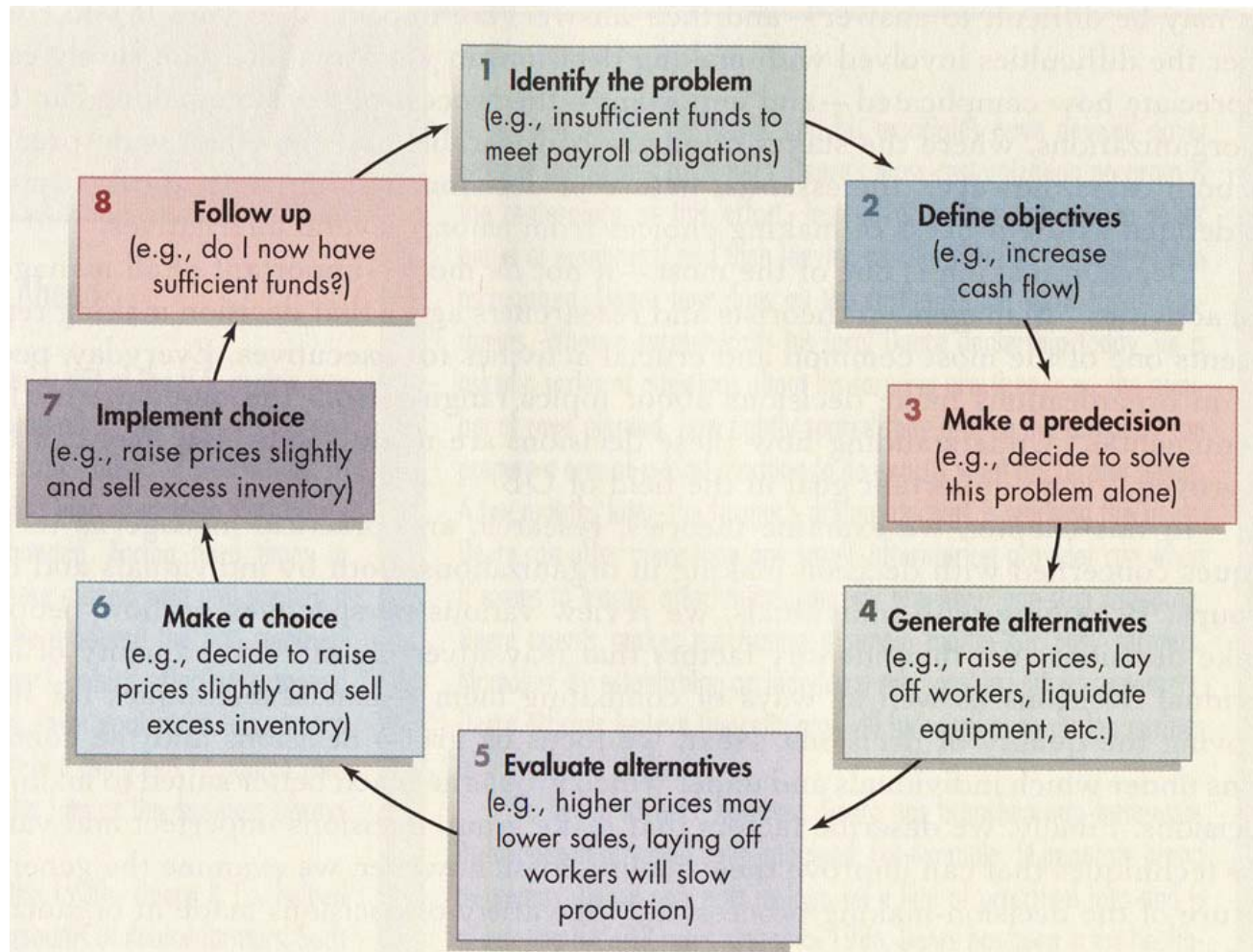
- Socially oriented
- Humanistic and artistic approach
- Solve problems creatively
- Enjoy new ideas

### Behavioral



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

# Analytical Model of Decision-Making





# Decision-Making Suggestions

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- 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

# Conflict Resolution Styles

Competition

Collaboration

Compromise

(low)

concern with

(high) concern with  
own outcomes (low)

others' outcomes (high)

Avoidance

Accommodation



# Benefits of Conflict

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- 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

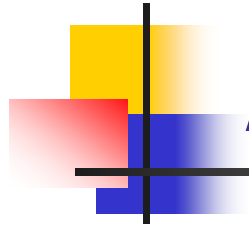


# Suggestions for Resolving Conflict

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- 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

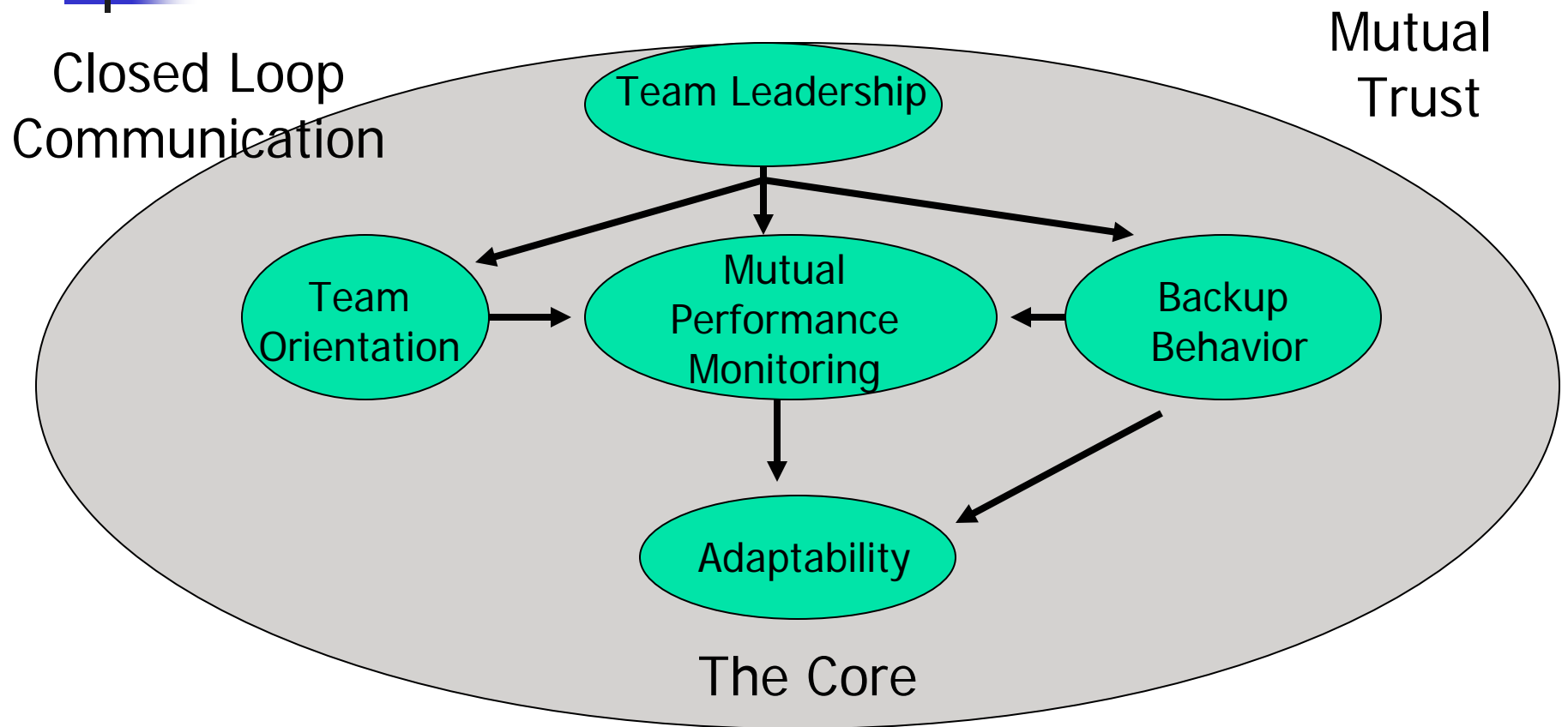




# Additional Material

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# Other Teamwork Models: "Big 5" Teamwork Dimensions





# Mutual-performance monitoring

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- 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



# Backup Behavior

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



# “Big 5” Teamwork Dimensions

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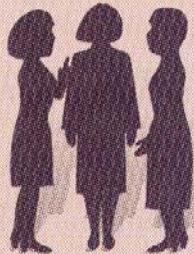
- Team Leadership
  - Determine tasks to be assigned
  - Set expectations for task
  - Focus team attention on tasks and provide situation updates
  - Encourage all members to contribute
  - Set climate for collaboration
- Team orientation
  - Accept feedback and assistance
  - Be willing to observe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

Eduardo Salas, PhD

# Another Team Model: 5 Stage Model

## Stage 1 Forming

(Members get to know each other and seek to establish ground rules)



## Stage 2 Storming

(Members come to resist control by group leaders and show hostility)



## Stage 3 Norming

(Members work together, developing close relationships and feelings of camaraderie)



## Stage 4 Performing

(Group members work toward getting their jobs done)



## Stage 5 Adjourning

(Groups may disband, either after meeting their goals or because members leave)







# Group Roles

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## 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 <i>Recommend new solutions to group problems</i>	Harmonizers <i>Mediate group conflicts</i>	Blockers <i>Act stubborn and resistant to the group</i>
Information seekers <i>Attempt to obtain the necessary facts</i>	Compromisers <i>Shift own opinions to create group harmony</i>	Recognition seekers <i>Call attention to their own achievements</i>
Opinion givers <i>Share own opinions with others</i>	Encouragers <i>Praise and encourage others</i>	Dominators <i>Assert authority by manipulating the group</i>
Energizers <i>Stimulate the group into action whenever interest drops</i>	Expeditors <i>Suggest ways the group can operate more smoothly</i>	Avoiders <i>Maintain distance, isolate themselves from fellow group members</i>

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# What about communication?

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- 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

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- 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



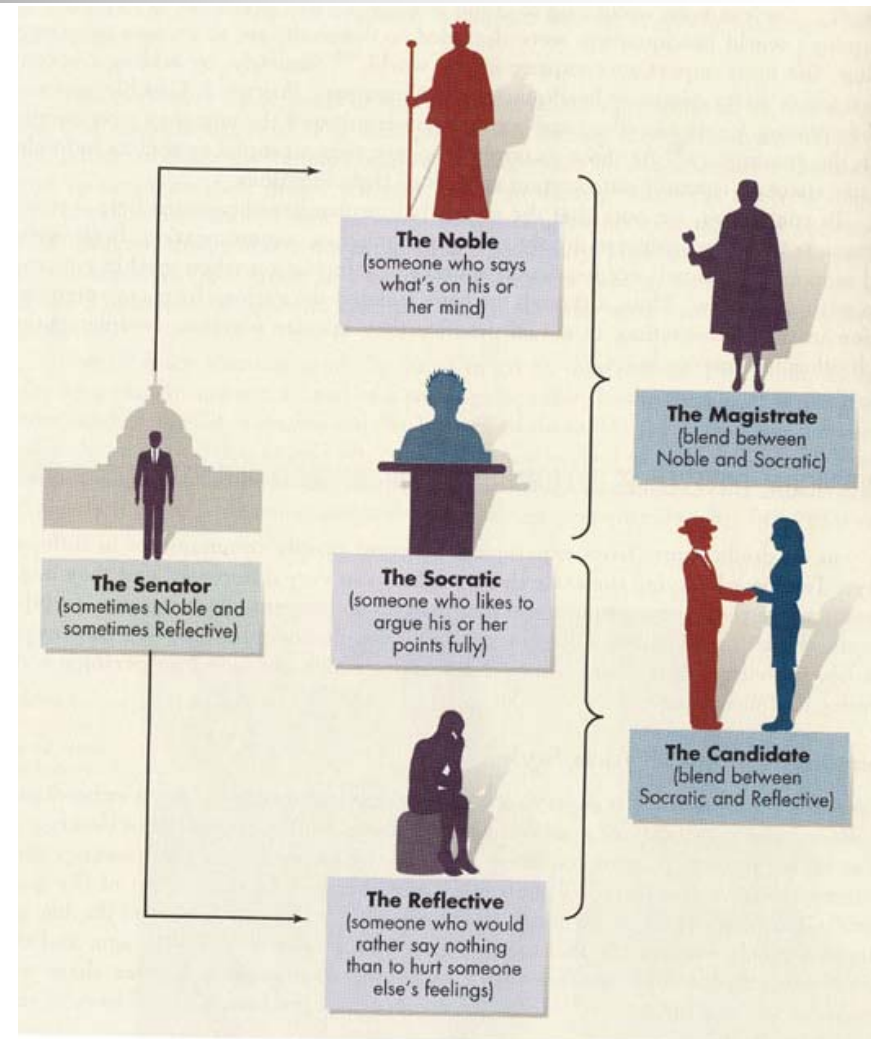
# Personal Communication Style

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- 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?





# Constructive/Destructive Behavior

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- Cooperating
- Clarifying
- Inspiring
- Harmonizing
- Risk Taking
- Process Checking
- Dominating
- Rushing
- Withdrawing
- Discounting
- Digressing
- Blocking