

**TOWARDS A HOLISTIC TRANSFORMATION OF
ORGANISATIONS INTO LEARNING WORKPLACES**

LEARNING WORKPLACES

Workshop: *Six Top Transversal Skills for Employees* *Module 2: Team Building*

[Date of Workshop]



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Learn continually -
there's always "one
more thing" to learn!

Steve Jobs



Welcome to the
LEARN project's
workshop for
Employees!

Let's break the ice!



Introductions



Introduction

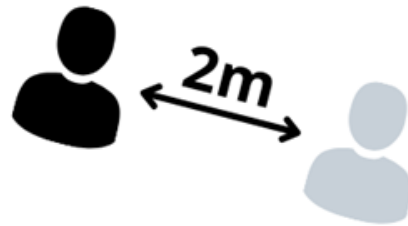
R

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Aim

The development of key transversal skills of employees that are most often requested by employers today, so that they become more effective at their job and in their life in general, and contribute to the establishment of a learning culture within the organisations for which they work.



**To create relationships based on effective communication, respect,
good manners, and empathy.**
[Communication]

To show team spirit for achieving common goals.
[Team Building]

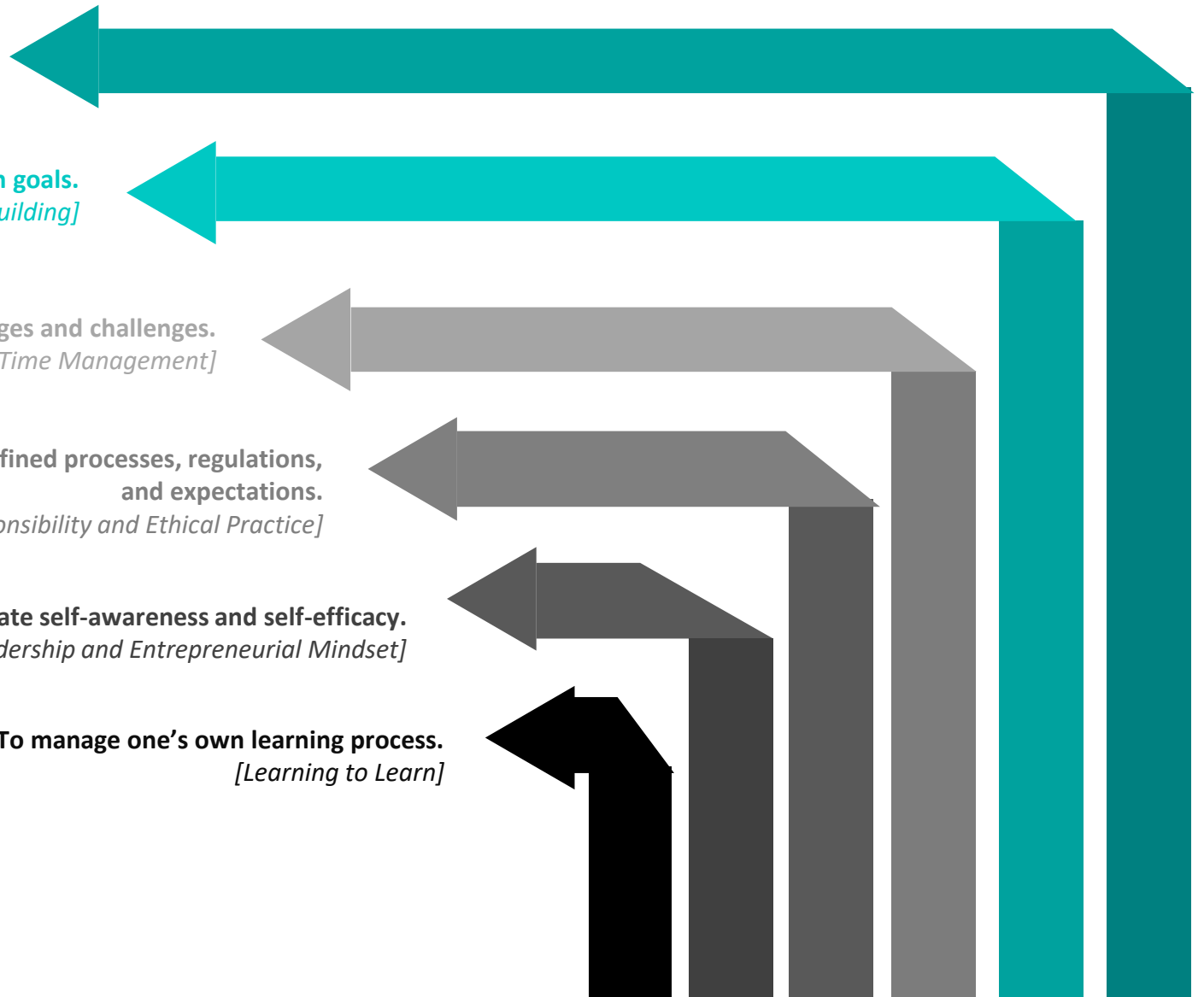
To effectively face changes and challenges.
[Resilience and Time Management]

**To implement tasks based on predefined processes, regulations,
and expectations.**
[Responsibility and Ethical Practice]

To demonstrate self-awareness and self-efficacy.
[Self-Leadership and Entrepreneurial Mindset]

To manage one's own learning process.
[Learning to Learn]

Objectives



Route Map



1. Communication



2. Team Building



3. Resilience and Time Management



4. Responsibility and Ethical Practice



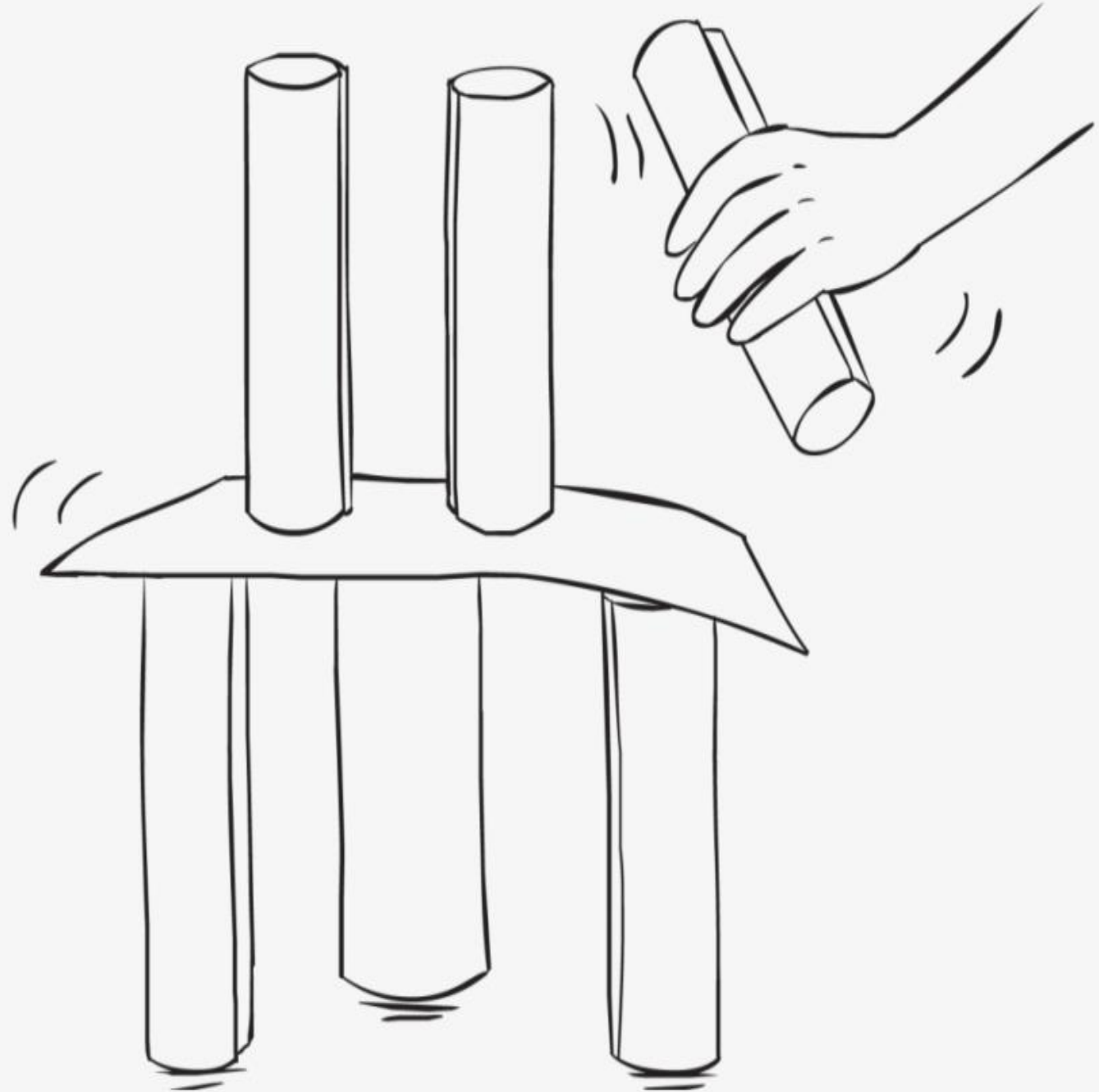
5. Self-leadership and Entrepreneurial Mindset



6. Learning to Learn

The Tower

- Teamwork is key to reach a goal.
- Value the different roles within an organisation to strengthen and enrich the decision-making process.



Form small groups
(of around 5 persons)





Try to hold the round object on the top of the tower

- Use paper, newspaper sheets, scissors, (sticky) tape etc. to “build” a “tower”.
- Try to make the round object given to you stay stable on the top of the “tower” for at least 20 seconds.

Everyone in the group should get involved!

You have 10 minutes!

The Tower

Evaluate your success

- **Success in results** means that the tower was able to hold the round object.
- **Success in process** means that the approach and design adopted were built on the best ideas of all the participants.
- **Success in relationships** means that there was full participation, mutual understanding, and inclusive decisions among the participants.

The three-part model of results, process, and relationships is a good principle to refer back to over the course of a project or an event.

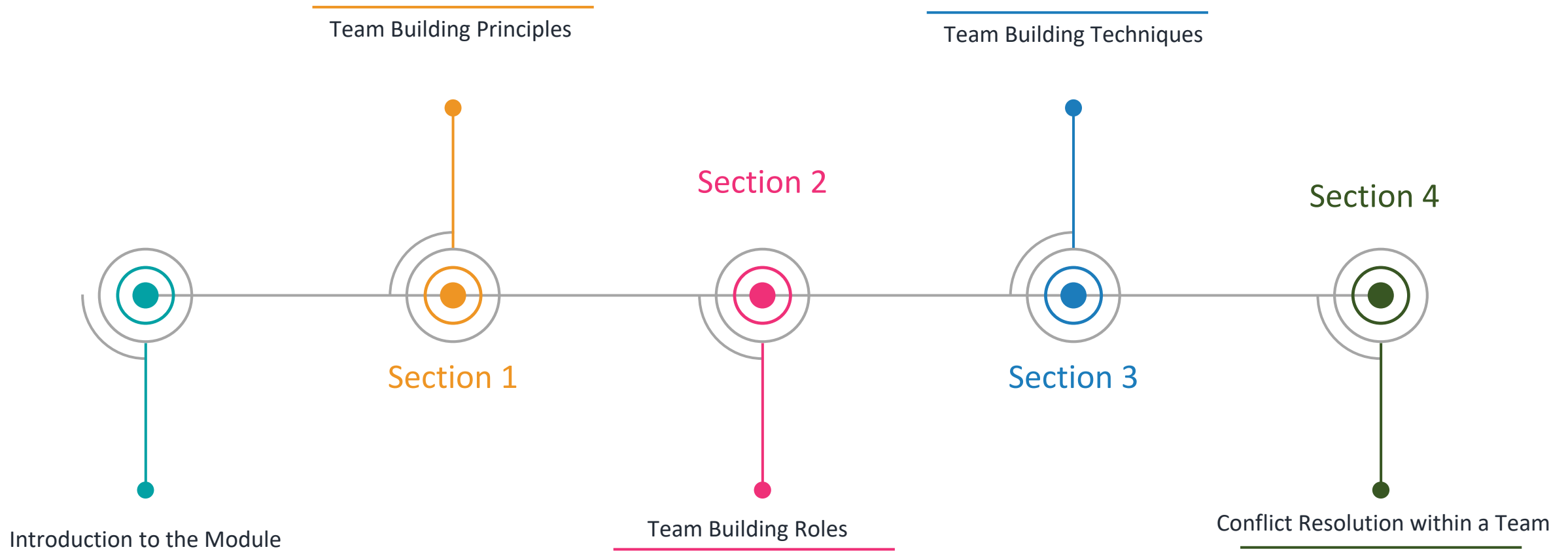
The Tower

Evaluation Round



- What did you learn about teamwork?
- Did you manage to achieve the three “successes”? How? Why?
- What could have helped you be more efficient?

Module Structure



Learning Outcomes

01

To describe team building, its added value, how it can benefit a company or an organisation, as well as the stages of team development.

02

To describe different team roles according to Belbin's theory.

03

To identify the natural role of each employee.

04

To apply teamwork to reach a common goal.

05

To implement different activities within a company or an organisation to enhance the trust among employees, and among employees and employers.

06

To utilise team building for problem solving/team management.

*No one can whistle a symphony.
It takes a whole orchestra to play it.*

HALFORD EDWARD LUCCOCK,
American writer, minister, and professor at Yale University

Team Building Principles

Defining team, teamwork, and team building
Stages of team development
How teamwork can benefit an organisation

A team:

is a small number of people with complementary skills, who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

JON R. KATZENBACH

Founder and co-leader of the Katzenbach Center at PwC US

DOUGLAS K. SMITH

Chairman of the Board of the Rapid Results Institute

Defining team, teamwork, and team building

A team is...

- A small group of people (efficient)
- With **complementary skills**
- Sharing **performance goals** and an **approach**
- For which they hold themselves
- **Mutually accountable**

Committed to a common goal



Defining team, teamwork, and team building

What is teamwork?



Defining team, teamwork, and team building

What is team building?

- A method which appeared in the 1980s in North America.
- It is of interest to human resources departments, which see it as an opportunity to develop a common corporate culture and strengthen the cohesion of the professional group through collective activities and team work.
- It is part of the objective of corporate well-being. To achieve this objective, team building offers five key advantages:



- ✓ Stimulates **motivation**.
- ✓ Promotes **internal communication** to prevent possible tensions.
- ✓ Facilitates the **integration** of new employees.
- ✓ Creates a **friendly working environment**, which limits stress and increases productivity.
- ✓ In the long term, **improves the overall performance** of the company.

Stages of team development

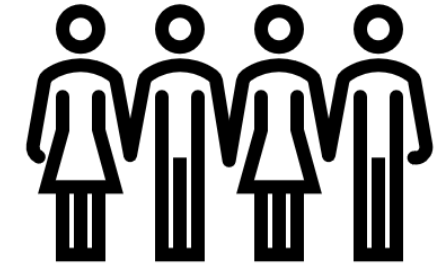
The different stages of building a team: *the Tuckman's model*

- Developed in 1965 by Bruce Tuckman, an American psycho-sociologist specialising in group dynamics, Tuckman's model is a **five-step method for building team cohesion**.
- These stages start when the team first meets and end at the end of the project.
- According to Tuckman, these five phases are necessary and unavoidable for the team to *grow, face challenges, tackle problems, find solutions, plan tasks, and produce results*.



Stages of team development

The different stages of building a team: *the Tuckman's model*



Forming

Team Formation

- Individuals test and judge each other.
- The group members look for a framework.
- People try to establish the situation.
- Orientation phase: what is the task at hand?
- Teams are now very dependent on the leader.

Storming

Team Tensions

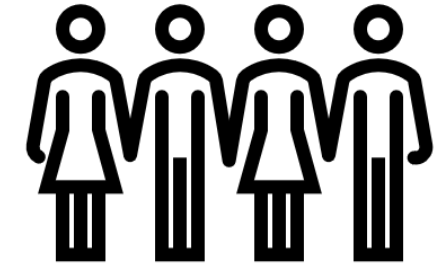
- Divisions and oppositions are created between the group members.
- The level of hostility in the group increases.
- The members of the group have aggressive or submissive but not assertive attitudes.
- There may be attitudes of resistance.
- The level of emotionality is high.

Norming

Team Working

- The group develops around common rules.
- Conflicts are reduced and harmony is created.
- An interconnection is created between the members of the group.
- The level of emotionality decreases, empathy develops. Everyone asserts themselves more and more and better and better.

Stages of team development



The different stages of building a team: *the Tuckman's model*

Performing

Execution

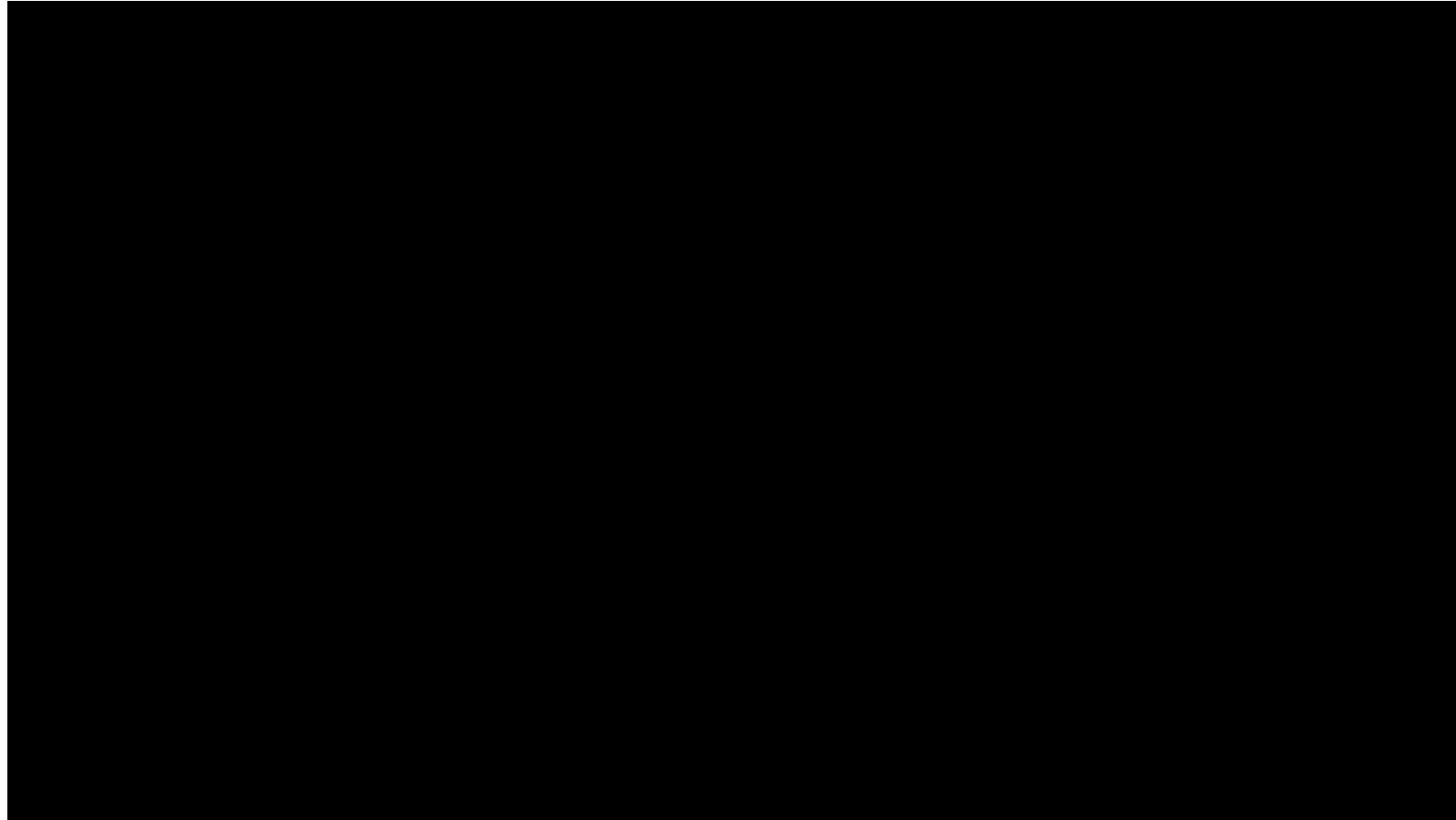
- Everyone is focused on their role according to the goal.
- Phase of proposing ideas, feedback, and corrections.
- Relationships are now based on professional ones.
- Norms become more flexible and there is mutual acceptance between the members of the group.
- Synergy is created and collaboration takes place.

Adjourning

Dissolution

- The mission has been accomplished; the group's objective has been met.
- Analysis phase of what has been done to produce a return of experience or activity report.
- The report will be used for future groups or projects.

Watch the Video



How teamwork can benefit an organisation

The main benefits of teamwork

For the employers:

- ✓ **Strengthens the bonds between employees**, which improves the atmosphere and the work environment.
- ✓ **Increases motivation.**
- ✓ Strengthens the **cohesion** of the group.
- ✓ Develops a **sense of belonging to the group** among employees.
- ✓ Strengthens **solidarity** and gives meaning to communication.
- ✓ **Addresses conflictual issues** and frees up communication to **solve problems.**
- ✓ Helps see **difficulties from another angle.**



How teamwork can benefit an organisation



The main benefits of teamwork

For employees:

- ✓ Helps understand more about the attitudes of colleagues towards teamwork and work in general, which provides a more complete picture of their **motivations and attitudes within the workplace**.
- ✓ Helps **understand colleagues** better.
- ✓ Promotes **interaction with others**, which can be used as a first bridge to start communication about ongoing issues at the workplace.
- ✓ Improves awareness of the feelings that exist within the workplace, which allows employees to **be more watchful** concerning the work in team.
- ✓ Helps understand what each person brings to the company, to get **an idea of their skills**, but also of the tasks that are assigned to colleagues and to **develop their involvement** within the company.

How teamwork can benefit an organisation

Desert Survival Game

Start the game individually by putting the items in order of importance in “My ranking” column.



How teamwork can benefit an organization /a company

Desert Survival Game

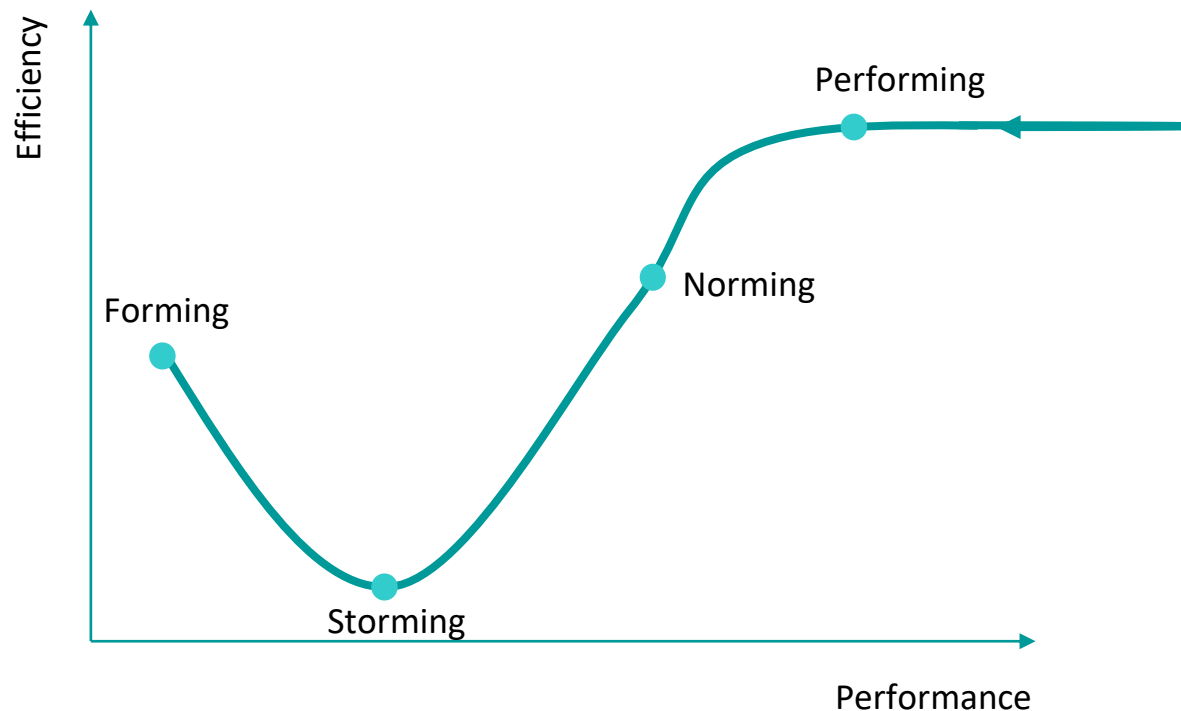
Then, split into groups of 4 individuals and try to come to a consensus.

Write down the results in the “team's ranking” column.



How teamwork can benefit an organisation

Analyse through which phases of the Tuckman's model you have been through



- ✓ What thought process did you follow for addressing the problems?
- ✓ What issues or questions did you consider?
- ✓ In what order did you approach these issues?
- ✓ Ascertain how difficult it was to achieve a team consensus and whether everyone finally agreed.










Team Building Roles

The natural role of each employee

The different roles within a company that can support the decision-making process

The natural role of each employee

The 9 Belbin Team Roles

			<i>Team Role Contribution</i>	<i>Allowable Weakness</i>
<i>Thinking</i>	Plant	PL	 <i>Creative, imaginative, free-thinking. Generates ideas & solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	ME	 <i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	SP	 <i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
<i>Action</i>	Shaper	SH	 <i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	IMP	 <i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	CF	 <i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
<i>People</i>	Coordinator	CO	 <i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	TW	 <i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	RI	 <i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

The natural role of each employee

Take the test!
The Belbin Team Roles Self-perception Inventory



The natural role of each employee

The 9 Belbin Team Roles



- Now that you have found out your main **Team Roles**, create teams of 5 individuals.
- Draw this circle on a paper.
- Enter your names in the segments which correspond to your **top two Team Roles**.
- Discuss about the circle and analyse it.
- Make a list of **5 strengths of the team** and its **5 possible weaknesses**.
- Come up with **3 action points** based on the discussion, which will enable the team to *increase its effectiveness*.

The different roles within an organisation that can support the decision-making process

Understanding each other's roles to get more involved in teamwork

- **Knowing** and **understanding** the responsibilities of coworkers can help learn more about the existing positions and what qualifies them to practice them.
- **Differentiating** the various roles and the responsibilities they rely on can make the daily work easier as more people are aware of the other's tasks, and can also increase the understanding of the workload of others, which can be used to balance responsibilities and taken into consideration in teamwork.
- **Having a wider understanding** of the positions that exist within the company can help look for a contact person to either update skills regarding certain positions or change position entirely.
- **Being aware and respectful** of the other positions and their responsibilities on the one hand enhances appreciation towards colleagues, while on the other hand increases motivation for trying out another position within the workplace.



The different roles within an organisation that can support the decision-making process

Valuing the different roles to support decision-making

- **Putting oneself in the position of others** within the organisation and act accordingly. With this knowledge in mind, you will be able to work more efficiently as you are more aware of the decision-making process.
- **Being respectful towards colleagues** because you understand their responsibilities within the internal decision-making process better. Consequently, you will be more receptive to explanations and able to adapt quickly.
- **Showing more empathy towards the other positions** that exist within the workplace. You will be able to ask questions directly to the people in charge, since you are more aware of the decision-making process. Knowing how decisions are being taken permit to counter inefficient or unproductive ways of working together.



Team Building Techniques

Techniques to enhance team spirit

Reaching common goals thanks to teamwork

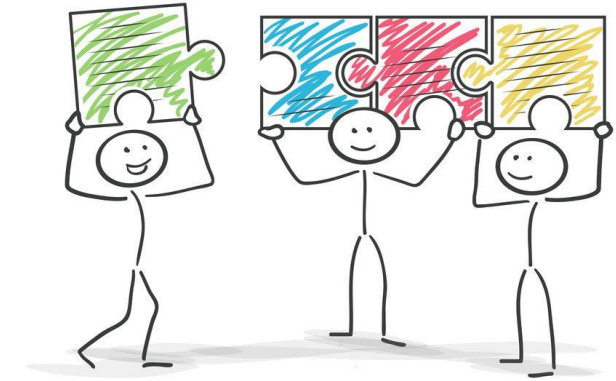
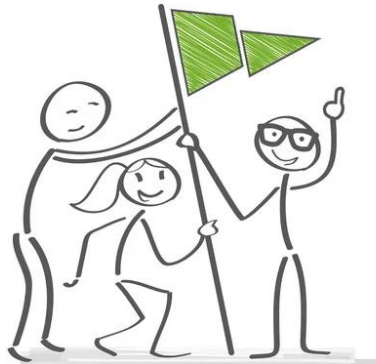
Enhancing trust among employees, and employees and employers, through team building

Techniques to enhance team spirit

Applying teamwork and enhancing team spirit

To apply teamwork you need to...

1. Build inclusive and diverse teams
2. Make collaboration a core value
3. Set up communication conventions
4. Invite your colleagues to create together
5. Highlight successful teamwork
6. Work together to set your goals
7. Be flexible

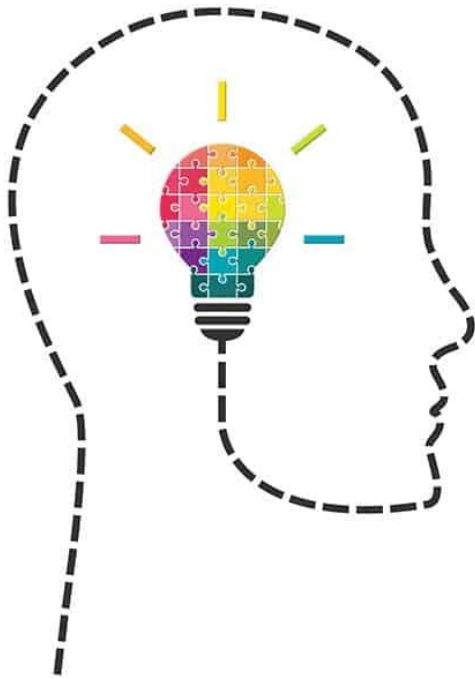


But you also need to enhance the team spirit by...

1. Working towards a common goal
2. Clarifying responsibilities
3. Sharing information
4. Asking for and giving feedback within your team
5. Sharing in team meetings
6. Building team spirit around common activities

Techniques to enhance team spirit

Here is a set of activity examples you can use to enhance team work and team spirit at work!



Teamwork activities

- Solve a puzzle with the participation of all
- Try a compliment circle
- Complete a personality test and share the results





Team spirit activities

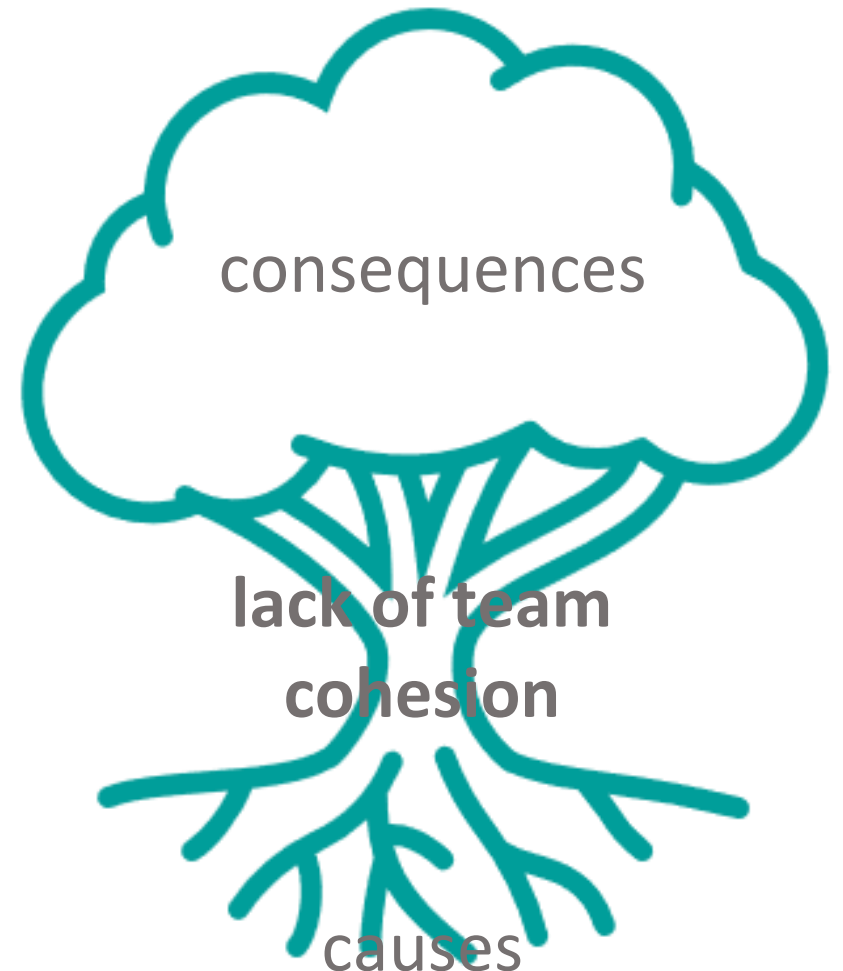
- Create a collective fresco on the organisation's values
- Work together for a charity or any solidarity association
- Play several games during breaks (“two truth and a lie”, “scavenger hunt” etc.)

And you can also implement some of the activities of this workshop!

Reaching common goals thanks to teamwork

Problem tree

-  The problem in *lack of team cohesion*.
-  Divide into groups of 3 individuals.
-  Draw a “problem tree” on a big piece of paper.
-  Try to identify and write down on the tree what **issues are causing** the problem and the **consequences** of it. Also, try to establish **cause and effect relations** between issues.



Reaching common goals thanks to teamwork

Solutions' tree



Back in plenary, start thinking about solutions for reaching the main goal: *cohesion within the team*.



Solutions should be proposed in relation to **possible consequences, aspects of teamwork, and how communication can have an impact on the existing issues.**



Share also one activity that you think can be implemented within the organisation to address the problem and activities that probably cannot, and explain why!

Reaching common goals thanks to teamwork

Team cohesion allows to solve the problem

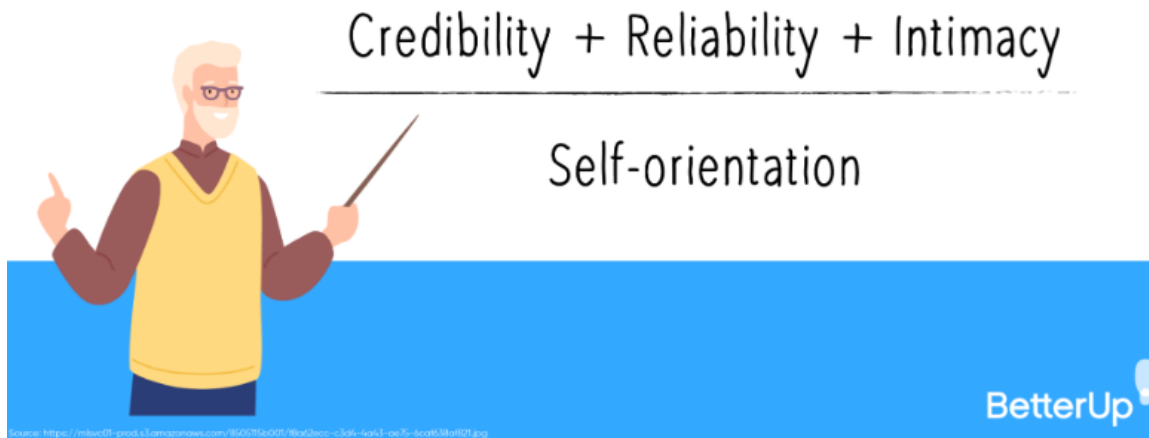
- **Identifying** the different **problems** and the **relations between those**: this will help to understand the issues that are important to co-workers and in what they originate. After having understood the causes of these issues, you will learn how you can cope with the problems and how to reduce them. You will also grasp the interconnectedness of problems that are often not visible to the outsider.
- Expressing more **empathy** towards the issues co-workers face and being able to identify these issues faster: while finding **viable solutions** for these issues is crucial, you should also try to implement them.
- Being aware of **solutions** concerning problems that are connected to the workplace: this will also enable you to approach your team in a more considerate manner, knowing what is important to them.



Enhancing trust among employees, and employees and employers through team building


Enhancing trust at work to achieve effective teamwork

The Trust Equation



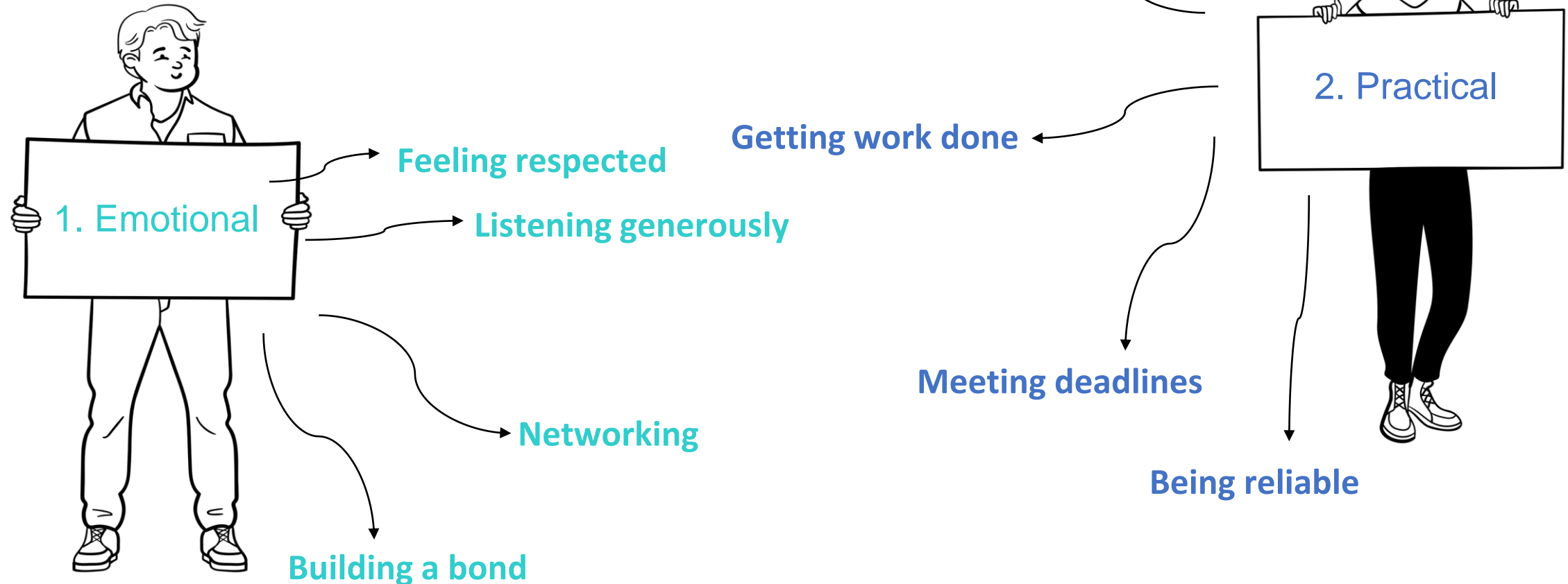
$$\frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-orientation}}$$

Source: <https://mbux01-prod.s3.amazonaws.com/95075e007/9ba02cc-c3d6-4a11-ae35-bca063ba1d2d.jpg>

BetterUp 

Enhancing trust among employees, and employees and employers through team building

The 2 types of trust



Enhancing trust among employees, and employees and employers through team building

Team building exercise: The Scavenger Hunt

Within teams of 4, try to find every item on the list, and show it to the trainer!



Conflict Resolution within a Team

The different types and layers of conflict
Teamwork as a problem-solving tool

Watch the Video



Analysis time

Based on the video you have just watched, comment on the **quality of your team** and how it **generally manages problems**.



The different types and layers of conflict

The definitions of “dispute” and “conflict”

According to John Burton (1990):

- A **dispute** is a short-term *disagreement* that can result in the disputants reaching some sort of resolution; it involves issues that are negotiable.
- **Conflict**, in contrast, is long-term with deeply rooted issues that are seen as “non-negotiable”.

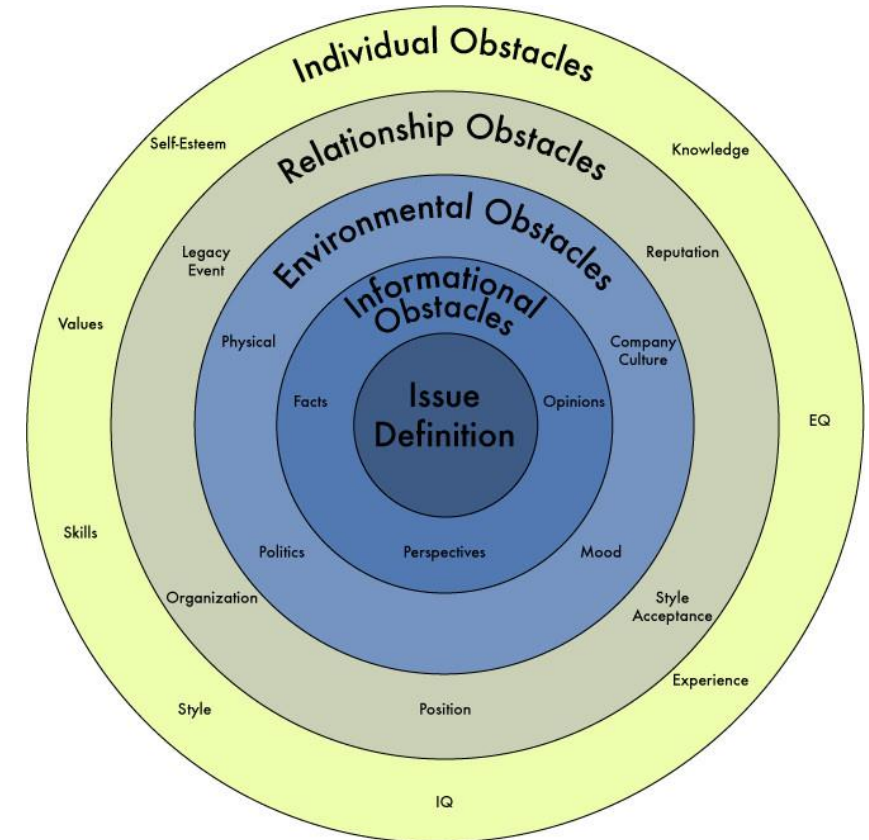


The different types and layers of conflict

The layers of conflict resolution: *the Lencioni's model*

By looking at the layers of the conflict resolution model presented by Lencioni:

- *Could you talk about previous conflicts?*
- *When you got stuck in the outer layers, was the conflict productive or not?*
- *Did it lead to commitment?*



Conflict Resolution Model

The different types and layers of conflict

The layers of conflict resolution: *the Lencioni's model*

- The obstacles are potentially several. There are likely multiple layers or obstacles that prevent a team from resolving issues.
- The objective is to **get to the issue itself as a focus**. To get there, teams often must acknowledge and address several obstacles or topics that may be unrelated to the issue at hand, but that create distractions and barriers to successfully resolving the conflict.



The different types and layers of conflict

Identify the issue within the different layers



1. Individual Obstacles:

Personal stories, exercises, and icebreaking activities can greatly help identify and understand individual obstacles. Ask questions like:

- *What individual obstacles are potentially hindering your team from getting to the real issue?*
- *What could be done to better understand these obstacles?*

2. Relationship Obstacles:

To better grasp potential relationship obstacles, ask questions like:

- *Have some behaviours resulted in an unfavourable reputation for one or more team members?*
- *Do team members have different styles and levels of toleration that prevent conflict resolution?*

The different types and layers of conflict

Identify the issue within the different layers



3. Environmental Obstacles

Consider what is present in the environment or culture that may contribute to conflict or interfere with the resolution. Ask questions like:

- *What are the politics of the team or organisation?*
- *How does the organisation culture influence the thinking about the issue?*
- *How is our team and organisation's morale? Does morale predispose us to think in a certain way?*

4. Informational Obstacles

Once you have identified the issue, get clear on the objective before bringing in the subjective.

- *Ask, what are the facts?*

Then, you can start to ask questions that consider various perspectives and opinions.

- *Ask questions to look at the issue from different angles, then ask: what shapes these perspectives?*

The different types and layers of conflict

Three types of conflict: *task, process, and relationship conflict*



- **Task conflict** is a disagreement about how to perform a task.
- **Process conflict** is a disagreement about how tasks and responsibilities are distributed in the team.
- **Relationship conflict** is a disagreement about the perceived behaviour or characteristics of one or more people, causing tension in the team.

Conflict is **inevitable**. Tuckman's classic model of team building predicts a "**storming**" phase. However, they can be very destructive and lead to mistakes and performance problems.

The different types and layers of conflict

Constructive conflict going through teamwork

- Conflict **prevents** real breakdowns.
- Conflict **creates more commitment** within the team: *a productive conflict shakes up a team and makes people more aware of the problem and more committed to a task in order to find all the solutions to a possible conflict.*
- Conflict is an **opportunity to progress**.
- Conflict **generates more creativity**: *it is necessary to grow new opportunities within the organisation and make it even more competitive.*
- Conflict **improves relationships within a team**: *a manager who manages productive conflicts allows each member of a team to express his or her way of working and to explain what makes him or her happy or what irritates him or her in certain situations. This communication around conflicts defuses many tensions and creates a much more beneficial working atmosphere in the long term.*

Strengthening
team spirit
and cohesion
helps to
prevent these
conflicts.

Teamwork as a problem-solving tool

Activity time!

Let's try to solve a problem through role-playing

You're now about to play, by team, in groups of 5, a roleplay where you will try to tackle a structural problem that every organisation could go through.

- Take a role that exist within the organisation and fulfil its position (e.g. supervisor, janitor, co-worker etc.).
- Complete the task that includes the identification of a solution to a structural problem (e.g. public scandal, pandemic, strike towards more payment etc.) in groups (communicative manner).
- Each participant should be ready to play its role in the scenario.
- Write down the path in which you have completed it and rehearse within your group to be ready for the roleplay.



Teamwork as a problem-solving tool

Play roles to clarify responsibilities and facilitate decision-making



- Present your play to the whole group and show the difficulties that came up.
- Compare to underline the different perceptions people have of other roles.
- Clarify decision-making process and roles.
- Reflect on how this might be improved.

Teamwork as a problem-solving tool

Pulling it all together: Conflict resolution in action

Before you implement this activity, take a moment to reflect on a recent conflict. Then, take ten minutes with a sheet of paper and review each obstacle.



- Realise that your perspective is your perspective. It is your truth. What might the perspectives of others on your team be?
- Now consider the foundation beneath conflict-vulnerability-based trust. Is everyone where they need to be?
- Is your team self and interpersonally aware of one another's Behavioral Styles? Does your team regularly engage in trust-building team exercises?

Teamwork as a problem solving tool

Some tips to resolve conflicts within a team...

- ✓ Identify the sources of conflict and their causes.
- ✓ Start easing tension as soon as it arises.
- ✓ Understand the source of the conflict (by listening to all parties involved).
- ✓ Identify the nature of the conflict (organisational and/or relational).
- ✓ Bring the team together to resolve the problem (present the facts and differences of opinion, check that your staff have the same level of information needed, and go through the possible solutions and evaluate them).
- ✓ An action plan should be drawn up in which everyone plays their part and ensures that everyone meets their commitments.



Revision Questions



Can you give the definition of **teamwork** and **trust**?



What will you change in the future regarding trust within your team?



What would you like to **change** regarding **teamwork** within your organisation?



Evaluation

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Thank you!



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