

# 2007 Northeast Regional Teaching Workshop



Team Building Approaches  
Jack Clausen



# TEAMS

- Objective – to enhance interdisciplinary skills
- Individual – student
- Teams – after graduation



# PROBLEM SOLVING

## Lost at Sea

- TEAMS better than individual typically
- More knowledge
- More skills
- More acceptance of results



# TEAM CHARACTERISTICS

## 1. TEAM SIZE

- Diads – share
- Triads – 1 observer
- Quads – 2 diads
- Small teams – generate lists
- Large teams – end up as bunches of small groups & individuals



# TEAM CHARACTERISTICS

## 2. TEAM COMPOSITION

- Random – assigned randomly
- Assigned – based on expertise
- Self-selecting – some evidence more efficient



# TEAM IDENTITY POSTER

TEAM NAME

An acronym or other name for your team. Remember easily.

TEAM LOGO

A diagram, picture, words, colors

TEAM MOTTO

A saying or slogan re: team's purpose, values  
Composition, or way of working

TEAM MEMBERS

list



# ROLES OF TEAM MEMBERS

- Task roles – functions required in selecting and carry out a group task
- Team Building & Maintenance roles- functions required in strengthening and maintaining group life and activities
- Non-Team roles – obstruct progress of the team





# FUNCTIONS OF TEAM MEMBERS

- Direction – raising appropriate questions or responding with appropriate answers, supplying info
- Guidance – clarifying, analyzing info, integrating data, building on ideas
- Evaluation – assessing work done, reviewing guidance of group



# MULTIPLE ROLES GRID

	<b>TEAM-TASK ROLES</b>	<b>TEAM-BUILDING ROLES</b>	<b>NONTEAM ROLES</b>
<b>DIRECTION</b>	<b>Pioneer</b> Asks questions and supplies data	<b>Leader</b> Initiates group norms and style	<b>Aggressor</b> Attacks without constructive purpose
	<b>Instructor</b> Answers questions and supplied data	<b>Follower</b> Provides support and encouragement	<b>Blocker</b> Blocks stubbornly or unreasonably
<b>GUIDANCE</b>	<b>Commentator</b> Elucidates and analyzes data	<b>Promoter</b> Helps and encourages the quiet members	<b>Dominator</b> Likes to prevail in all circumstances
	<b>Coordinator</b> Links and integrates data	<b>Peacemaker</b> Works for harmony and compromise	<b>Chauvinist</b> Always decides on the basis of present ideas
<b>EVALUATION</b>	<b>Critic</b> Assesses and analyzes relevant data	<b>Reviewer</b> Periodically checks and corrects people	<b>Idol</b> Wants always to be the center of attention
	<b>Gatekeeper</b> Maintains rules and discipline	<b>Monitor</b> Keeps making sure relations are working	<b>Cynic</b> Does not truly care about the outcome

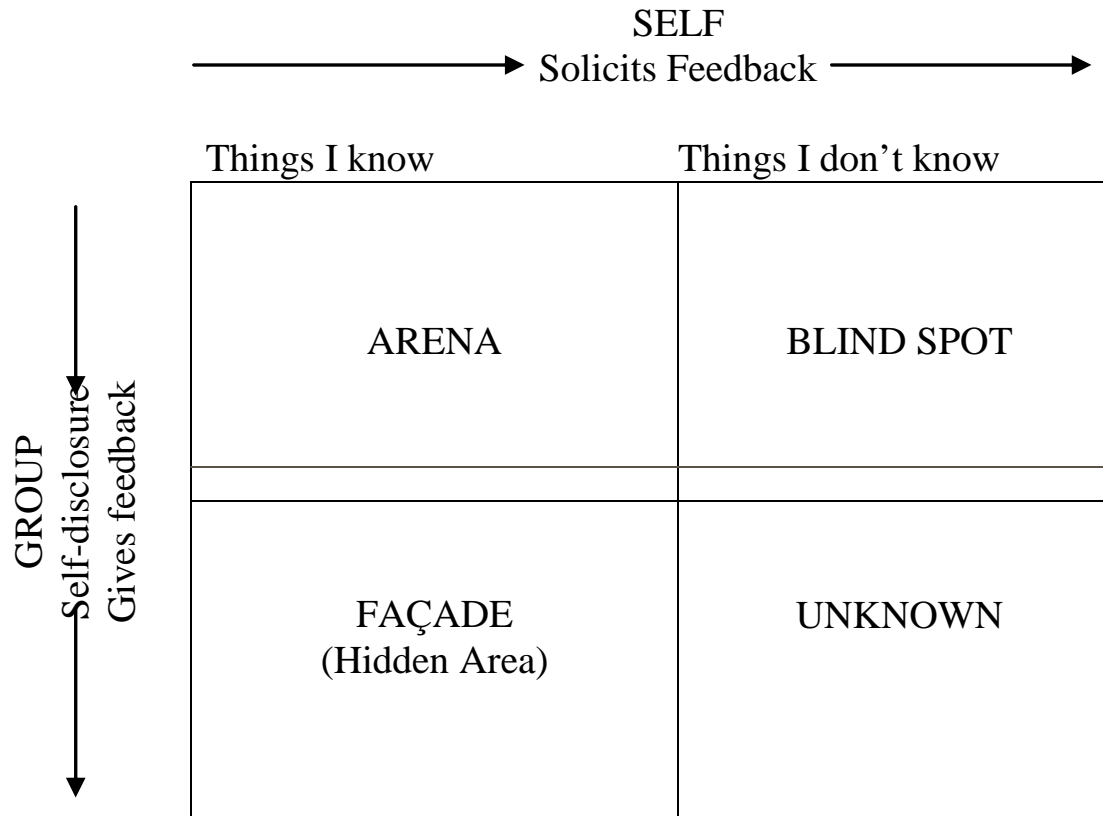


# JOHARI WINDOW

- To encourage development of open behavior by facilitating feedback
- Feedback – communication to a person with information about self.
- Two psychologists: Joseph Luft & Harry Ingham (Joe & Harry)
- Consider as a communication window through which you give and receive info.

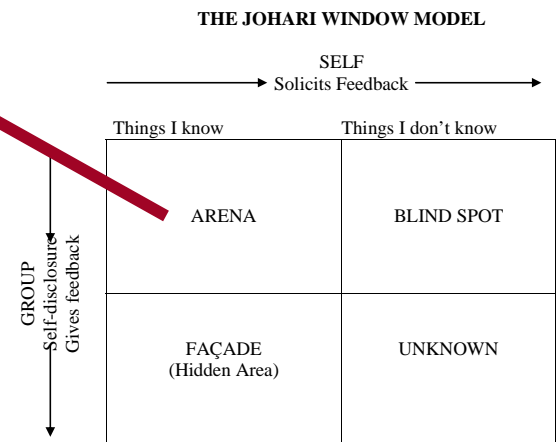
# JOHARI WINDOW

## THE JOHARI WINDOW MODEL



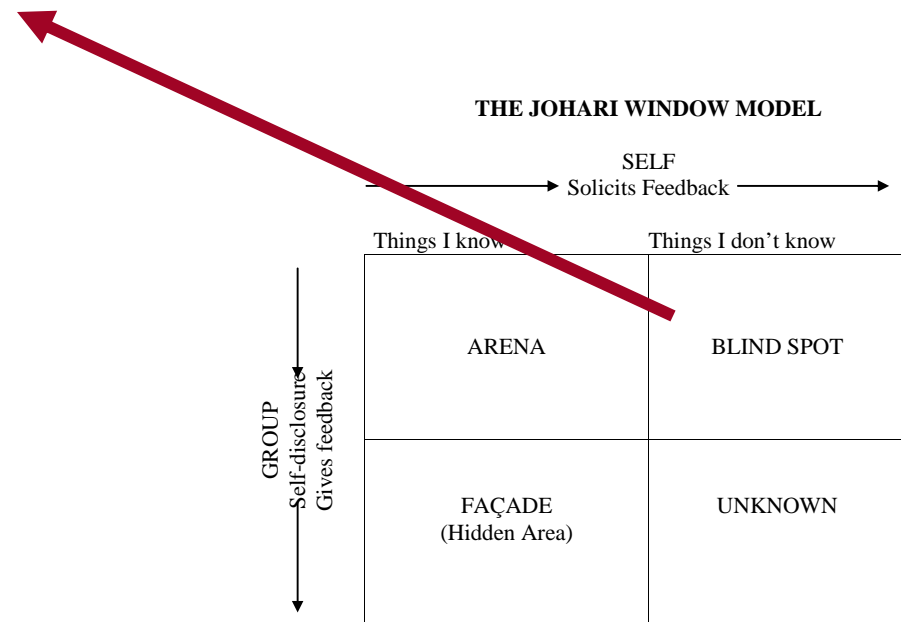
# Panes

- **Arena** – things I know about self and group knows, free & open exchange of information. Arena increases in size as level of trust increases between individual and group.



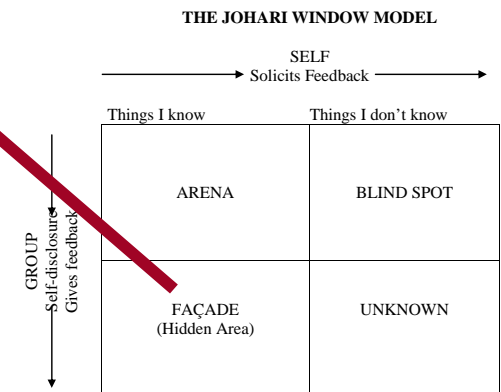
# Panes

- **Blind Spot** – information I do not know about myself but which group knows. Examples: mannerisms, verbal cues, way things said.



# Panes

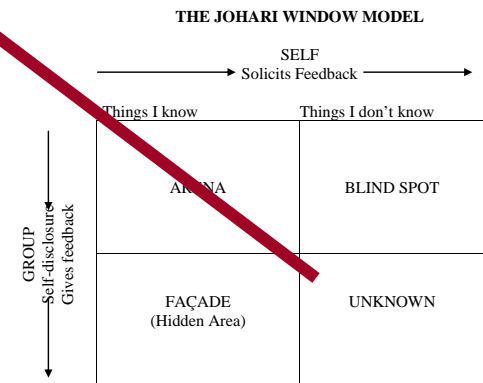
- **Façade** – things I know about self but the group is unaware. Fears. Keep things to myself.





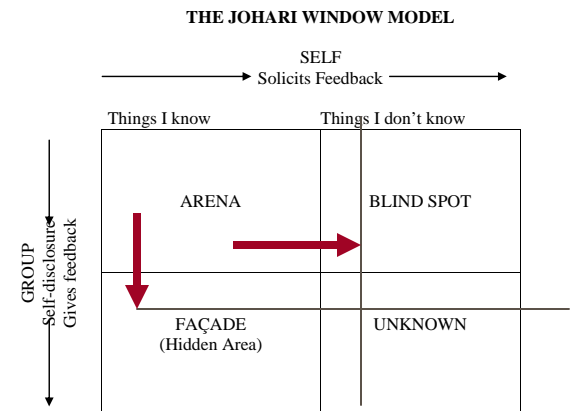
# Panes

- **Unknown** – things that neither myself or group knows about me. Material below the surface. Something bothering me but can't get handle on it.



# Goals:

1. Decrease blind spots, move line right.
  - How? Solicit feedback.
2. Reduce our façade. Move line down.
  - How? Give feedback to group.





# TEAM EFFECTIVENESS



# Resources

- Annuals and more

<http://www.pfeiffer.com/WileyCDA/>

- The Car: Feedback on Group Membership styles (82 annual)
- Baseball Game: Group Membership Functions (80 annual)
- Symbols: Sharing Role Perceptions (90 annual)