



Building Effective Teams

Duration 5 Days

Introduction

Team management is about mobilizing others to achieve much more than you could ever achieve on your own and the capacity to participate effectively in teams is increasingly required of staff. The reason for this restructuring is clear; there is ample evidence to suggest that today's organizations face unprecedented challenges. To survive, organizations have to look to cost containment and increased performance. A proven successful strategy for the achievement of these two elements is the introduction of team working. This program explores the benefits of team working and its impact on performance improvement. It will help develop a better understanding of what leads to team effectiveness, provide a basis of diagnosing teamwork problems and conflicts, and ideas on how to prevent teamwork problems developing in the first place. It will also cover leadership style, team roles and team composition. The emphasis will be on the increase on team effectiveness and the development of a 'team-player culture'.

Participants will be expected to make small group presentations of solutions to 'real' team working problems and design a 'team charter' for future reference. Various videos will be shown in order to 'benchmark' the establishment of team working in other organizations.

Who Should Attend

- The program is primarily intended for first and second line supervisors, but it will be particularly useful to all those involved in management through team working and the encouragement of leadership in management. Human Resource professionals and trainers will also find the course useful.

Course Objectives

By the end of this course participants will be able to:

- ↳ Understand the dynamics of team development and the importance of some constructive conflict to avoid 'groupthink'
- ↳ Understand team working and how teams can be distinguished from other groups
- ↳ Identify scenarios when team working is appropriate
- ↳ Diagnose the effectiveness of teams
- ↳ Understand the importance of team roles
- ↳ Identify and assess factors that affect team size and composition
- ↳ Appreciate the particular challenges of working in multi-national and multi-cultural Teams
- ↳ Apply the self-perception of preferred team roles to enhance individual contributions to team working
- ↳ Develop strategies for improving team leadership
- ↳ Recognize the positive and negative aspects of conflict in team working
- ↳ Develop personal effectiveness in handling conflict situations.
- ↳ Differentiate between conformity and cohesiveness
- ↳ Challenge and change unproductive group norms
- ↳ Heightening the team's interdependence
- ↳ Refine the team's mission, vision and values and how these relate to the organization's corporate objectives
- ↳ Analyze the team's strength and weaknesses.



Course Outline:

1. Overview of effective teams

- 1.1. What is a team?
- 1.2. What is the difference between a 'team' and a 'group'?
- 1.3. When is team working appropriate?
- 1.4. Why do (only some) groups succeed?
- 1.5. Team composition and size
- 1.6. Designing a 'Team Charter'
- 1.7. Belbin and Team roles
- 1.8. Video, Building the Perfect
- 1.9. Team

2. Effective team players

3. Understanding group dynamics

- 3.1. Distinguishing between a team
- 3.2. and a group
- 3.3. Building cohesion without
- 3.4. conforming
- 3.5. Group decision making & problem solving
- 3.6. Giving and receiving criticism constructively – the three Cs.
- 3.7. Designing a 'team charter'
- 3.8. Team effectiveness evaluation

4. Resolving conflict situations

- 4.1. Sources of inter-personal conflicts
- 4.2. Individual and collective conflicts
- 4.3. Conflict resolution
- 4.4. Constructive and destructive conflicts
- 4.5. Difficult or different
- 4.6. Valuing differences
- 4.7. The three 'Cs'
- 4.8. The 'difficult' or 'different' team member
- 4.9. Video – Constructive conflict

5. Improving communication skills

- 5.1. The communication climate
- 5.2. Vision and mission statements
- 5.3. and organizational objectives
- 5.4. The communication process
- 5.5. Barriers to communication
- 5.6. Communication styles
- 5.7. Listening skills
- 5.8. Participating in team meetings

6. Improving communication skills

- 6.1. Team leaders roles
- 6.2. Leadership styles
- 6.3. Leadership accountability



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- 6.4. Leadership and management
- 6.5. Team Building, Leadership and Motivation
- 6.6. Performance improvement

7. Module 6 Objective setting and monitoring

- 7.1. Being clear about mission and team objectives
- 7.2. SMART
- 7.3. The planning process
- 7.4. Setting standards
- 7.5. The role of the team leader

8. Empowered Teams

- 8.1. The advantages of empowerment
- 8.2. Building empowerment and self-direction
- 8.3. The dangers of 'group think'
- 8.4. Delegation within teams
- 8.5. Course Review