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# Module 5: Teamwork & Teaming— Outline

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## Purpose

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- To improve your ability to support one or more teams in teaming and performing.

## Objectives

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- Add to and reinforce your knowledge of what makes great teams: shared processes, tasks, interpersonal styles.
- Become more aware of the strengths and areas for development of your work groups/teams.
- Practice teaming.

## Required Readings

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1. Katzenbach, J. & Smith, D. (March-April 1993). *The discipline of teams*. **Harvard Business Review** (PDF)
2. Pinker, S. (October 3, 2010). *Just the right touch*. **The Globe and Mail**. (PDF)
3. Sobel, A. (Winter 2009). *What's so special about Special Ops?* **Strategy + Business**. (PDF)

## Optional Readings

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1. Ancona, D. & Bresman, H. (2007). *X-teams: How to build teams that lead, innovate and succeed*. **Execubooks**. (PDF)
2. Sobel, A. (Spring 2006). *The Beatles principles*. **Strategy + Business**. (PDF)

## Required Media

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1. Beare, S. & Macmillan, M. (October 2009). *The power of teamwork: inspired by the Blue Angels*. <http://www.youtube.com/watch?v=U-iyBsaehn8>

## Pre-Work

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**Music and Inspiration: Team 3 – The Sled Dogs** (8:30 – 9:00 am; breaks, lunch, at end)

**Special Activity: Team 4 – S & M<sup>2</sup>d** (10 minutes-any exercise/activity which engages participants in learning about the module's topic)

**Field Work: How are your teams doing? (Resources/Handouts: Quick Reference to Team Basics and the Team Iceberg)**

- Each person check in with one of your teams on how well it is doing as a team. Provide each team member with “The Team Iceberg” and “Team Basics”. Use them as a reference point for identifying strengths and areas for development of the team. Optional: Provide members with the Katzenbach & Smith article (and any others you deem worthwhile) in advance of the discussion.
- **Team Iceberg:** Together, rate the team's 7 processes and acquired team skills (task and interpersonal). Use any scale you wish. Using the rating as a kick-off point, discuss how to build on the team's strengths and reduce its weaknesses.
- **Team Basics:** Together map the team's styles based on which style each person comfortably operates within most of the time: challenger, strategist, tactician, & facilitator. Discuss the implications of the pattern for the team's decision making (positive and/or negative).
- Based on the check-in with your team, identify one or two actions you can take to guide your team to a higher level of performance.

**Insights on Leadership from the Readings, Media and Your Experience:  
Team 5 – MEDI-ITES**

- Lead the groups through a team exercise (or a game) to put the spotlight on the success factors for teamwork (of relevance to local government challenges).
- Divide the time as follows: 20 minutes for the exercise and 10 minutes to debrief the lessons learned or key points.

## Key Concepts

- Real teams are typically a small number of people with complementary skills. The members are committed to a common purpose, set of performance goals, and work product. They all contribute and hold themselves mutually accountable.
- Diversity within teams is a sticky matter. Moderation is a useful rule-of-thumb to ensure some common ground while avoiding sub-group formation and information overload. Key to performance is the team's ability to access a range of information and spend adequate time exploring its meaning in depth.
- Team growth and learning occurs at two distinct levels: individual skills and behaviours that can be carried from team to team; group development, through which each team must progress as a unit.
- Senior management plays a significant role in the success of teams—clarifying the outcomes to be achieved, providing the necessary resources, helping teams to understand the larger context in which they are operating, enabling the flow of information between teams and keeping the teams accountable for how they work as well as what they achieve.
- Team success is more than getting all the processes and skills right within the team. It also depends on emphasizing outreach to stakeholders, managing across boundaries, gathering intelligence as needed, getting buy-in from decision-makers and being fluid in membership (if required) as the task progresses through various stages.
- Conflict clashes within and between teams are valuable in generating creative solutions and improving collaboration.