Teambuilding and Communications

Chapter Objectives

1. The team and the organization
2. Why teamwork works
3. The team and its members
4. The business of communication
5. Communication channels
6. Forms of communication

Team

• "...a group of people with complementary skills who work together to achieve a specific goal."

Group v. Team

❖ Group - members work independently and come together primarily to share information
❖ Teams - common goals and empowered to make decisions

Team Characteristics

1. Accountable for specific goals
2. Function interdependently
3. Are stable
4. Have authority
5. Operate in social context

Why Teams

❖ 30 - 40% more productive
❖ Reduce errors 13%
❖ However, 50 - 70% fail
Effect on Workplace Performance

<table>
<thead>
<tr>
<th>Competitiveness</th>
<th>Productivity</th>
<th>Quality of Work Life</th>
<th>Worker Satisfaction</th>
<th>Customer Service</th>
<th>Product/Service Quality</th>
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<tbody>
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<td>10%</td>
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Types of Teams

- Manager-Led
- Self-Managing
- Cross-Functional
- Virtual

Effective Teamwork Factors

- Depend on each other
- Trust one another
- Work better together than individually
- Become boosters
- Enjoy being on the team
- Leadership rotates

Group Cohesiveness- Attractiveness

- Size
- Similarity
- Success
- Exclusiveness
- Competition

Why Teams Fail

- Unwillingness to cooperate
- Lack of managerial support
- Failure to delegate authority
- Failure to cooperate

What Causes High-Potential Leadership Candidates to Fail?

- 60% = Inability to work in teams
- 9% = Lack of technical ability
Team Skills Needed

**Technical**
- Decision-making & problem solving

**Interpersonal**

Team Member Roles

A. Task-Facilitating
   - Monitoring
   - Enforcing
B. Relationship-Building
   - Confronting
   - Empathizing
   - Consensus Building
C. Blocking

Class Team Projects

1. Dream up team charter
2. Contribute ideas
3. Never miss a meeting
4. Be considerate of each other
5. Create process for resolving conflict
6. Use strengths of each team member
7. Don’t do all the work yourself
8. Set deadlines

What Does It Take to Lead Team?

- Demonstrate integrity
- Be clear & concise
- Acknowledge common points of view
- Generate positive energy
- Manage agreement & disagreement
- Encourage/coach
- Share information
- Convincing decisions & faster solution
- Warning signs appear earlier
- Smooth workflow & increased productivity
- Stronger business relationships
- Convincing decisions & faster solution
- Professional image enhanced
- Employee satisfaction up & turnover down
- Better financial results for firm & investors

Communication

• “...the process of transferring information from a sender to a receiver.”
Communication Flows

Informal Communication

What To Do About “Grapevine”
- Learn to live with it
- Tune into it
- Don’t participate in rumors
- Check out what you hear
- Take advantage of it

Listening
- “…80% rated...as an most important skill in getting things done...”

Barriers to Communication

Tips for Writing E-Mails
1. Formal/Informal
2. Meaningful subject line
3. Keep message focused & readable
4. Avoid attachments
5. ID yourself
6. Be kind
7. Proofread
8. Don’t assume privacy
9. Respond promptly
10. Show respect & restraint
Prepare/Deliver Presentations

- Audience
  - Knowledge level
  - Interest
- Present
  - Dress
  - Arrange early
  - Connect
  - Take time
  - Act natural
  - Main point
  - Avoid reading
  - Visual Aids
- Practice

Guidelines to an Effective Memo

- Follow format - guide headings
- Paragraphs short & to point
- Accent/highlight major point
- Short headings
- Title
- Key points
- Exhibits = attachments
- Staple

Nonverbal Communication

“...‘nonword’ messages communicated through facial expressions, posture, gestures and tone of voice.”