



Co-funded by the
Erasmus+ Programme
of the European Union



مشروع زيادة توافق المؤسسات الأكاديمية نحو هندسة التأهيل i-CARE

Team Dynamics

العنوان :

إعداد : Eng. Samah Hammouda

2021 / 7 / 7

التاريخ :

Project ref. 586403 -EPP -1- 2017 -1- PS-EPPKA2 -CBHE - JP

Partners



الشركاء

Workshop Timeline

09:00-09:30

Workshop
Overview
& introduction

09:30-11:00

Team
Composition

Break

11:15-13:00

Team goals

Break

13:00-14:00

Team
dynamics

Objectives

- Explain the difference between a group and a team, and identify the characteristics of an effective team
- Gain an overview of key models of team development and team roles
- Develop a greater awareness of their own role as a team-player and value differences in other team members
- Identify strategies for building effective teams

Workshop Content

- Team Design Frame work
- Team dynamics

Team Design frame work

Team
Dynamics



Composition

How big is the team?
Who is on the team?
Demographic
Personnel
Values

Team Goals

How do you establish SMART goals
in your team?
How do you think about driving
commitment to those goals?
How do you balance some of the
trade-offs between learning-
oriented goals
versus performance-oriented goals
in your team?

Team structure

How do you establish different
roles and responsibilities for your
task work?



Figure 1: The Michigan Model of Leadership

إعداد فريقك لتحقيق التميز

- صفتك قائد فريق
- يتعين عليك تحديد أفضل طريقة لتكوين فريقك وبناءه.
- ستحتاج إلى تحديد الحجم الأمثل للفريق،
- وتنوع أعضاء الفريق،
- وقيم الفريق وأهدافه،
- فكلُّ منها سيكون له تأثير هائل في ديناميكية الفريق وأدائه
- استراتيجيات وأساليب إعداد فريقك بفاعليّة.

Questions:

- 1. Do you want a large team or do you want a small team?
- 2. Do you want similar or different personalities on your team?
- 3. Do you want similar or do you want different abilities on your team?
- 4. Do you want similar sets of values among your team members or diversity?
- 5. Should your team goals be specific and measurable?

ACTIVITY 1

What groups or teams are you part of? Don't just think of teams at work.
Widen your thinking to include teams that you are part of in work, school and sport.

Think of previous teams as well as current teams.

How many can you come up with?

For each example try to answer the following questions:

What was the purpose of the group or team?

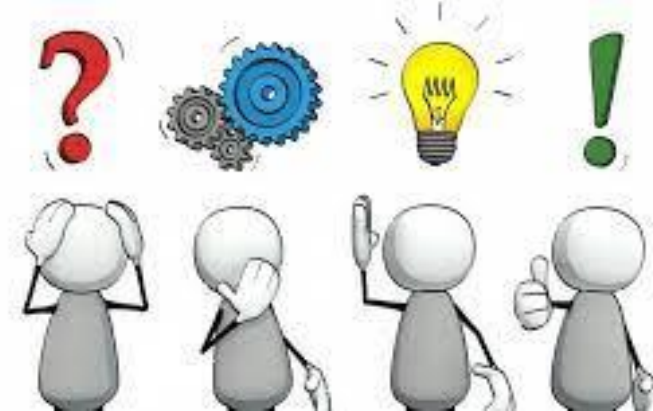
How well did it achieve its goals?

Who was involved in it?

How were members selected?

Did people have different skills and experiences and if so were they complementary?

Discuss

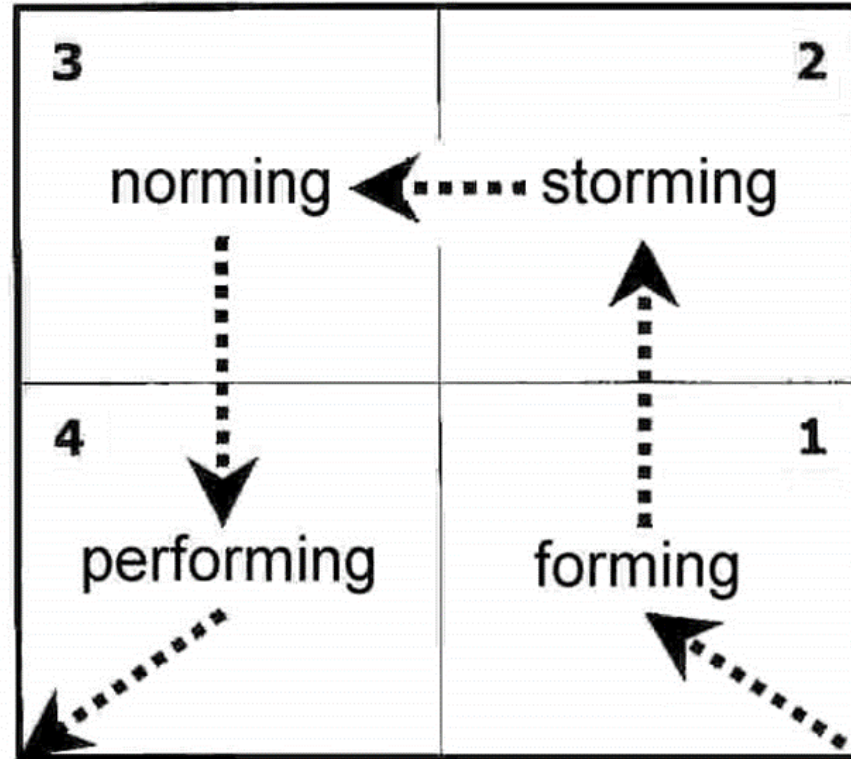


• Teams are definitely client-aligned .

Benefits of teamwork

- 1. Shared creativity can come up with better ideas** When people bounce ideas off each other, then new ideas can be formed. A group working well together will be more creative than any individual working alone.
- 2. Can draw on people's different strengths and perspectives** Everyone has different skills and also diversity of experience and background. A team working well is able to draw on all of the different skills in the team and explore things from a perspective that may not be their own but may be shared by their customers.
- 3. People can learn something from others in the team** The whole team functions better individually by the shared learning through the teamwork experience. Each time a new way of doing things is shared, then you learn a different way to work. Teamwork fosters learning in an organisation.
- 4. More people share in the achievement when the team goal is reached** Creating work together can be more fulfilling and make individuals feel more connected to the company goals. Individuals can see how their contribution works as part of a bigger picture and feel pride in what they do.
- 5. Shared risk in decision making** Alone individuals may not want to raise their head above the parapet and take a risk on an untried idea but in a group where consensus is reached there may be a willingness to share 'out of the box' thinking and try something new. It is here that real innovation can happen.
- 6. Others can keep help motivation or provide support in a difficult task or when someone is weak** If a project needs to be delivered on time then there is more chance of this if responsibility is shared. If one member of the team becomes sick then others can step in to help out. If one bit of the task is particularly difficult then the support of other team members can keep you trying.

Tuckman's team development model



Tuckman's team development model

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



What is the optimal team size?

Activity :

Share with your classmates your own experience with team size. *

**And what you see is those advantages and those disadvantages?

Please answer the following questions in the discussion forum below:

How big is your team, current or recent?

What were the advantages or disadvantages of your team size?

Would you change the size of your team, and if so, to what? And why?

****What the impact of team size is on team functioning and

performance when we look across teams around the world.

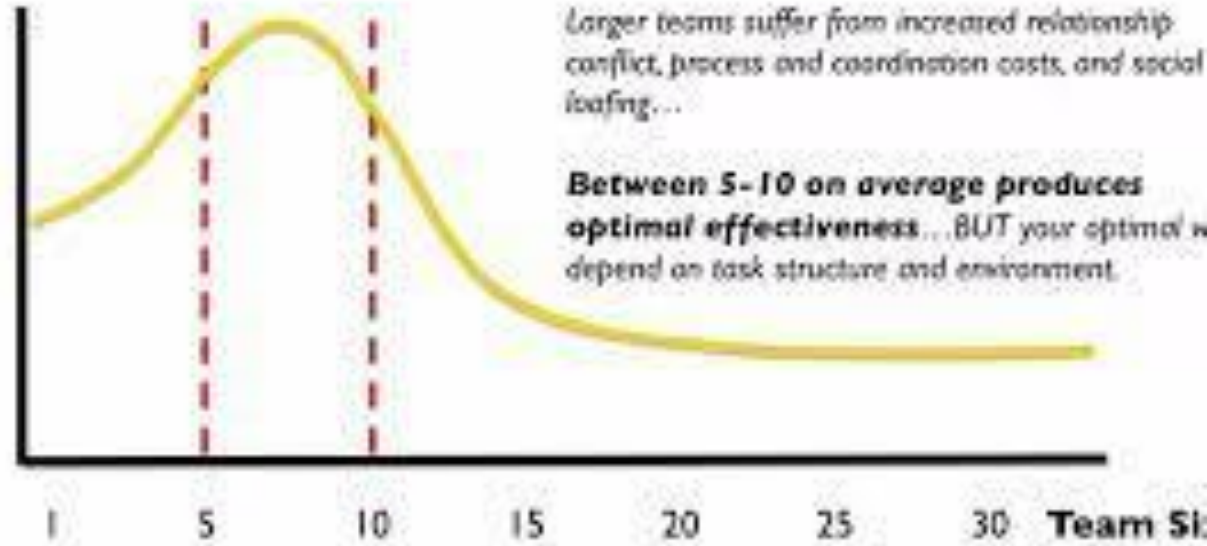


shutterstock.com - 1385282660

Optimal team size

Too big? Too small? Just right?

Team Effectiveness



Team composition

- Demographic Characteristics.

1. surface-level diversity

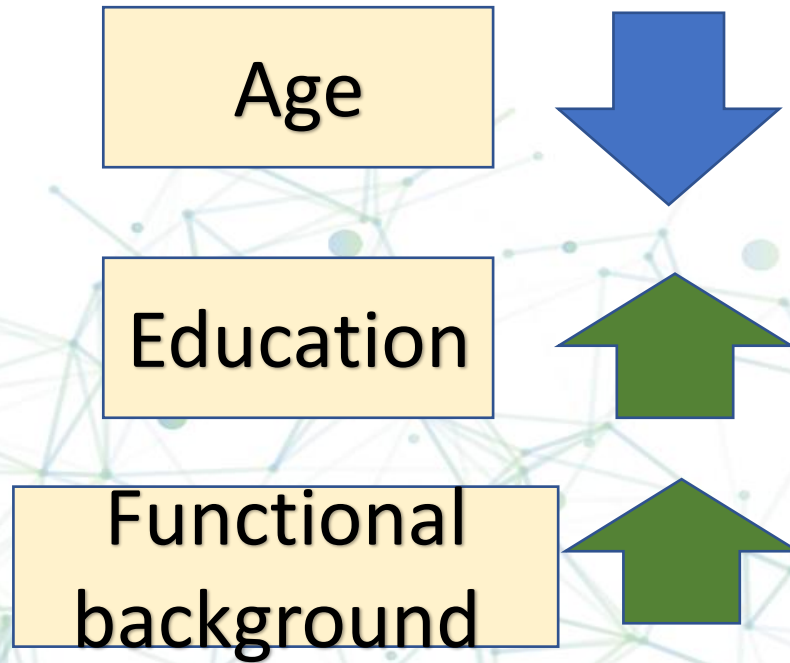
2. deep-level diversity



Activity

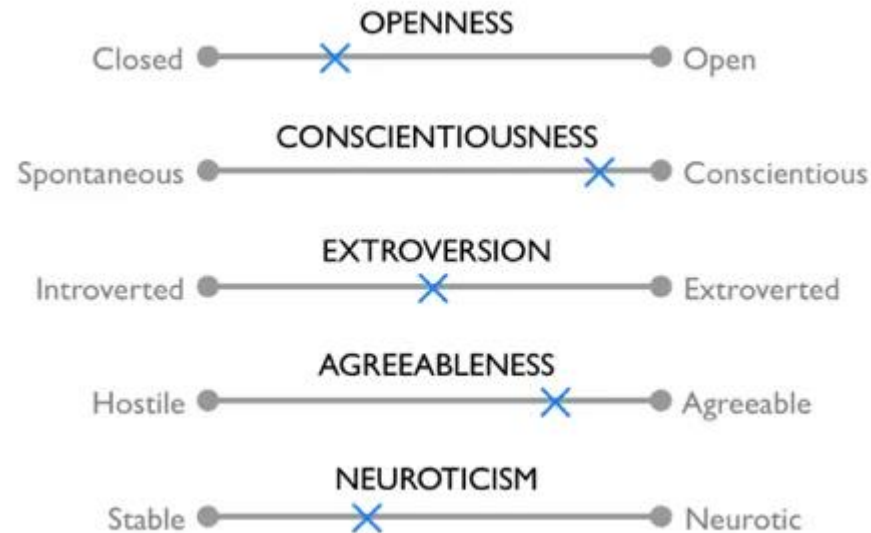
- **How much surface-level diversity do you have in your team? Does that surface-level diversity help or hurt your team? How so?
- How much deep-level diversity do you have in your team? Does that deep-level diversity help or hurt your team? How so?

Team composition and innovation



Team Composition-Personality

- Five typology of personality



Activity Map your team

Team member	Openness	conscientious	extraverted	Agreeable	emotionally stable

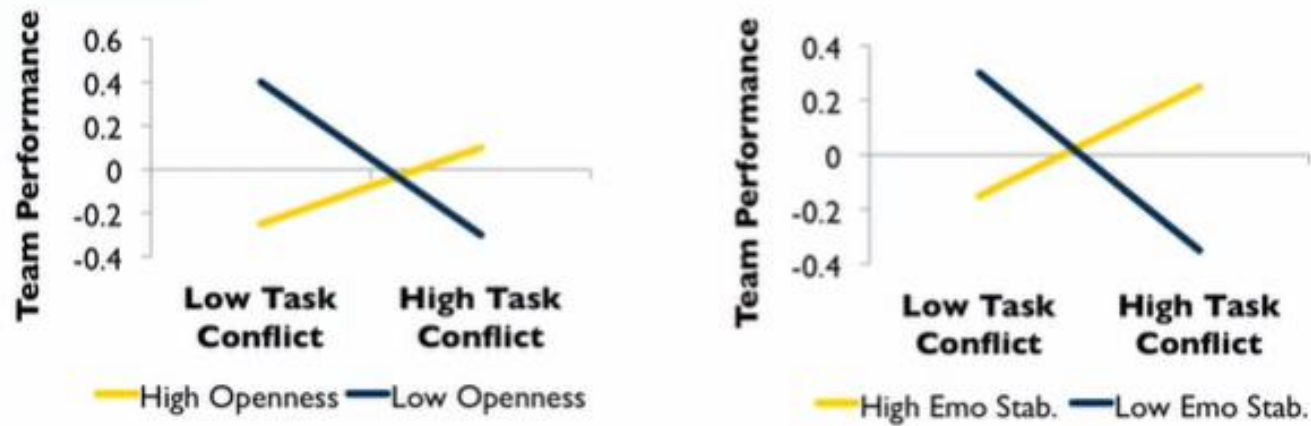
Team Composition

01.07 Values-based Diversity in Teams (Part 1)

LEADING TEAMS



Team Personality and Conflict



Note: Sample is 117 teams (4.8 members) composed of undergrad business students working together over 13 weeks.
Source: Bradley et al., *Journal of Applied Psychology*, 2013

Team Composition

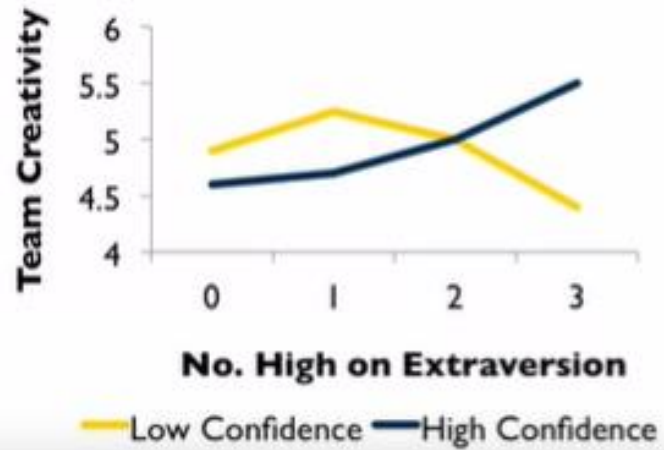
01.07 Values-based Diversity in Teams (Part 1)

LEADING TEAMS



Share

Team Personality and Creativity



Team Composition-personality

When you're selecting team members into your team, you wanna think very carefully about **conscientiousness** and you wanna think very carefully about **agreeableness**.

**You wanna make sure the average is as high as possible.
And at the minimum in your team is as high as possible.**

You do not want a really low person on conscientiousness and agreeableness if you can help it.

That would be, if I had to point to one implication of these data for how you compose and build your team, **conscientiousness and agreeable we want as high of an average as possible.**

Emotional stability, openness, we want the average for those dimensions **to be high as well.**

Things like **extraversion**, it's gonna be conditional on our ability to build things like the **confidence in the team** and those sorts of other dimensions to really drive team performance.

Goal Setting in teams

- SMART goal
- Specific, measurable, agreed upon, reasonable and time bound

Goals for
performance

Goals for Learning

Goals

- If you want to improve performance
- by setting difficult, challenging stretch goals, you better sure that your team
- is cultivating and embracing a learning mindset, a growth mindset,
- a learning orientation, as opposed to that performance orientation.

Team Dynamic

What is team dynamic ??

- Team dynamics are those psychological forces influencing the direction of your team's performance and behavior.
- Those dynamics are created by the personalities involved and how they interact.
- Understanding a team's dynamics can alert you to how successful it might be.

Discuss???

- Positive team dynamics occur when team members trust each other, work collectively, and hold each other accountable. When a team has a positive dynamic, its members are more successful and there is less chance of conflict.

Dynamic team

- Be an affective leader.
- Meet with your team
- Address issues early on
- “It’s important to address as many of the issues that arise together as a team, rather than singling people out”



Co-funded by the
Erasmus+ Programme
of the European Union



شكرا لكم

تواصلو معنا عبر :

البريد الإلكتروني : icare@alazhar.edu.ps

العنوان : فلسطين، غزة، جامعة الأزهر-غزة، الحرم الشرقي- مبنى صفد- مكتب المشاريع.

This Publication has been Produced with the financial support of the Erasmus+ Program of the European Union.
The Contents of the Publications are the Sole Responsibility of the Partners and can in no way be taken to reflect the views of the European Commission