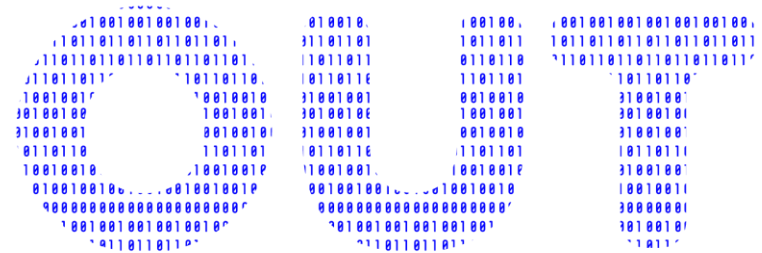


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# Unit 2 – Working in programming

Subunit 2.1. - Teamwork



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*“Coming together is a beginning, staying together is progress, and working together is success.” – Henry Ford*



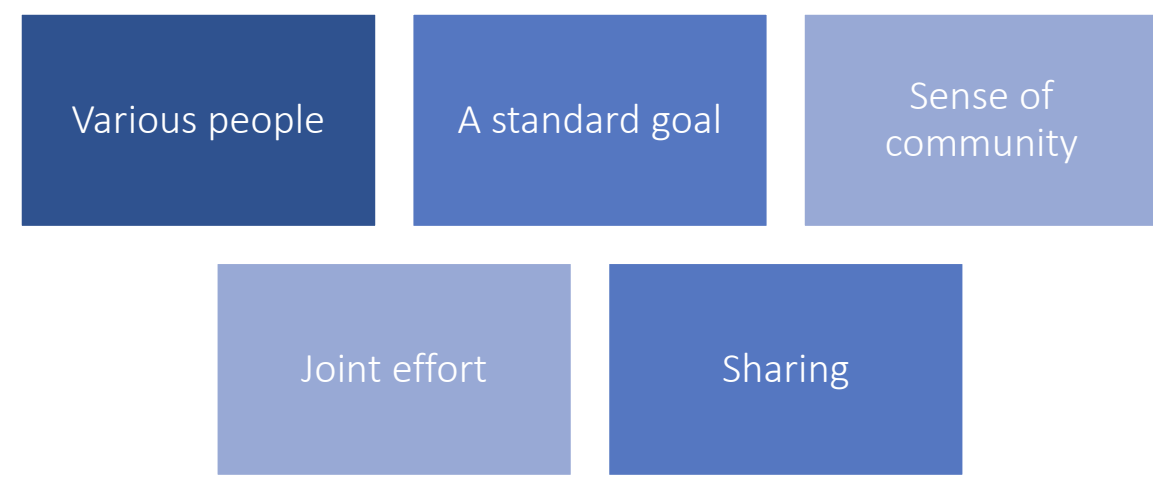
# Objectives:

Teamwork module main objectives towards the participants are mainly two:

- To know the importance of teamwork;
- Its positive effect on effectiveness.

# What is teamwork?

- Teamwork skills are the attributes and abilities that enable a person to work effectively with other people.
- This soft skill depends a lot on the specific ability to communicate, listen, express based on honesty and responsibility.
- It is described as the commitment of a group of people to work together to achieve a common goal.





# Examples of teamwork skills:



**Communication.** The ability to speak in a very clear, efficient manner is crucial to having sensible cooperation skills. There are many various styles of communication skills which may be verbal and nonverbal.



**Active listening.** Much like communication, active listening skills will facilitate a team to know and trust one another. Active listening is the act of constructing an attempt to focus intently on one person as they share their ideas, thoughts or feelings.



# Examples of teamwork skills:



**Awareness.** In teamwork, it is critical that the person sharpens their ability to be constantly aware about the group dynamic (if someone is dominating the communication, if one individual has the tendency to be shy and hesitant to share an idea).




**Responsibility.** Within the dynamic of cooperation between team members, it is necessary that each party concerned perceives both the work they are chargeable for and makes the effort to finish those same tasks on time and up to the expected result.




**Empathy.** Having empathy for teammates will permit the person to better perceive their motives and feelings.



# Examples of teamwork skills:

 **Honesty.** It is vital to be honest. While not transparency, it may be tough for a team to develop trust and thus work along with efficiency.

 **Collaboration.** Teamwork lives so that a community of people with a varied range of abilities and strengths may work together to build something more that they would not produce on their own. It is important to collaborate with other colleagues and exchange experiences, to develop each other's job and support each other to create a strong team.

# Teamwork:



Promotes creativity and learning

Makes work easier

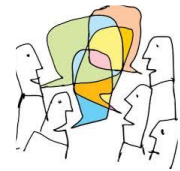


Generates ideas

Diversity



Enhances the existing individual strengths



Brings new perspectives

Better results



Enhances productivity

Division of the workload



More risk taking

Improves the work ethic and team spirit

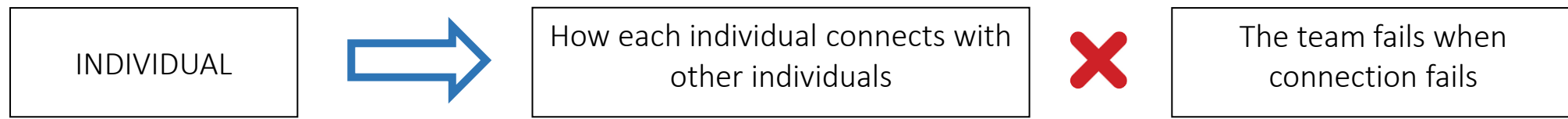


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# What are the challenges of teamwork?

- Teamwork is tough. Issues such as trust, proximity, best conditions, knowingness, and purpose in groups start to occur at some point.
- It all starts with acknowledging the importance of the individual and the way they feel connected at work. The team fails when connection fails.





# Examples of possible challenges while working on a team:

Building trust

Proximity

Optimal conditions

Team member self-awareness

Lack of Effective Communication

Personality conflict










Lack of purpose

# Roles in a team

- **Belbin roles.** The team roles were designed to outline and predict potential success of management groups, recognising that the strongest groups have a diversity of characters and temperament varieties.

Action-oriented Role	People-oriented Role	Thought-oriented Role
Shaper	Coordinator	Monitor-Evaluator
Implementer	Team Worker	Specialist
Finisher	Resource Investigator	Plants



	Team role	Strengths	Allowable weaknesses
Action oriented roles	 <b>Shaper</b>	<ul style="list-style-type: none"> <li>• Challenging, dynamic, thrives on pressure</li> <li>• The drive and courage to overcome obstacles</li> </ul>	<ul style="list-style-type: none"> <li>• Prone to provocation</li> <li>• Offends people's feelings</li> </ul>
	 <b>Implementer</b> (company worker)	<ul style="list-style-type: none"> <li>• Disciplined, reliable, conservative and efficient</li> <li>• Turns ideas into practical actions</li> </ul>	<ul style="list-style-type: none"> <li>• Somewhat inflexible</li> <li>• Slow to respond to new possibilities</li> </ul>
	 <b>Completer finisher</b>	<ul style="list-style-type: none"> <li>• Painstaking, conscientious, anxious</li> <li>• Searches out errors and omissions</li> <li>• Delivers on time</li> </ul>	<ul style="list-style-type: none"> <li>• Inclined to worry unduly</li> <li>• Reluctant to delegate</li> </ul>
People oriented roles	 <b>Co-ordinator</b> (Chairman)	<ul style="list-style-type: none"> <li>• Mature, confident, a good chairperson</li> <li>• Clarifies goals, promotes decision-making, delegates well</li> </ul>	<ul style="list-style-type: none"> <li>• Can often be seen as manipulative</li> <li>• Off loads personal work</li> </ul>
	 <b>Teamworker</b>	<ul style="list-style-type: none"> <li>• Co-operative, mild, perceptive and diplomatic</li> <li>• Listens, builds, averts friction</li> </ul>	<ul style="list-style-type: none"> <li>• Indecisive in crunch situations</li> </ul>
	 <b>Resource investigator</b>	<ul style="list-style-type: none"> <li>• Extrovert, enthusiastic, communicative</li> <li>• Explores opportunities</li> <li>• Develops contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Over-optimistic</li> <li>• Loses interest once initial enthusiasm has passed</li> </ul>
Cerebral roles	 <b>Plant</b>	<ul style="list-style-type: none"> <li>• Creative, imaginative, unorthodox</li> <li>• Solves difficult problems</li> </ul>	<ul style="list-style-type: none"> <li>• Ignores incidentals</li> <li>• Too pre-occupied to communicate effectively</li> </ul>
	 <b>Monitor evaluator</b>	<ul style="list-style-type: none"> <li>• Sober, strategic and discerning</li> <li>• Sees all options</li> <li>• Judges accurately</li> </ul>	<ul style="list-style-type: none"> <li>• Lacks drive and ability to inspire others</li> </ul>
	 <b>Specialist</b>	<ul style="list-style-type: none"> <li>• Single-minded, self-starting, dedicated</li> <li>• Provides knowledge and skills in rare supply</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes only on a narrow front</li> <li>• Dwells on technicalities</li> </ul>

# Techniques to solve problems within the team

People seem to do **three** things when confronted with a problem:



They get frightened or upset, and they want the problem to go away;



They believe they have to come up with a solution;



They are searching for somebody to blame.



# Tips that might be useful to facilitate better creative problem solving as a team:

## Detect the problems involved:

- Be clear about what the problem is;
- Keep in mind that there are different points of views on what the problems are.

## Consider the needs of everyone:

- Interests are the expectations that we want to fulfil in every particular solution. We sometimes neglect our own interests when we are committed to a single answer;
- The optimal approach is one that meets the needs of both;
- This is the moment to listen fully.

## List feasible approaches (possibilities):

- Brainstorming.

## Analyse the possibilities:

- What are the pros and cons of each option?



# Tips that might be useful to facilitate better creative problem solving as a team:

## Choose a possibility or possibilities:

- What is the best option, putting everything together?

## Record the agreement(s) in dispute:

- Writing everything down will ensure that everyone thinks about the implications.

## Consensus, control, and assessment:

- Things may change. It is better to predict all the future circumstances and discuss them with the team;
- Sometimes, it is worth to establish a term for the agreed solution “Let’s try this way for the next 2 months and see if it works!”.



# Tips that might be useful to facilitate better creative problem solving as a team:

According to these methods, the team members **will be capable of working together more successfully**, with **fewer confrontations** and a **higher chance of docking on the ideal dynamic workable solution at hand**. Most of these strategies will also become more effective with repetition and consistency.



# Resources:

## Related videos in English:

- <https://www.youtube.com/watch?v=1ACIsZy2Zjo>
- <https://www.youtube.com/watch?v=kYjqtLCNqSA>
- <https://www.youtube.com/watch?v=qh4ms4xgHko>

## Related videos in Portuguese:

- <https://www.youtube.com/watch?v=gJDXqIObj-A>
- <https://www.youtube.com/watch?v=cnHIYmvS4BQ>
- <https://www.youtube.com/watch?v=bokv6XIAdgYb>

## Related videos in Spanish/and neutral :

- <https://www.youtube.com/watch?v=EnQhERZwF5k>
- Liderazgo y trabajo en equipo  
<https://www.youtube.com/watch?v=XLJ0Fj-CkZk>
- Conflicto, Negociacion y Trabajo en equipo  
<https://www.youtube.com/watch?v=x8-fhXlI8Z0>
- Roles de Belbin Trabajo en equipo: roles de BELBIN  
<https://www.youtube.com/watch?v=XeCtsvlg5Eo>
- ¿Qué características debe tener un buen equipo de trabajo?  
[https://www.youtube.com/watch?v=ERj\\_PO3nZfk](https://www.youtube.com/watch?v=ERj_PO3nZfk)
- Diferencia grupo y equipo  
<https://www.youtube.com/watch?v=ajplLcwPE5U>



# Activities

## Your turn!

### Activity 1.

The purpose of this activity is to enrich the participants understanding the meaning of being part of a team and why being a good team player is important for your career success.

Time: 15/20 minutes

Materials: Activity #1 printed out for each participant



# Activities

## Your turn!

### Activity 2.

An Inventory of Skills

Materials: Pens and activity #2 work sheets

Part of being a good team member is learning how to understand your personal strengths (what you have to offer) and where you might need to draw assistance from others. Listed on this sheet are 10 of the characteristics that make a productive team member. Rate your level of confidence in each skill.



# Activities

## Your turn!

### Activity 3.

#### Scenario

The purpose of this activity is, through a critical thinking and through what participants have learnt throughout the module, to apply the concept of teamwork and the meaning of being part of a team by discussing with the other participants.

Shawn works in a library. She and three other co-workers have been tasked to work together on a project. Shawn turns in the completed product, but she completed it without input or help from the others. Shawn said it was tough to find time to meet. She did text the others (asking about working together) but got no responses. Her supervisor, Nathaniel, knows that she is a promising young librarian who wants to advance to a leadership position. Nathaniel also believes that Shawn has the potential to be a good leader, but feels she is impatient when it comes to working with others.



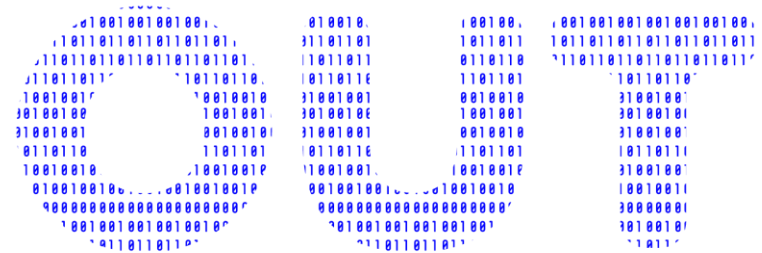
# Activities

## Your turn!

### Questions:

- What did Shawn do well?
- What could she have done differently?
- How might she handle herself in the future?
- How should Nathaniel handle this situation?
- Consider the fact that he probably wants to help Shawn to improve and not necessarily punish her.

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