Team Building in a University Environment

David Burns, Professional Development

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Professional Development

http://www.nottingham.ac.uk/professionaldevelopment/index.aspx

Global
Top 100
University

The University of
Nottingham

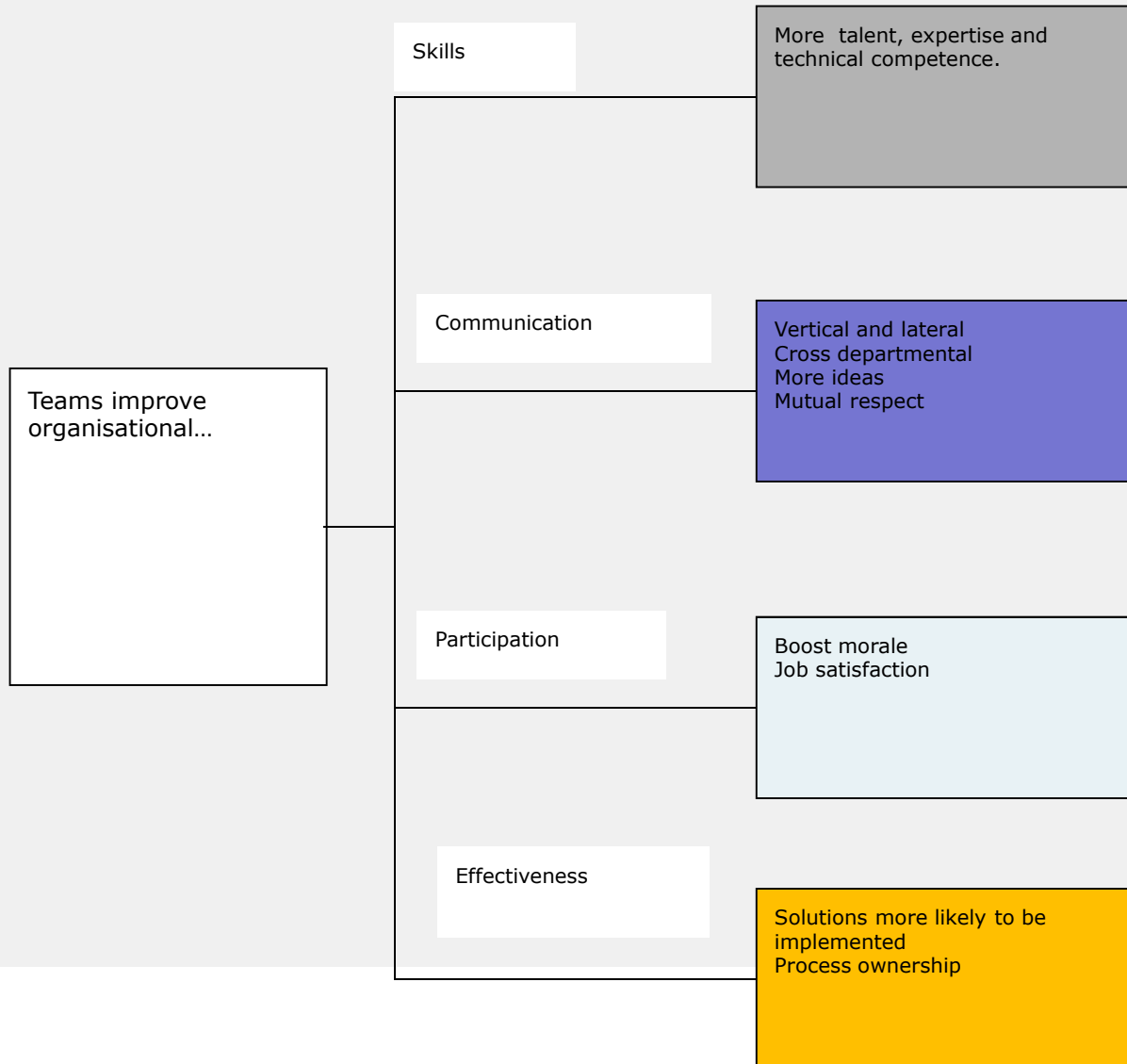UNITED KINGDOM · CHINA · MALAYSIA

Team Working and Team Building

- University's are complex organisations
- A variety of Academic groups divided into, Faculties Schools, Departments, Research groups, Module teams…etc.
- A variety of administration teams within Schools to support the academic endeavour
- A variety of technical teams to support both teaching and research
- Professional Services teams to support the whole organisation
- An Estates and Hospitality team to look after the structure, the accommodation, the catering …etc.

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

A team is

- A highly communicative group of people…
- With different backgrounds, skills and abilities…
- With a common purpose…
- Working together…
- To achieve clearly identified goals
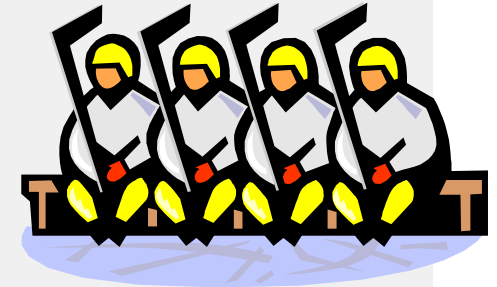
It is sometimes said that with teams 2 + 2 = 5
This is due to synergy, the whole being greater than the sum of the parts
So a team may achieve more than a collection of individuals

Teams improve organisational...

Skills

More talent, expertise and technical competence.

Communication

Vertical and lateral
Cross departmental
More ideas
Mutual respect

Participation

Boost morale
Job satisfaction

Effectiveness

Solutions more likely to be implemented
Process ownership

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Team Diagnosis

- Talk to the manager
- Talk to team members
- Run short surveys
- Analyse some elements of performance from available data
- Use different team models to understand the situation

- Diagnosis leads to a development proposal
- Series of events
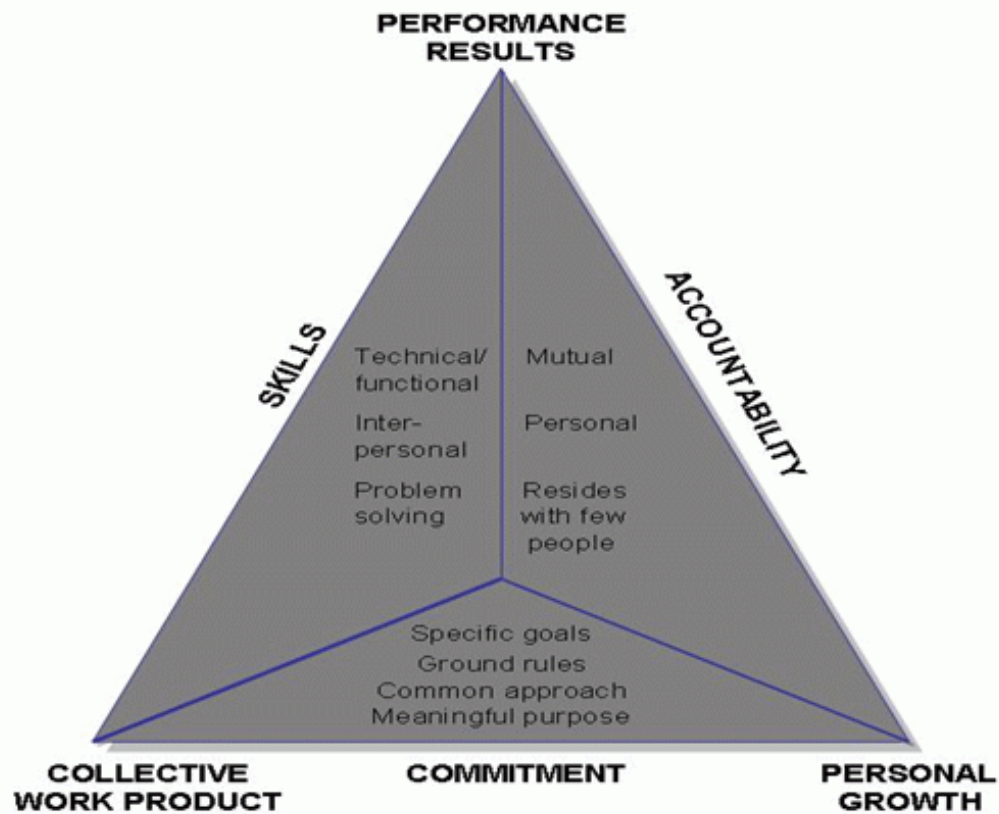- An away day
- Use of questionnaires such as Belbin

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

How do we know a team is effective?

- The team hits all of its targets

- The way a team works together is healthy and sustainable

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Team effectiveness performance

Type of Measure	Purpose	Description
Objectives - Team & Individual	Not only do objectives give a team something to aim for, achievement or lack is a solid measurement of performance	All objectives should be SMART. Objectives should be agreed. Objectives should express something central to the team/individual.
Targets /KPIs	Targets connected to objectives provide numeric date to evidence achievement	Targets can be **Economy Measures** (can we spend less or produce more for the same?) **Efficiency Measures** (can we achieve the same in less time?) **Effectiveness Measures** (the process contributes to business, strategic, organisational or policy goals) **Quality Measures** (the process produces high quality outputs which are valued by the customer.)
Customer feedback	It is important to gather data and feedback from your customers	This might be 'how' rather than 'what'

Global
Top 100
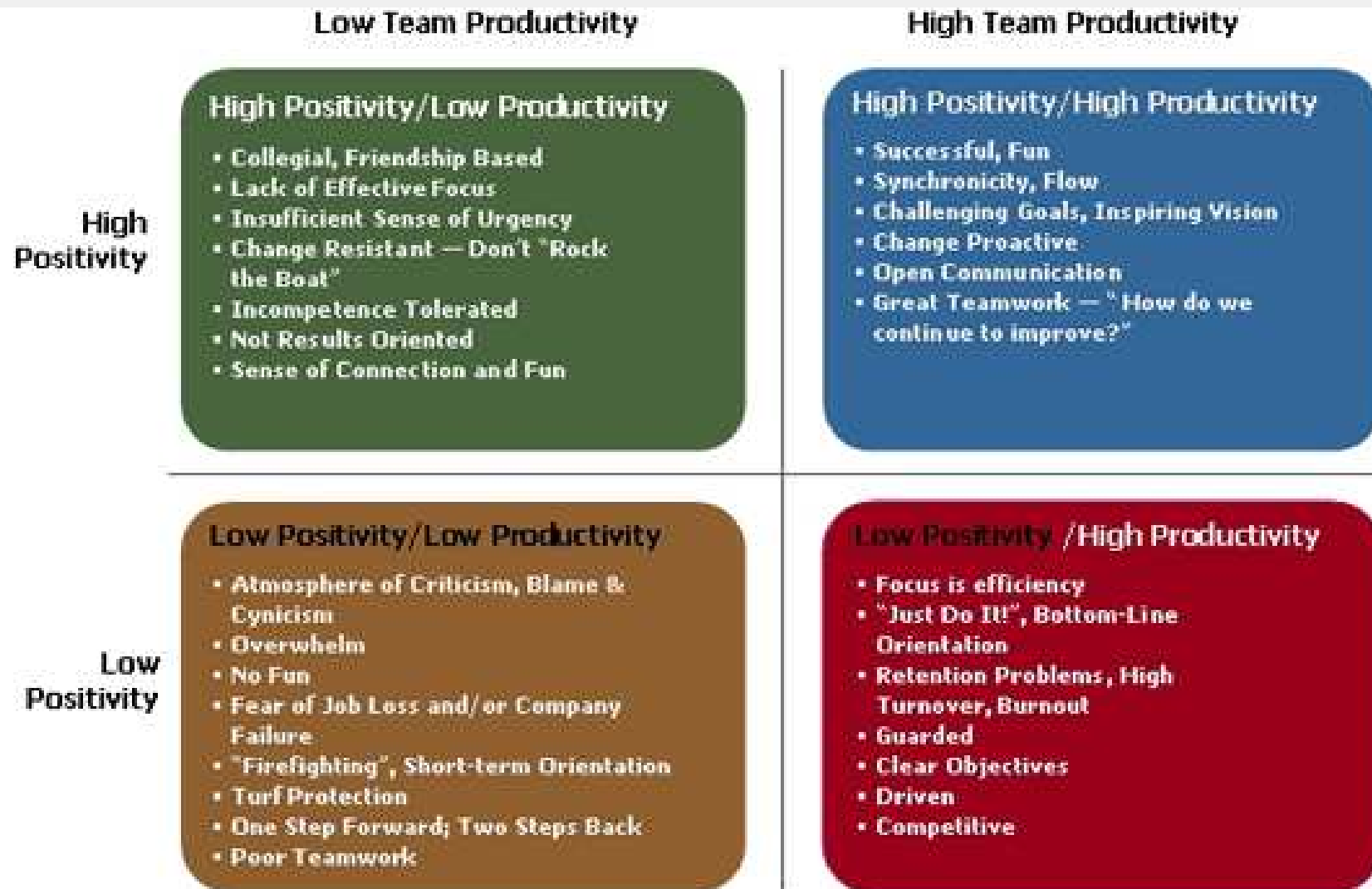University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Team Effectiveness Model

From The Wisdom of Teams by J. Katzenbach and D. Smith, Harvard Business School Press, Boston, MA, 1993

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

The Human Side of Enterprise,
by Douglas MacGregor

Clear objectives	Objectives enable planning and working together
Belonging	Cohesion and identity
Utilisation of team resources	Maximum use of abilities and knowledge
Mutual Support	Individuals offer and receive support
Mutual Trust	Trust to get the job done
Control	Established relationship with leader based on skills
Handling Conflict	Positive ways to handle conflict
Learning	Reflection on tasks performed
Organisational Environment	Freedom for staff to organise their work
Communication	Open and honest. Listening and listened to

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

	Low Team Productivity	High Team Productivity
High Positivity	**High Positivity/Low Productivity** • Collegial, Friendship Based • Lack of Effective Focus • Insufficient Sense of Urgency • Change Resistant — Don't "Rock the Boat" • Incompetence Tolerated • Not Results Oriented • Sense of Connection and Fun	**High Positivity/High Productivity** • Successful, Fun • Synchronicity, Flow • Challenging Goals, Inspiring Vision • Change Proactive • Open Communication • Great Teamwork — "How do we continue to improve?"
Low Positivity	**Low Positivity/Low Productivity** • Atmosphere of Criticism, Blame & Cynicism • Overwhelm • No Fun • Fear of Job Loss and/or Company Failure • "Firefighting", Short-term Orientation • Turf Protection • One Step Forward; Two Steps Back • Poor Teamwork	**Low Positivity /High Productivity** • Focus is efficiency • "Just Do It!", Bottom-Line Orientation • Retention Problems, High Turnover, Burnout • Guarded • Clear Objectives • Driven • Competitive

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

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.

Healthy teams

Lots of areas to work on to ensure healthy teams. Just two for this afternoon

- Communication

- Working together

INDIVIDUAL

TEAM

MANAGER

Individual – willingness and ability.
Listening skills. Motivation to talk with others. Sharing information. Willingness to overcome communication barriers

INDIVIDUAL

Team – system and process. How do I…?
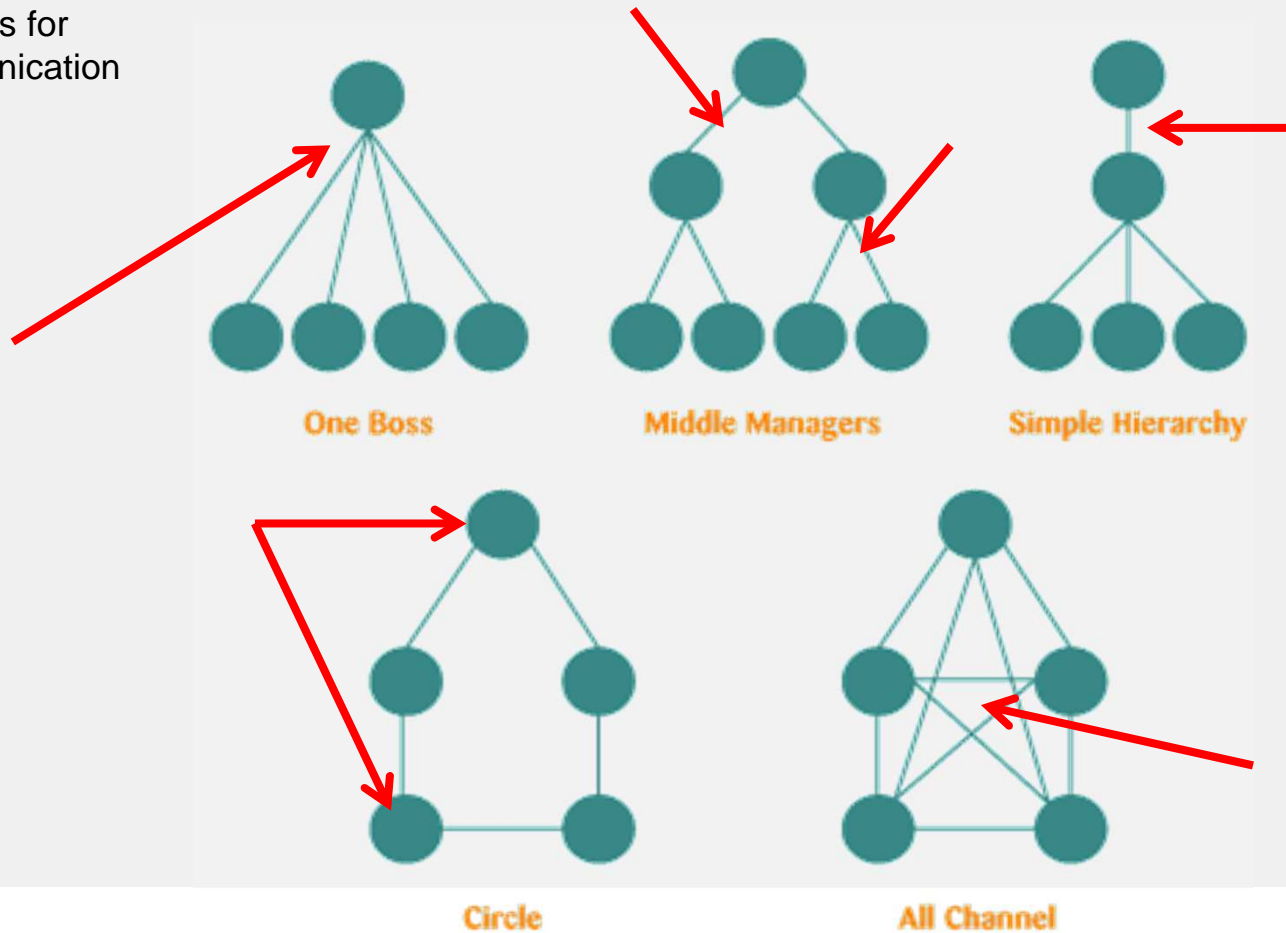A process is in place for the team to communicate – team meetings, newsletter, workspace.

MANAGER

Manager – individual and team level.
Encourages individuals to communicate. Designs systems and processes for the team. Monitors communication problems

TEAM

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Team Communication

Systems for communication

One Boss

Middle Managers

Simple Hierarchy

Circle

All Channel

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

The Lego Person

In your team, build the Lego man so that it looks the same as the hidden model (ignore colours). You should use all of your Lego bricks to achieve this.

- Only one person can look at a time
- No drawings, photographs or notes can be taken
- One person goes to look and reports back to the team who build what they are told
- Different people can look

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Working together

- Team members have different team roles.

- Team roles fall into 3 categories
    - Action orientated
    - Feelings orientated
    - Thinking orientated

- A good mix of these roles usually results in a team which works well together and is more successful.
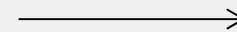
Team roles in action

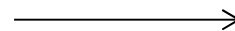I've come up with a really good idea which means you can stop doing what you are doing! (Thinker)

⟶
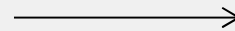
I feel upset with this idea because I like doing what I am doing

Don't worry, there is still plenty for you to do and you might find the new way of doing things more interesting (Feelings)

⟶

I feel happier now – when can we get on with it?

We need to work on the practical implementation of this idea and start working in the new way (Action)

I'm now working in the new way – it's much better!

⟶

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Playing card exercise

You will be issued an envelope containing some playing cards – **you can only open this when instructed to do so,** but you can feel through the envelope

You task is to find the missing card

10 minutes to plan how you will find the card

Once envelopes are open – the winning team is the first to find the missing card

Team A – Nine of Hearts

Team B – Five Diamonds

Team C – Eight of Spades

Global
Top 100
University

The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA

Summary

Building teams is about

- Measuring effectiveness – performance and process – what is the bottom –line
- Diagnose problems
- Design activities and events to support solutions to those problems