Becoming a Team Player

People have always enjoyed working together and have found it a way of getting things done more efficiently and effectively. Everyone varies, of course, in their need to belong to a team. Some people prefer to work by themselves. Others would find it difficult not to be part of a team – it is what gives them greatest satisfaction. Whatever our individual needs, organizations require us to work within teams. This workshop focuses on how and why teams develop, how they can be managed and what makes a team effective or ineffective.

Teamwork

Teamwork occurs in situations where members are performance dependent on each other. It is not simply togetherness. Members of a basketball team, for example, depend on each other on each play. This is in contrast to a bowling team where each bowler’s score results only from that bowler’s actions; it is not influenced by what other individuals on the team do.

Seven Key Practices of Highly Effective Teams

1. Commitment to a Clear Mission
2. Mutual Support and Encouragement
3. Clearly Defined Roles
4. Win-Win Cooperation
5. Individual Competency
6. Empowering Communication
7. Winning Attitude

Using the scale below, come to consensus as to how your team functions regarding these seven practices:

<table>
<thead>
<tr>
<th>Practice</th>
<th>Score</th>
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<tbody>
<tr>
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Ten Common Team Problems

1. Floundering
2. Overbearing Participants
3. Dominating Participants
4. Reluctant Participants
5. Unquestioned acceptance of opinions as facts
6. Rush to accomplishments
7. Attribution
8. Discounts and “plops”
9. Wanderlust: digression and tangents
10. Feuding members

Equation for Conflict

Differing Value Systems + Differing Behavior Styles = Conflict in Relationships

If we understand HOW value systems are formed, we’ll better understand people. If we look at WHAT characterizes different behaviors, we’ll increase our chances for less stressful, more productive working relationships.

“What you are is what you were…”

> Our value systems are substantially in place by the time we are 10 years old.

> Only a Significant Emotional Event can change that value system.

Complete the worksheet on the next page, and think about how your answers affect the way you act today.
When You Were Ten

The area in which I GEOGRAPHICALLY lived is best described as

________________________________________

My FAMILY was

________________________________________

To me SCHOOL was

________________________________________

My RELIGIOUS experience was

________________________________________

WORLD events were

________________________________________

Our HEROES were

________________________________________

As a result of my programming the things I value most are:

________________________________________

________________________________________

As a result of my programming the things I value least are:

________________________________________

________________________________________
Behavioral Styles
Teams are made up of people with different styles. Take a moment to identify your style. Place an “X” in the box on this chart that best represents the way you tend to behave at work.

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The chart above represents your behavioral style. Take a moment to read the description of your style below, then pair up with someone who has a style that’s different from yours, and talk about what some of the challenges might be when the two of you work together. Also discuss how you can work together to overcome those challenges.

**Supportive Style**

The supporter is very tuned into and concerned about people and their feelings. People characterized with a Supportive style tend to be perceived by others as a likable person who tries to minimize personal conflicts. In a job setting, a person with a Supportive style of behavior will generally be cooperative and willing to be out of service. Their understanding and friendly approach to people make them non-threatening and easy to be with. Not usually an overly competitive person, they don’t impose themselves on others or try to convince others of their point of view. An unpretentious person, they can at times be permissive with others.

Relationships with other people will usually be marked by certain characteristics. They will probably be seen as one who seeks close, warm and lasting relationships. They are good listeners who will take the time with people and help them relax and be at ease. Responsive to praise, they may be too eager to please, pretending to consent to and agree with people even though they disagree and don’t intend to ultimately.

Often seen as a team builder and consensus builder in an organization, they may sometimes be taken advantage of. People with a Supportive style tend to lack interest in planning and goal setting and may need structuring and specific descriptions of the activity expected of them. They expand efforts to be liked, but they will be even more effective if they are more results oriented, an example would be being demanding and confronting with others in the job setting. There are probably times when more open and honest feedback to others would benefit them and other people. They may need to learn to stand up for their ideas, although their likable style will undoubtedly be a benefit to them and the organization.
Controller Style
Controllers tend to be active, independent and ambitious, giving an appearance of self-confidence. They tend to take the initiative with other individuals and in groups and enjoy running things, which they may do with a take-charge attitude. They are generally strong-willed and forceful and are willing to confront others about their ideas and attitudes. They usually make decisions easily, having about them a sense of urgency. Because it may be difficult for them to show feelings, they appear to others to be businesslike and concerned with efficiency. They resent other people having power over them; they want to run their own show. A person with a Controlling style tends to be task-oriented and sometimes offends others with their eagerness to get the job done.

In relationships with people Controllers will usually be looked to for results, but not for encouragement, inspiration or support. They may be demanding at times and may work to meet their own objectives without realizing that their behavior may be irritating to others. They will be seen as competent and determined, but at times they may push too hard and be critical of others for not responding.

People with a Controlling style tend to lack patience. They may need to strengthen their ability to listen to others and recognize the importance of feelings and attitudes as well as logic. Their need for personal success can get in the way of delegating and building people on a team and may limit their ability to cooperate with others to accomplish organizational objectives.

Analyzer Style
People who are Analyzers tend to take a problem solving approach to situations oriented more toward ideas and concepts than toward feelings. They prefer study and analysis to immediate action and give off a thoughtful, perhaps even hesitant, impression. They typically want to collect a great many facts and opinions before making a decision. Others can perceive them, at times, as cautious and taking themselves very seriously.

In a job setting people with an Analyzing style will generally take an orderly systemic approach. A detailed and thorough person, they usually like to be rational and well organized.

Relationships with other people will usually be marked by certain characteristics. They are probably seen as somewhat hesitant in relationships with people, not usually risking or giving trust. They tend not to seek personal recognition, but instead they use their ability as a problem solver to establish and build relationships. They will usually wait until they are very sure of their ground before they offer opinions. Generally, they may lack the ability to be casual in interpersonal situations.

They tend to be more formal and may sometimes be perceived as aloof. They can procrastinate and get too involved with analysis, still seeking more data when it’s time for action. They could probably be more effective if they learned to be less critical, loosen up and enjoy situations more. The Analyzer is a valuable member of the team because of their logical manner, their thoughtfulness and their ability to work with persistence, consciousness and industriousness.

Promoter Style
People who are Promoters tend to get involved with others in active, rapid moving situations. They generally like exciting activities of an inspirational nature. Not given to detailed analysis, they may make easy generalizations without sufficient pause to gather information. They usually are stimulating people to be with, likable and personable. Socially outgoing and friendly, they tend to be fun loving and informal people who enjoy being with people. Others experience them as dynamic and energetic. Their aggressive actions may cause them to act impulsively. Their vigor and excitement can come across as egotism. They like to start new things.

They tend to get personally involved with others and sometimes will settle for less than the best in order to get on with something else, because they frequently like to move rapidly from task to task. Although they may not always like it, they work best in a setting which provides some structure where they can be helped in the planning and follow-up and follow-through which is unnatural to them.

In relationships with other people they may be seen as trying to sell themselves to others to persuade them to their point of view. Even though they are viewed as socially outgoing and forceful, they may be perceived by others as, at times, as manipulative and even using people. They are aware of and concerned with the feelings of others.
rather than only their ideas. They tend to be open with their feelings and try to be helpful in interpersonal relationships.

People with the Promoter style usually lack concern for detail and may move too rapidly forward before completing a task. They may jump to conclusions too rapidly. A more organized approach could make their enthusiasm more effective because they may appear to be careless or a hip-shooter in their approach. They can be highly competitive, to the point where if they are thwarted in their efforts, they can come on too strong in dealing with people rather dramatically.

(Adapted from the work of Senn-Delaney Consulting)
### Behavioral Styles

<table>
<thead>
<tr>
<th>Factors</th>
<th>Promoter</th>
<th>Controller</th>
<th>Supporter</th>
<th>Analyzer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How to Recognize</strong></td>
<td>They get excited</td>
<td>They like their own, way; decisive, strong points of view</td>
<td>They like positive attention, to be helpful and to be regarded warmly</td>
<td>They seek a lot of data, ask many questions, behave methodically and systematically.</td>
</tr>
<tr>
<td><strong>What They Dislike</strong></td>
<td>Boring explanations, wasting time with too many facts</td>
<td>Someone wasting their time, trying to decide for them</td>
<td>Rejection, treated impersonally, uncaring and unfeeling attitudes</td>
<td>Making an error, being unprepared, spontaneity</td>
</tr>
<tr>
<td><strong>Reacts to Pressure and Tension by</strong></td>
<td>“Sell” their ideas or argumentative</td>
<td>Takes charge, takes more control</td>
<td>Becomes silent, withdrawn, and introspective</td>
<td>Seeks more data and information</td>
</tr>
<tr>
<td><strong>Best Way to Deal With</strong></td>
<td>Get excited with them, show emotion</td>
<td>Let them be in charge</td>
<td>Be supportive; show you care</td>
<td>Provide lots of data and information</td>
</tr>
<tr>
<td><strong>Likes to be Measured by</strong></td>
<td>Applause, feedback, recognition</td>
<td>Results, goal oriented</td>
<td>Friends, close relationships</td>
<td>Activity and busyness will lead to results</td>
</tr>
<tr>
<td><strong>Must be Allowed to</strong></td>
<td>Get ahead quickly, Likes Challenges</td>
<td>Get into a competitive situation, likes to win</td>
<td>Relax, feel care, know you care</td>
<td>Make decisions at own pace, not cornered or pressured</td>
</tr>
<tr>
<td><strong>Will Improve With</strong></td>
<td>Recognition and some structure within which to reach the goal</td>
<td>A position that requires cooperation with others</td>
<td>A structure of goals and methods for achieving each goal</td>
<td>Interpersonal and communication skills</td>
</tr>
<tr>
<td><strong>Likes to Save</strong></td>
<td>Effort: they rely heavily on hunches, intuition, feelings</td>
<td>Tim: they like to be efficient, get things done now!</td>
<td>Relationships: Friendship means a lot to them</td>
<td>Face: They hate to make errors, be wrong or get caught without enough information</td>
</tr>
<tr>
<td><strong>An Effective Leader Will</strong></td>
<td>Inspire them to bigger and better accomplishments</td>
<td>Allow them freedom to do their own way</td>
<td>Care &amp; provide detailed, specific plans and activities to be accomplished</td>
<td>Structure, framework or “track” to follow</td>
</tr>
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</table>

### Additional Information

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Training Evaluation

Today's Date: Organization:
Trainer: Location:

Training Title: Becoming a Team Player
Your feedback is important to us. Please take a few moments to share your assessment of this training program by indicating your responses to the questions listed below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The information presented was useful.</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>The materials provided were helpful.</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>The facilitator was effective at holding my interest.</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

Comments: