

# Team Building

You're not just a group anymore...

*Material drawn from Business: The Ultimate Resource*



# Successful Team Building Can...

- Coordinate efforts as individuals tackle complex tasks
- Make most of each member's expertise
- Raise and sustain motivation
- Encourage members to spark ideas off each other, solve problems
- Break down communication barriers
- Bring about commitment and ownership to project



## When Teams are *not* Advisable

- One person has all the knowledge, expertise and resources to do the job independently
- When there is no real common purpose
- Remember: Most groups ARE NOT teams!



# Successful Team Building

- Confirm you need a team
- Establish common aims and success criteria
- Clarify regularly who does what, by what date, etc.
- Remember that you can't win a team game on your own.
- Manage meetings so everybody has a say and feels involved.



## But *Please* ...

- Don't expect a new team to fire on all cylinders from moment one
- Don't dominate, however unintentionally or unconsciously
- Don't exercise such tight management that you squash creativity



# Hmmmmmmmm ...

- What excellent (or awful) teams have you worked in?
- What made them good (or bad)?
- Does your natural “people style” fit a team approach, or do/will you need to adjust?
- Are you absolutely clear on what your team needs to achieve?
- Have you thought about ways to resolve conflict before it arises?

# Conflict Resolution



*Resolving  
expressed struggles  
between interdependent people*

*Following material copyright David Wiens.*



# Conflict is ...

- Inevitable

*learn to manage it effectively*

- Functional

*relationship growth through problem solving*

**OR**

- Dysfunctional

*broken relationships resulting in distancing and isolation because problem(s) not resolved*

# Conflict Resolution



*Resolving  
expressed struggles  
between interdependent people*



# Functional vs Dysfunctional

- Integration
- Cooperation
- Agreement
- De-escalation
- Focusing (solution)
- Foresight

- Polarization
- Isolation
- Coercion
- Escalation
- Drifting (from issue)
- Short sightedness



# Conflict Styles

- Nonassertive—*unable or unwilling to express thoughts/feelings*
- Assertive—*express thoughts/feelings clearly without attacking other person(s)*
- Indirect—*hints aimed at others' sensitivity*
- Passively aggressive—*expresses dissatisfaction disguised as humor or sarcasm*
- Directly aggressive—*personal, direct attack*




# Conflict Resolution Choices

- **Win-lose**—*issue of power: you must defeat your opponent(s) to get what you want*
- **Lose-Win**—*lose now in order to position yourself for a bigger win later*
- **Lose-Lose**—*issue of power but cost of struggle is so high that neither side really wins*
- **Compromise**—*both sides get part of what they want, but both sacrifice something important*
- **Win-Win**—*find a solution that satisfies needs of everyone involved*



# Win-Lose vs Win-Win

- Conflicting interests
- Negotiations based on power
- Low self-disclosure
- Concern for self only

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- Shared interests
  - Negotiations based on trust
  - High self-disclosure
  - Concern for self and other



# Win-Win Approach Steps

1. Define your needs
2. Share your needs with other person(s)
3. Listen to other person(s)' needs
4. Generate possible solutions
5. Evaluate solutions & choose best one
6. Implement solution
7. Follow up solution

# Choosing Appropriate Method

**Defer to the other  
(Lose-Win)**

**Compromise**

**Compete  
(Win-Lose)**

**Cooperate  
(Win-Win)**

You discover you are wrong	Not enough time to attempt win-win	Issue is important & other person(s) will attempt to take advantage of you	Issue is too important for compromise
The issue is more important to the other person	Issue is not important enough to negotiate at length	Sustaining/maintain-ing relationship is not important	Long-term relationship is important
To let others learn by making their own mistakes	Other side not willing to attempt a win-win outcome		Other person(s) willing to cooperate
<i>Long-term</i> cost of winning not worth short-term gain			