

## Team Working Excellence

“Alone we can do so little,  
together we can do so much”

**Every single job involves working in a team in some form or another. This self-study workbook will help you learn the key skills needed to maximise your team working performance.**

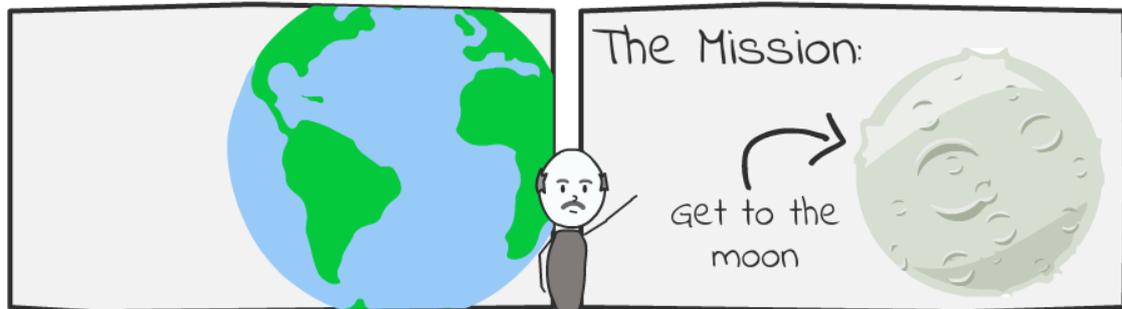
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NAME



# TEAM PURPOSE

Understand What's Expected of You



## THE THEORY

All teams have a purpose. Mission and vision statements are the words used by leaders to explain the organisations purpose and direction.

To achieve it they set goals, targets and objectives and use key performance indicators to measure their progress and success.

"Improper training and not knowing what's expected of them" is cited as the number one reason why people leave their jobs within 6 months.

So, if you want to be successful in your new team you should look to understand the purpose and what's expected of you as quickly as possible.

## THE CHALLENGE

Take a few minutes to think of a personal goal or objective you are currently working towards – this could be either work related or from your personal life – e.g. running a marathon, a target weight, saving for a holiday or climbing Everest!

My personal goal is:

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Now think of and write down 3 key performance indicators (KPIs) you will use to gauge your progress towards this goal:

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# TAKEAWAYS

**BE PROACTIVE IN FINDING OUT  
WHAT'S EXPECTED OF YOU**

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**ASK PEOPLE WITH DIFFERENT POINTS OF VIEW  
AND DON'T JUST RELY ON YOUR TEAM LEADER TO  
PROVIDE YOU WITH YOUR TEAM'S PURPOSE**

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**CHECK REPORTS AND MINUTES TO FIND OUT  
WHAT'S REALLY IMPORTANT**

**NOTES**

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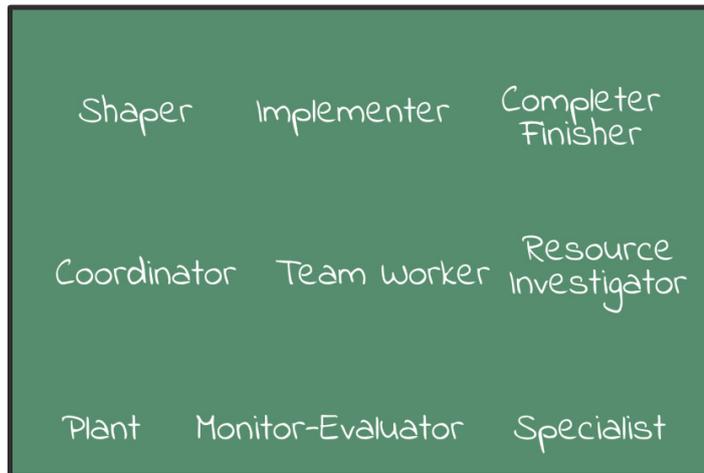
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# BELBIN'S TEAM ROLES

## Understand Team Dynamics



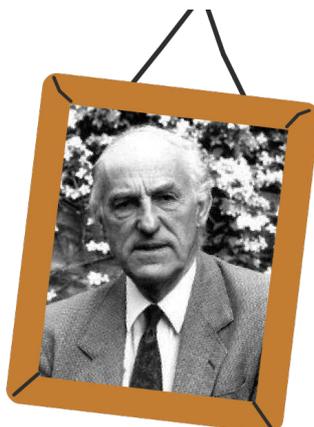
### THE THEORY

When it comes to team dynamics most people think of one name: Dr Raymond Belbin. He's the leading authority on team roles and his research spans more than 40 years.

In 1991 he published a book called "Management Teams" and his theories are still being applied in organisations across the world today.

Belbin was interested in how different strengths and weaknesses meant that people contributed in different ways.

In his model, Belbin identified 9 different roles which fall into 3 distinct categories. Each role had clear behavioural and interpersonal strengths as well as weaknesses. Belbin believed that a successful team would need to have a mixture of individuals from each of the roles.



## THE CHALLENGE

Grab a pen and take 2 minutes to write out 3 strengths and 3 weaknesses you feel you have.

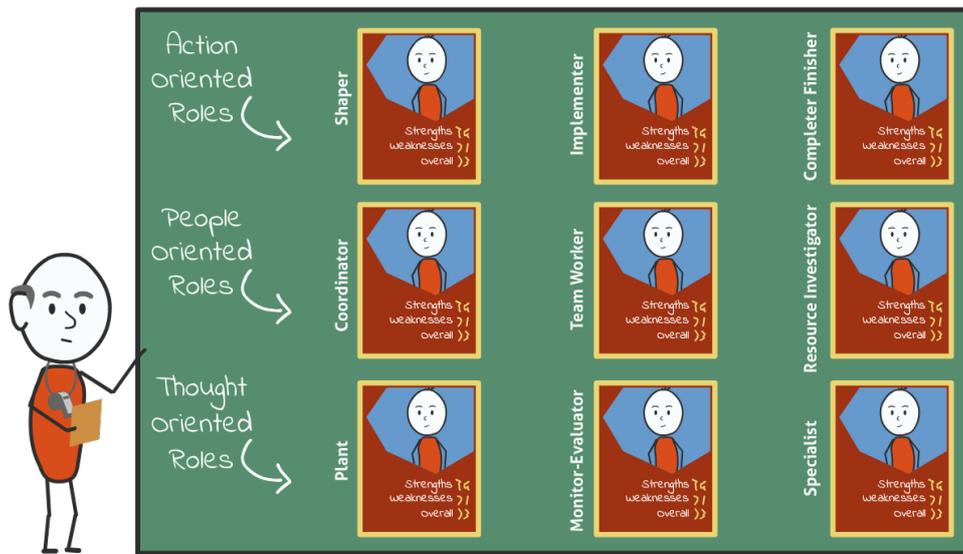
My Strengths:

.....

My Weaknesses:

.....

Now compare these to the Belbin roles and use these to identify what role you would naturally take in a team:



Ask yourself the following questions

1. What role do you consider you take in team activities?

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2. Who would you have to work with to compliment your weaknesses?

.....

3. Who would you consider the most difficult role to deal with?

.....

4. Who would you enjoy working with the most?

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# TAKEAWAYS

**BY UNDERSTANDING YOUR ROLE WITHIN A TEAM,  
YOU CAN DEVELOP YOUR STRENGTHS AND MANAGE  
YOUR WEAKNESSES AS A TEAM MEMBER**

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**DON'T BE AFRAID TO ADMIT YOUR WEAKNESSES  
TO YOUR TEAM LEADER**

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**DON'T BE MODEST ABOUT YOUR STRENGTHS, LET  
OTHERS KNOW WHAT YOU ARE GOOD AT SO THAT  
THE TEAM CAN MAKE USE OF IT**

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**A GOOD TEAM PLAYER DOES NOT HAVE TO BE THE  
'STAR' OF THE TEAM, EACH ROLE IS IMPORTANT TO  
ENSURE THE TEAM IS SUCCESSFUL**

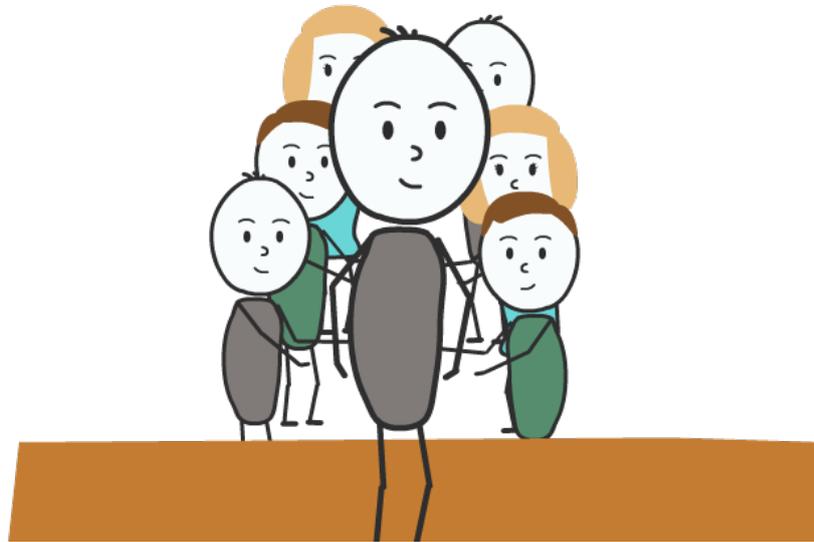
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**BY IMPROVING HOW YOU INTERACT WITH  
OTHER ROLES WILL IMPROVE YOUR  
CONTRIBUTION TO THE TEAM**



# HOW TO WIN FRIENDS

Learn How To Build Trust & Relationships Fast



## THE THEORY

It doesn't matter how capable or talented you are, if you can't build relationships fast then you may never reach your full potential.

One of the best-selling books on the subject of building relationships and trust is 'How to Win Friends and Influence People' by Dale Carnegie.

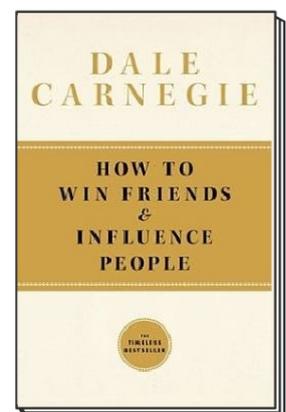
Carnegie's book covers some very simple concepts but it claims to bring about some drastic results.

Carnegie believed that you can make more friends in two months by becoming genuinely interested in other people than you can in two years spent trying to get people interested in you!

What Carnegie was basically saying is "being a great conversationalist is about being a good listener."

The trick is to ask questions that people will enjoy answering and encouraging them to talk about themselves and their interests.

Mastering this skill will help you to build trust and stronger relationships in no time.

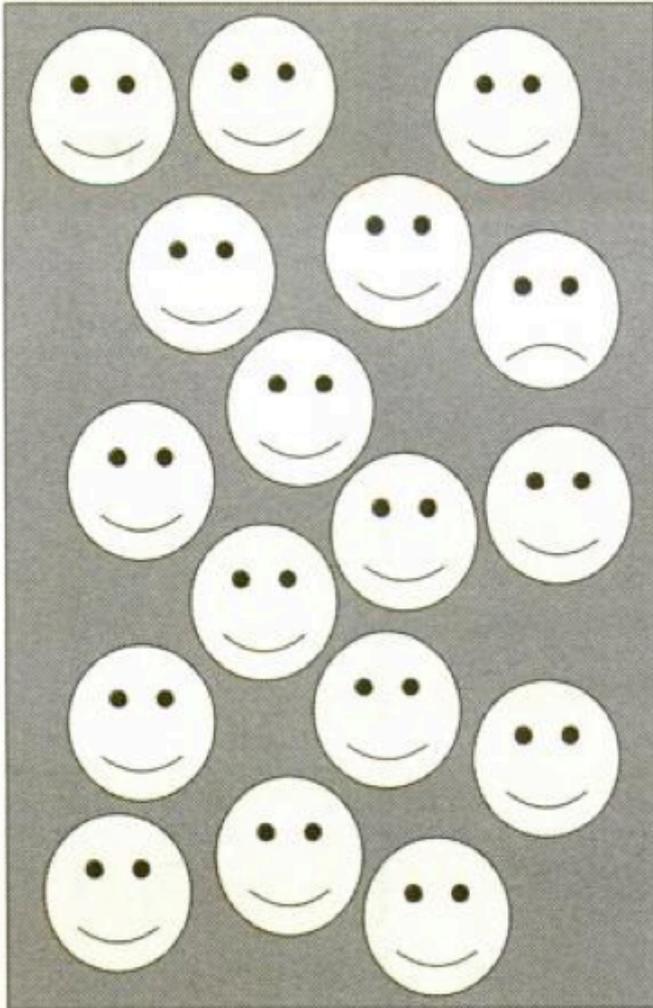


# SIX SIMPLE STEPS TO MAKE FRIENDS & INFLUENCE PEOPLE

- #1** Become genuinely interested in other people
- #2** Smile
- #3** Remember that a person's name is to that person the sweetest and most important sound in any language
- #4** Be a good listener. Encourage others to talk about themselves
- #5** Talk in terms of the other person's interests
- #6** Make the other person feel important – and do it sincerely

## THE CHALLENGE

TRY TO SPOT THE UNHAPPY FACE IN THE DIAGRAM:



“Everybody likes a compliment”  
- Abraham Lincoln

For most people, the task is surprisingly easy and the unhappy face jumps right out of the page. Carnegie argues that the same principle applies to the comments we make to friends and colleagues.

He suggested that the slightest hint of criticism has an enormously damaging effect on relationships, and he urged people to shower nearest and dearest with praise.

You can use this advice to your advantage in your work life. Try giving a colleague a complement today and write down the impact it had:

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**REFLECTIVE THOUGHT**

Think about how you accept criticism.

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Do you take criticism personally?

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Do you look for an opportunity to learn from criticism?

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.....

Next time someone criticises something you have done, try thanking them for bringing it to your attention.

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.....

# TAKEAWAYS

**BECOME GENUINELY INTERESTED IN OTHER PEOPLE**

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**ENCOURAGE OTHERS TO TALK ABOUT THEMSELVES**

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**REMEMBER AND USE THE OTHER PERSON'S NAME**

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**SHOW RESPECT FOR THE OTHER PERSON'S OPINIONS  
AND NEVER SAY "YOU'RE WRONG"**

**NOTES**

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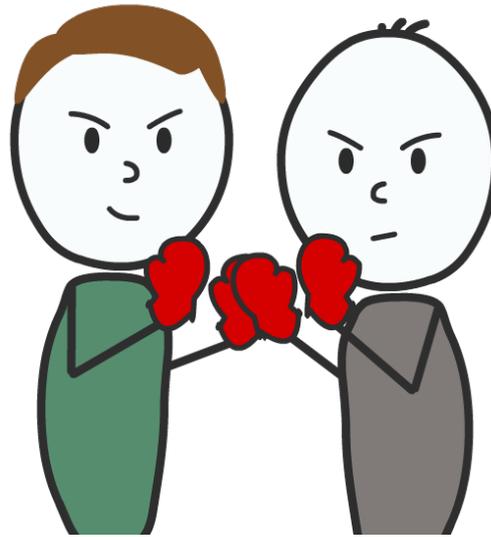
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# DEALING WITH CONFLICT

Learn Some Very Simple Yet Effective Ways Of Dealing With Conflict



## THE THEORY

Conflict is a natural part of working in teams and it can occur for a number of reasons. For example, it could be a conflict caused by processes, overlapping roles or differences in opinion. Sometimes conflicts can be caused by external influences but the classic reason is interpersonal conflict!

When a conflict occurs, there are steps you can take to solve it constructively. The correct way would be to take a step back and ask yourself some challenging questions:

- #1 Start by asking yourself, why is there a conflict in the first place?**  
Simply by thinking about the cause of the conflict could provide you with a solution.
- #2 Try to see the issue from the other person's point of view**  
"Seek first to understand, then to be understood" - if you understand the other person's point of view you can get your point across much easier.
- #3 Try to remember what is really important**  
What are your priorities? Is your point of view in line with the overall objectives of the team and are you being true to your principles?

## TOP TIP!

Try to keep emotions out of it and keep conversations professional but most importantly be focussed on a solution!

## THE CHALLENGE

### WHEN THE HEAT IS ON.... FIND YOUR CALM RATIONAL VOICE

This simple activity will help you deal with conflict in a structured way. Take a few moments to think about a situation where you felt uncomfortable or angry with another person.

(Write your example here – e.g. Bob used the last of the office milk or Wendy borrowed my favourite pen without asking etc.)

.....

Now using the example you've thought of think back, and using the following steps, see if it changes your point of view:

**H** What's **Happening**? Are you taking it personally? Take time to examine interpretations. Quite often, we take things personally that are not actually about us.

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**E** **Evaluate**. Why is the issue important to you? Identify the source. If you do experience an emotional response to something, it is essential to get to the bottom of what's going on.

.....

**A** What **Action** Can I Take? Take responsibility for feelings and behaviours and take control of physical responses. We must learn to recognise that we are ultimately responsible for our feelings and behaviours and others are ultimately responsible for theirs.

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**T** **Talk**. Vent and let it go. Ask for change and understand consequences and boundaries. One of the best ways to work through our feelings is to talk them out.

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“Conflict cannot survive without your participation”

- Wayne Dyer



# ACTION PLAN

KEY SKILLS (WHAT ARE THE KEY SKILLS YOU HAVE LEARNT DURING THIS COURSE?)

WHAT WILL YOU DO DIFFERENTLY IN THE WORKPLACE?

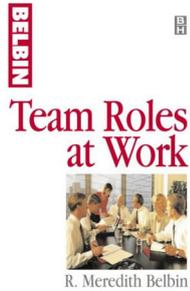
WHAT OBSTACLES MIGHT GET IN THE WAY OF YOU ACHIEVING THIS?

WHAT, OR WHO MAY HELP YOU OVERCOME THESE BARRIERS?



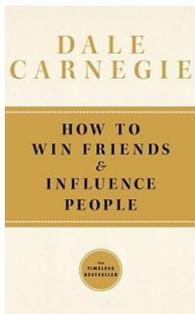
# SUGGESTED READING

If you would like more detailed explanations or additional advice on the topic of Team Working you should consult the following literature:



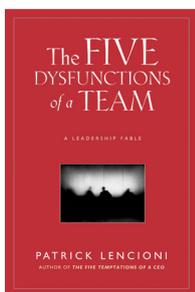
## TEAM ROLES AT WORK

R. Meredith Belbin



## HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

Dale Carnegie



## THE FIVE DYSFUNCTIONS OF A TEAM

Patrick Lencioni

This workbook was produced by:

