

What is team working?

Definition: Team-working is a practice in the workplace where two or more people co-operate together as a team to achieve a shared objective which also acknowledges their individual contribution.



Advantages and disadvantages of team working

Advantages

- Improves productivity
- Enhances quality of products or services
- Improves customer focus
- Speeds up the spread of ideas
- Responds to opportunities and threats and to fast-changing environments
- Increases individual motivation
- Introduces multi-skilling and individual flexibility
- Gives opportunity to develop and acquire new skills
- More creativity leads to better results

Disadvantages

- Hostility towards the team management system, team members resenting monitoring each other
- Social Loafing – where an individual does less work in a team than they would when working individually
- Some individuals aren't compatible to team work
- Teams can be time consuming due to need for co-ordination and consensus
- Evaluation and rewards may be perceived as less powerful
- Members must be selected to fit the team
- Some members may have less motivating tasks as part of a team

The functions of teamworking



Advising – gathering and reporting information

Innovating – Creating and experimenting with ideas

Promoting – Exploring and presenting opportunities

Developing – Assessing and testing if new approaches work

Organising – Establishing and implementing ways of making things work

Producing – Concluding and delivering outputs

Inspecting – Controlling and auditing the working of systems

Maintaining – Upholding standards and processes

Linking – Co-ordinating and integrating the work of others

Different types of teams

Production and service teams – examples are in Production and service teams. They have a relatively long life-span, providing an ongoing product or service to customers or users of the organisation.



Project and development teams – including research and product development teams. Dedicated to a particular objective, they have limited life-spans and a clear set of short-term objectives. They are often

cross-functional, with members selected for the contribution their expertise can make.

Advice and involvement teams – with the aim of improving, for example, working conditions or quality. Members will not devote a great deal of time to them and, once they have achieved their objectives, they should be disbanded.

Crews – such as airline crews, which may be formed from members who have rarely worked together but through prior training, clearly understand their respective roles.

Action and negotiation teams – such as surgical and legal teams, these consist of people who tend to work together regularly. They have well-developed processes and clear objectives.

Virtual teams – whose members work in separate buildings and may even be in different countries. They may need to communicate by telephone, email and tele- or video-conferencing rather than face-to-face. Managing such teams can be particularly difficult, not least because remote working can exacerbate misunderstandings. Where some members of the remote teams are located overseas (for example, with the offshoring of certain ‘back-office’ roles), additional challenges may arise with issues such as time differences when planning communications.

Self-managed teams – where much decision-making is devolved from line managers to team members. Such teams may also be known as semi-autonomous or fully autonomous teams, according to the degree of self-management.



Importance of an individual's contribution to a team

Every individual can make or break a team. The individual's role is vitally important. Here are the ways in which an individual can help a team.



- Affects in a positive way the team's performance by completing his or her fair share of work
- Complies with the teams ground rules
- Learns new ideas and shares knowledge

- Fills in where and when needed
- Contributes ideas for improving the team performance

The different roles within a team

Group Leader: Mature, balanced, focused and confident. They are able to draw people out, a good listener and a good judge Ensures that everyone is included.

The Ideas Person: Creative, imaginative, innovative and unorthodox. They are able to think laterally and produce ideas for the group.

The Practical Organiser: Practical, reliable, efficient and good at planning. They are able to implement plans and make things work. They can turn ideas into tasks, plans and schedules.

The Group Shaper: Outgoing, full of drive, achievement and passion. They are able to pull people along and get things done.

The Critic: Serious and analytical. They are able to look at all the angles and spot problems. They are the evaluator for the group.

The Information Gatherer: Bright, enthusiastic and interesting, good at networking. They are able to glean ideas and find new contacts and sources of support for the group.

The Team Worker: Friendly, committed, perceptive and a good listener. They are able to work in any group, sensitive to atmosphere and good at building bridges between people.

The Finisher: Careful, conscientious, a perfectionist who worries about standards. They are able to keep to schedules and deadlines and ensure that agreements are observed and that tasks are completed.

The Joker: Playful, has a strong sense of humour and is entertaining. They are a comedian, able to tease, poke fun and act the clown. They can keep things light hearted and lift the morale of the group.



Personal strengths and weaknesses as a team member

Strengths as a Team Member

- Contribute to the team
- Share ideas
- Enthusiastic
- Hard working
- Help other team members if they are struggling
- Good communicator
- Creative willing to come up with ideas
- Letting the team know of your weaknesses

Weaknesses as a Team Member



- Unwilling to share ideas
- Negative
- Not pulling your weight
- Unwilling to come up with ideas
- Poor communicator
- Keeps ideas to themselves
- Disrupts the team ethic

The impact of personality types on a team

The Agitator: is the flint that sparks innovation within the team. An unwillingness to accept things as they are and propensity for speaking out can often trigger real and important change.

The Wild Card: has a moment of clarity when he realises the importance of the company vision and feels invested in the success.

The Leader: any opportunity to address the troops. An ability to inspire the rest of the team with a clear and dramatic vision puts momentum behind ideas.

The Workhorse: Reliable and determined, the Workhorse is the finisher and will ensure that the job gets done.

The Glue: when rifts appear in the team or progress has stalled, the glue smooths things over or suggests who might be able to help to get the wheels turning again.

The Expert: when an intellectual or information snag is slowing the process, the expert has the solution. However, team members often need to approach him, since his active mind is frequently occupied.



Describe an effective team member and an ineffective team member

Effective Team Member

- Understands, supports and feels ownership for the team's goals
- Willing to put the team's goals ahead of his own
- Listens to everyone on the team
- Views conflicts as useful and necessary, doesn't agree just to avoid conflict
- Trusts the other members of the team
- Communicates openly and honestly
- Works for consensus
- Utilises the resources of others

Ineffective Team Member



- Don't pull their weight
- Unwilling to share
- Not worthy of trust
- Pursue personal goals
- Blame and excuses
- Unduly pessimistic and negative
- Lack of sensitivity

Theoretical concepts relating to team development

Principal elements of team development

- **Leadership** – required defining goals and objectives, managing expectations and setting time limits.
- **Resources** – required ensuring that team members have the right skill sets, budgets, information is available etc.
- **Communication** – required to ensure that information is free flowing and that conflict and disagreement are managed and resolved constructively.
- **Outcomes** – meeting set goals and/objectives.

Stages of team development including team roles

- **Forming**

During the forming stage, team members not only get to know each other but familiarise themselves with their task and with other individuals interested in the project such as supervisors. At the end of the forming stage team members should know the following:

- The projects overall mission
- The main phases of the mission
- The resources at their disposal
- A rough project schedule
- Each members project responsibilities
- A basic set of team rules

No one needs to be in charge of the team. Project management duties can be shared among team members.

- **Storming**

Storming is characterised by competition and conflict within the team as members learn to blend and mould their feelings, ideas, attitudes and beliefs to suit the team organisation. Although conflicts may or may not surface as group issues, they do exist. Questions about who is responsible for what, what the rules are, what the reward system is, and what evaluation criteria are arising.

In order to progress to the next stage, team members must move from a testing and proving mentality to a problem solving mentality. Listening is the most helpful action here.

- **Norming**

In the norming stage team relations are characterised by cohesion. (This is not reached by every team). Team members actively acknowledge all members contributions, build community, maintain team focus and mission, and work to solve team issues. Members are willing to change their preconceived ideas, and actively ask questions of each other. Leadership is shared and cliques dissolve.

The norming stage is characterised by the flow of data between team members. They share ideas and feelings, give feedback to another, explore actions related to the task. Creativity is high and the team is cohesive.

- **Performing**

Again the performing stage is not reached by every team. Teams that reach this stage, not only have team members who work independently but also support those who can come back together and work together to solve problems. A team is at its most productive during this stage.

Team members are both highly task-oriented and highly-people oriented during this stage. The team is unified: team identity is complete, team morale is high, and team loyalty is intense.

- **Adjourning**

Teams assembled for a specific project or for a finite length of time go through a fifth stage called adjourning when the team breaks up. A planned conclusion usually includes recognition for participation and achievement and an opportunity for members to say personal goodbyes. Disbanding a team can create some apprehension and not all team members handle this well.

Characteristics of effective teams

Clear purpose: members understand and are fully committed to the vision, mission, goals and objectives of the team.

Open communication: Effective teams pride themselves on open communication and vigorous discussions.

Constructive conflict: on effective teams there is disagreement, but members are comfortable with this and deal with it openly. There are very few signs of avoiding conflict.

Effective problem solving and decision making: approaches to problem solving and decision making are well established in effective teams.

Experimentation and creativity: well-functioning teams encourage creativity and risk taking and experiment with different ways of doing things.

Defined roles, responsibility and accountability: Roles, responsibilities, expectations and authorities are well defined, understood and accepted. Work is fairly distributed and skills are well represented with team members abilities recognised and fully utilised. Team members are fully accountable for individual and collective team performance.

Team leadership and its role in ensuring successful teams

Leadership is critical to teamwork. The team leader is the person responsible for ensuring that members work effectively together to achieve their goal or objective and must facilitate the co-operation necessary for the team to do well.



The leader must ensure that the team has the necessary resources and information to complete the task. The team leader should be a role model for the team – good at communicating openly and honestly and winning the respect and trust of all involved.

Creating opportunities for team members to participate and contribute to the task constructs a sense of common ownership of both the task and its solution.

A confident and effective team leader looks to the team for answers and welcomes constructive challenges and suggestions for alternative courses of action. He or she needs to be able to deal with conflict constructively through the process of mediation or negotiation.



The leader needs to:

- Create a supportive climate of openness, trust and mutual respect that promotes loyalty and co-operation and provides a blame free culture
- Assist the team to forge a clearly articulated vision with clear goals and objectives
- Identify team goals and objectives that are compatible with individual members own goals
- Gain commitment from team members to complete the task and on occasion “go the extra mile”

- Ensure that all members feel their contribution is visible to, and valued by the team as a whole
- Ensure there is regular, clear and accurate feedback to the team on its performance over time
- Be willing to share the credit for the team's success with the entire team

Team objectives and why they are important

Objectives are the specific goals that the team will accomplish in a fixed amount of time. These objectives flow from the team's purpose. Each objective moves you closer to achieving the overall goal/aim.

Importance of Team objectives

- Ensure the team is more effective
- Help with resource planning
- Keeps team members focused
- Ensure that all team members are working towards the same goal
- Ensures the team has the resources they need



SMART objectives

Teams should have specific objectives. A way of setting objectives is to use the S.M.A.R.T. method. A team objective that follows SMART is more likely to succeed as it's clear and specific.

Specific

Measurable

Achievable

Realistic

Time scaled

Specific

An objective must be specific. You will know if it's specific enough

- Everyone who's involved knows that it includes them specifically
- Everyone involved can understand it
- Your objective is free from jargon
- You've defined all your terms
- You've used only appropriate language

Measurable

Measurable is the most important consideration. You will know you have achieved your objective, because here is the evidence. Make sure you record how you will record your success.

Achievable

Achievable is linked to measurable. Usually there's no point in starting a job you know you can't finish, or where you can't tell if you if or when you've finished it. How can you decide if a job is achievable?

- You know it's measurable
- Others have done it successfully
- It's theoretically possible
- You have the necessary resources, or at least a realistic chance of getting them
- You've assessed the limitations

Realistic

If it's achievable, it may not be realistic. If it isn't realistic, it's not achievable. You need to know:

- Who's going to do it?
- Do they have the skills to do a good job?
- Where's the money coming from?
- Who carries the can?

Timely

Timely means setting deadlines. You must include one; otherwise your objective isn't measurable. But your deadlines must be realistic, or the task isn't achievable.

Ways in which team objectives are agreed upon

Involve team members in setting objectives

Ask them to be proactive in identifying what their objectives should be

Set Clear Objectives

Agree SMART objectives with team members

Explain objectives clearly

When explaining objectives think about the person you are talking to, make sure you communicate at a pace which is appropriate

Agree the standards of performance required

Agree not only quantitative objectives but also qualitative standards that describe the quality of performance expected from team members

Decide on work methods

Discuss and agree with team members how they are going to achieve objectives

Update objectives regularly

Review objectives as often as appropriate in the light of changes to individual and team workloads, and organisational priorities

Role of Evaluation

It is important that your team uses teamwork to reach their goals. They need to not only understand this, but also to be held accountable to it, which means they will need to be measured and evaluated from time to time.



It's one in which you make them accountable for each other. Rate them not individually but rather on a group basis. This forces them to keep each other accountable and helps you to get a better sense of the group dynamics. If the team is working well, there won't be any problems. But if all is not going smoothly, you will begin to hear complaints about who is not pulling their weight.

You can supplement your team assessment reports with individualised reports; it's a good idea if there are in fact rifts between team members. This way you are able to give the high producing team members the feedback and recognition they are looking for and deserve.

You may also find it valuable to ask each individual team member to evaluate his or herself as well as the other members of the team. Make sure that you explain that these comparative evaluations are for educational purposes.

How progress will be evaluated

To evaluate team progress you can get the team members to fill out the questions below.

- Does the team have clearly identified actionable steps to achieve its goals?
- Does the team monitor its progress by concrete milestones?
- Does the team regularly and frequently assess how well they are working together?
- Are the team's successes (both big and small) acknowledged?
- Is the team the right size, with the right mix of players for your purpose?
- Does the team have the right resources (money, time, people, and authority)?
- Does the team meet regularly?
- Does the team have effective leadership?
- Do team members understand their roles and are they able to carry them out effectively?
- Does the team have useful meetings with clear identification of tasks?
- Does the team have effective ways of managing conflict?
- Does the team stay motivated?



Various ways in which a team may communicate

1. Face to Face
2. Telephone
3. Video Conferencing
4. Email

Why effective communication skills are essential in a team setting

- Communication is vital to team success
- Keeps the team running smoothly
- Effective communication is respectful, assertive and productive
- Better at making decisions
- Helps resolve conflict between team members and project teams
- Produces better ideas

Effective listening techniques

Encouraging

It is the technique through which the speaker is encouraged to continue talking. The expressions like “I See” are generally used in this activity. The technique of ‘encouraging’ is an effective way to reinforce the speaker’s belief that one is listening to him keenly. It also helps the speaker understand which part of his speech is being appreciated and helps him elaborate on that particular topic.

Paraphrasing

In this process, the words spoken by the speaker are presented to the listener in different words. The benefit of paraphrasing is that the speaker gets positive feedback and ensures that whatever he has spoken is being understood by the listener. This prompts the speaker to proceed further and stops him from repeating the same statement more than once.

Reflecting the Feelings

The activity of reflecting the feelings is similar to paraphrasing. In paraphrasing feedback about the meaning of words is given, while the feelings underlying the words are reflected in this activity; identification and sorting of the speaker's feelings is carried out in this process. If one is listening to a client, reflecting the feelings helps the speaker understand that one empathises with his feelings; it encourages the speaker to proceed.

Common non-verbal signs, including facial expressions and body language

Crossed Arms: A closed off posture implies resistance. People might be cold, but the stereotype is that they aren't listening.

A brief touch to the hand: this captures your attention and forms a quick connection.

A nose rub: this motion is often linked with deception. If you notice people doing this while you talk, you could be coming across as fake.

A **barrier**: personal space is sacred, so back off if people put up a barrier.

A **hand placed under the chin**: when you see this a decision is being made.

Feet pointed towards the door: the feet are the most honest part of the body, so no matter how interested people seem to be they actually are not.

A **back of the neck scratch**: a team member might have an itch, but it could mean they have questions and concerns.

Summarising

As the name suggests, this activity involves summarising the sentences of the speaker. It is somewhat similar to paraphrasing except for the fact that summarising provides a complete and comprehensive feedback.



Awareness of Other Team Members' Ideas and Opinions

It's extremely important that team members listen to other team member's ideas and are aware of their ideas and opinions.

- Team members should get to know each other
- Learn each other's backgrounds
- They should be open to new ideas
- Team members should trust each other
- Allow for openness by sharing your ideas and feelings which will help build trust
- Support each other and cheer each other on
- Respect for each other's idea's and focus on what we can learn
- Listen carefully to everyone's ideas and ask questions about their ideas
- When giving constructive feedback do it in a nice way rather than blaming someone



Importance of Trust between Team Members

Developing trust between team members is difficult but essential. Team members need to be taught from the start that building trust is important to the team's success.

As the team forms it will be at a low trust level. Several or all of the team members may have worked together before. But trust has something to do with loyalties and at the beginning they won't have developed loyalty. As the weeks progress loyalties will be built between team members.

Team members need to be coached to learn that it's important to trust each other. It is not possible for one team member to do all the work for the team. Some members will try. New members need to learn to get the job done they have to rely on others to do their part.



Each member in the team needs to be trustworthy. Team members need to learn that others are counting on them to do their part. As soon as a team member realises he/she can't get the task done on time, he/she should let the other team members know. This will go a long way towards convincing other team members that one is trustworthy.

Methods for Communicating Within the Team

Face to Face

Technology has not changed the fact that the most useful communication is face to face. The ability to interact with a team in person is better. Co-workers can share ideas, determine body language, take notes and engage more closely.

Telephone

Telephone is a common way for teams to meet when they cannot gather at the same location. Co-workers can still talk interactively and exchange ideas without non-verbal component of emails or written memos.

Video Conferencing

Due to the growth of the internet video conferencing is a close substitute to face-to-face meetings for global teams. Companies can use software such as go to meeting to see and communicate with each other via the web.

Email Communication

Email communication allows members of teams to follow up with details or confer with one or more team members. Email allows for confirmation of verbal conversations, follow up and expansion of ideas into more grounded details.

Give Constructive Feedback

Performance feedback can be given in two ways: through constructive feedback or through praise and criticism. Constructive feedback is information specific, issue-focused, and based on observations; it comes in two variables, positive and negative feedback. Positive feedback is input to a team member about a task well done. Negative feedback is news to a team member about a task that needs improving. Ways of giving constructive feedback:

Content

Content is what you say in the constructive feedback.

1. In your first sentence identify the topic or issue the feedback will be about
2. Provide the specifics of what occurred

Without the specifics you only have praise or criticism. Start each key point with an “I” message, such as “I have noticed”, “I have observed” or “I have seen”.

Manner

Manner is how you say the constructive feedback. As you may know, how often you say something carries more weight than what you have to say – manner is an important element when giving feedback.

Be direct when delivering your message: Get to the point and avoid beating around the bush. Both negative and positive feedback should be given in a straightforward manner.

Avoid “need to” phrases, which send implied messages things didn’t go well

For example “Jane you need to get your reports turned out on time, and you need to spell check them”. It doesn’t tell Jane what she did wrong with her reports. The feedback needs to be clarified.

Be sincere and avoid giving mixed messages. Sincerity says that you mean what you say with care and respect.

In positive feedback situations, express appreciation. Appreciation alone is praise. Yet when you add to it the specifics of constructive feedback, your message carries extra sincerity.

Timing

Timing answers this question: When do you give team member feedback for a performance effort worth acknowledging? The answer is ASAP as soon as possible. Feedback is meant to be given in real-time, as close as possible to when the performance incident occurs so that the events are fresh in everyone’s minds. When feedback is given well after the fact the value of the constructive feedback is lessened.

Frequency

Frequency answers the question, “How often should team members receive constructive feedback on their performance”?

This last guideline is the most important because it makes all the other guidelines work. Use constructive feedback regularly to acknowledge real performance. Try to catch and respond to team members doing the task right as often as possible.



Interpret Feedback Received

Welcome Constructive Feedback

Your powers of self-perception only go so far. People around you notice things, both good and bad which you don't and you might learn from their input.

Don't Justify Your Position

Telling the person why their feedback is wrong will not work. Ever. Arguing, justifying your position or denial are all powerful

negative emotions, making the conversation more challenging than it need be.

Do Accept Feedback at Face Value

Although the feedback might feel like a personal insult, challenging your whole identity, keep some perspective. The feedback relates to specific instances in one part of your life now.

Don't Ruminates on Feedback

Chewing over feedback over and over again will not make it easier or clearer to understand, particularly if the feedback is less than glowing. Avoid the temptation to re-enact the conversation with a friend as it will make it ten times worse.

Do Evaluate Feedback Before Responding

Feedback often tells you more about the person saying than it does about you.

Don't Throw Your Toys Out of the Pram

Sulking, stonewalling or withdrawing from the person giving the feedback is childish. If needs be give yourself some space from the person allowing you to calm down and deal with the feedback as a rational adult.

Do Make Your Choice How to Use the Feedback

Feedback can be a gift allowing you to train as a person. But some feedback is useless and is best ignored. It is your choice on how to act on the feedback received.

Explain why conflict can arise within the workplace

1. Divisions and departments have different objectives. If their members cannot find common goals they will not cooperate.
2. Employees are more knowledgeable and comfortable working on their own than being members of a team.
3. Employees are neither trained nor prepared to negotiate shared areas of responsibility and productivity gaps comfortably.
4. Supervisors may state their expectations of employee job performance, but usually they do not know how to do so in a way that can be heard
5. Managers would rather do the work themselves than take responsibility for motivating others to do their best work.
6. Differences in personality, approach to tasks and individual create more friction.
7. Good communication requires trust which most organisations don't demonstrate well from the top level down.
8. Small and large changes constantly occur within large organisations but the emotions these generate are seldom addressed. Employees adapt more easily to change if they are supported and prepared.

Conflict Resolution Approaches

Forcing

This is also known as competing. An individual firmly pursues his or own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

Collaborating (Win-Win)

Also known as problem confronting or problem solving. Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand – the one that satisfies the concerns of both parties. The win-win approach sees conflict resolution as an opportunity to come to a mutually beneficial result. It includes identifying the underlying concerns of the opponents and finding a solution which meets each party's concerns.

Compromising

Compromising looks for an expedient and mutually acceptable solution which partially satisfies both parties.

Examples of when compromise may be appropriate:

- When the goals are moderately important and not worth the use of more assertive techniques
- To reach temporary settlement on complex issues
- To reach expedient solutions on important issues

- As a first step when the involved parties don't know each other very well

Withdrawing

Also known as avoiding. This is when a person does not pursue his/own concerns or those of the opponent. He/she does not address the conflict, sidesteps, postpones or simply withdraws.

Smoothing (Accommodating)

Also known as accommodating. Smoothing is accommodating the concerns of other people first of all, rather than one's own concerns.



Benefits of Conflict Resolution

Fast: usually after one session, both parties are better able to handle existing conflicts.

Informal: the parties determine the outcome with the involvement of the legal system.

Confidential: both the consultation and conflict issues will be kept confidential.

Effective:

Effective Listening and Communication Skills to Resolve Conflict

Using Effective Communication Skills to Resolve Conflict

Competence

One of the main skills for resolving conflict successfully is learning how to navigate an argument effectively. This includes keeping the focus on a single issue and avoiding personal attacks.

Application

To navigate arguments effectively, address only one issue at a time and avoid introducing other topics, even if they are related. Avoid attacking the other person or making accusations.

Challenges

One of the main challenges of effective communication is to prevent conflict escalation. Conflict escalation is very troublesome because once it starts it's very difficult to stop. Conflict escalation can result in broken communication, false assumptions and negative commitments.

Benefits

Even though effectively communicating to resolve conflict takes some practice, even taking a few steps can help to defuse antagonism and hostility. Successfully resolving conflict also brings about greater trust and intimacy in relationships.

Using Effective Listening Skills to Resolve a Conflict

In high stress situations we are often so busy being upset that we don't listen to what is being said. In many cases we assume we know what the person is going to say and are busy thinking about our response rather than what is actually being said.

- Face the person who is speaking and focus attention on what is being said
- Do not interrupt except to ask questions to clear up things you don't understand
- When the person finishes, restate in your own words what you heard
- Ask the person if he/she thinks you correctly heard what was being said
- Respond to what the person said

Skills needed in a conflict resolution



1. Quickly relieve stress
2. Recognise and manage your emotions
3. Improve your nonverbal communication skills
4. Use humour and play to deal with situations

Assertiveness in a Conflict Resolution Situation

1. Be clear on what you wish to be assertive about. Define the real issue at hand to be dealt with
2. Be specific. Do not make broad or sweeping requests. Limit your targeted focus area.
3. Be prepared. Be clear about your specific target. Have all your information ready.
4. Be ready to repeat and clarify exactly what you want of your team member. Have a list of notes available to refer to.
5. Variable outcome. Assertiveness does not mean you will get what you want.
6. Personal versus business behaviour. Be able to recognise when your behaviour is being criticised.
7. Avoid aggression. Remember assertive conflict resolution does not mean aggressiveness.

Use of Influencing and Negotiating Skills in a Conflict Resolution Situation

- Empathy** – Develop communication tools to build rapport. Use listening to clarify understanding.
- Appropriate Assertiveness** – Apply strategies to attack the problem not the person
- Managing Emotions** – Express fear, anger, hurt and frustration wisely to affect change
- Willingness to resolve** – Name personal issues that cloud the picture
- Mapping the Conflict** – Define the issues needed to chart common needs and concerns
- Development of Options** – Design solutions together
- Introduction to Negotiation** – Plan and apply effective strategies to reach agreement
- Introduction to Mediation** – Help conflicting parties move towards solutions

Different Approaches to Problem Solving



1. Abstraction
2. Brainstorming
3. Divide and Conquer
4. Proof
5. Reduction
6. Research

Steps to Problem Solving

1. Define the Problem
2. Decide the Process to use
3. Gather Information
4. Make the Decision
5. Develop and Action Plan
6. After the problem is solved, audit and evaluate the decision and process

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