

Diploma in Professional Writing



PROW 140 Project Lead

Teams and Team-building Handbook

Welcome!

Welcome to the Teams and Team-building Handbook. The information in this handbook will teach you how to develop and build teams, and most importantly it will help you to work in teams effectively.

In today's educational and work environments it is essential to learn how to work in teams successfully.

Introduction

This handbook contains information on teams and team-building. It is divided into the following sections:

Team Roles

1. Team Leader
2. Team Facilitator
3. Team Recorder
4. Timekeeper
5. Team Members
6. Informal Roles

Team Development

1. Developing Effective Teams
 - Mission
 - Commitment
 - Ground Rules
2. Team Development Stages
 - Forming
 - Storming
 - Norming
 - Performing

Team Management

1. Guidelines
2. Process
3. Vision
4. Questions to Ask
5. Checklist

Working in Teams

1. Working in Teams
 - Factors
 - Teamwork Essentials
 - Teamwork Characteristics
2. Working in Committees
 - Types of Committees
 - Function
 - Process

What is a Team?

First, let's define what a team is. A team is a group of people joined in cooperative activity for work or play. Team members not only interact with each other, they perceive themselves as a team, have a common goal, share responsibility for outcomes, and seek to attain that goal.

But how do you define yourself in a team? What roles do you play in a team? Well let's find out...

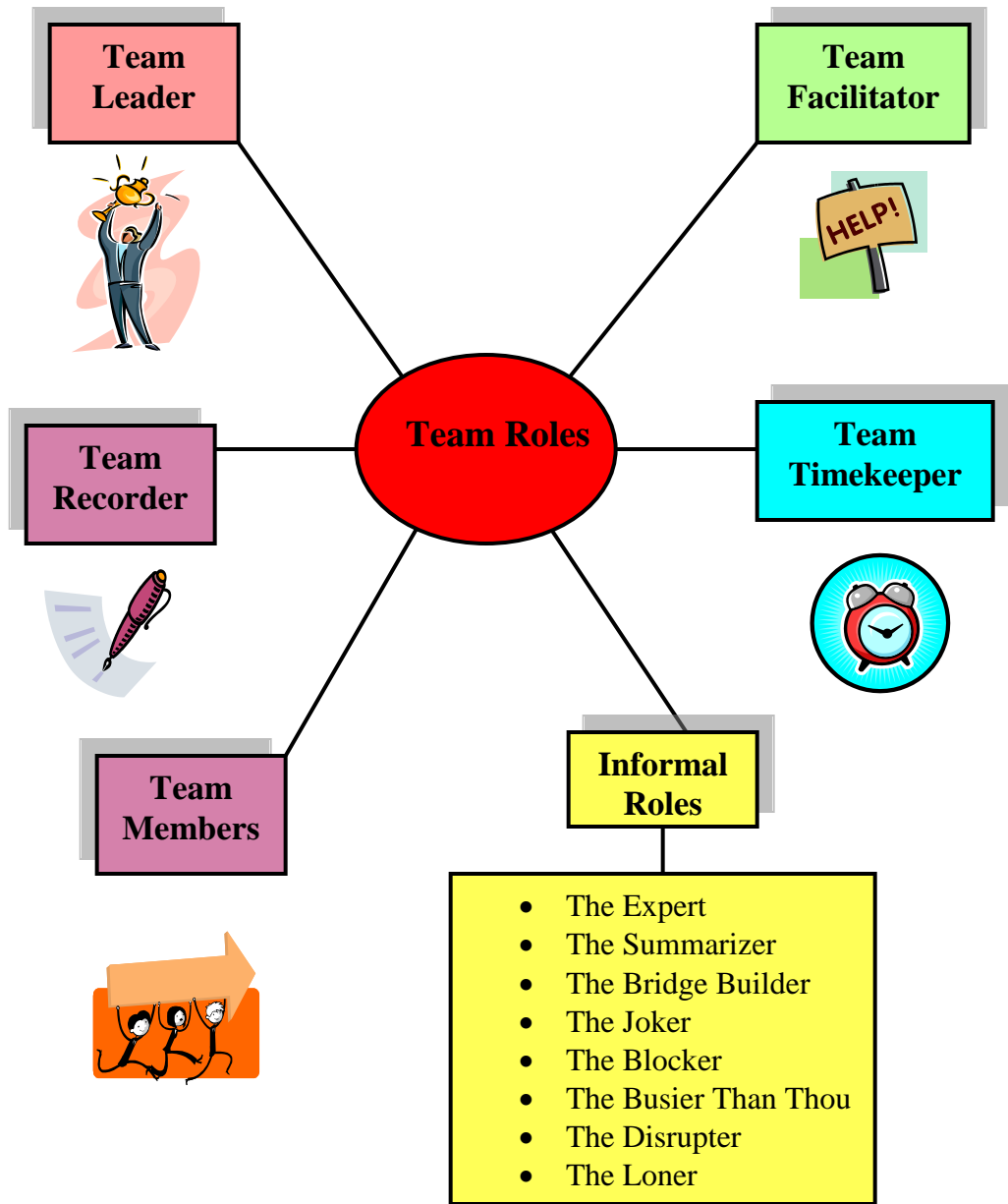


Team Roles



In this section, you will learn all about team roles and responsibilities.

Team Roles



Team Roles

Imagine a hockey team that assigned players to a different position everyday. Consider working in a company where one day you're a lawyer, the next day a doctor, another day you're assigned as a salesperson. Chances are, with both the hockey team and company success would not come easy, if at all! That is why it is important to understand the purpose and value of team roles.

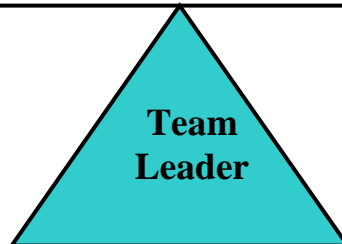


A team leader is responsible for moving the team to accomplish its task. Team leaders should ensure an environment that helps teams get their work done.

A balance must be maintained between keeping a team focused on the task and allowing a team to make its own decisions.

**Keep the team
on track and
focused**

**Allow the team
to make its own
decisions**



The responsibilities of a team leader are the following:

- Focuses team members on the purpose and task of the project; reminds the team of the result the organization is looking for and how it fits with the organization's vision, mission and goals.
- Organizes the group, securing meeting space, resources and clearing organizational boundaries.
- Works closely with the facilitator to create agendas, planning outcomes, and ensuring next steps are assigned.
- Assists the facilitator with meetings; encouraging equal communication among the team.
- Recognizes and celebrates accomplishments.
- Communicates with others in the organization regarding the team's progress.



Tips

- Focus the team on the overall goal.
- Provide resources to help the team reach goals.
- Ensure that your team members know that they can approach you for help and/or advice.
- Allow team members to offer their opinions and ideas.
- Motivate your team members.
- Reward you team, and give compliments for the work that they have done.





A **team facilitator** keeps everyone on track and assists the team. Facilitators are often not a member of the team so they can remain neutral in team decision making. When a facilitator is part of the team, the role of the facilitator may rotate within the group.

The responsibilities of a team facilitator are the following:

- **Makes things happen with ease:**
Facilitators develop and manage the process for the team, helping them to stay on track and proceed through ground rules.

Example: “Everyone offered their ideas, except Jill. Jill, what are your ideas?”



- **Helps the group with the process:**
Facilitators help the team through situations similar to that by neutralizing potentially dominating people. The result is a process reflecting the group's

collective brain power, not simply the ideas of two or three people!

- **Helps the group with the "how" decisions:** There are several tools and techniques teams can use to help make decisions. Some of these tools are brainstorming and prioritizing. Facilitators are skilled at using these tools and helping teams realize their potential.



Tips

- Make suggestions rather than directing or dictating.
- Offer and give effective advice.
- Observe and watch for team members who are being excluded from the team.
- Ensure that everyone in the team participates and listens actively.
- Remember to remain neutral in all situations.
- Help where help is needed within the team.





A **team recorder** keeps notes and documents decisions.

The responsibilities for the team recorder are the following:

- Writes down the team's key points during meetings.
- Records the team's ideas and objectives for team goals.
- Documents any and all decisions made by the team.

Here are some suggestions:

- Avoid editorializing.
- Record comments verbatim as much as possible.
- Invest the time to record the team's ideas, so do it right.
- Consider two recorders. If ideas are coming fast and furiously, consider using two recorders to write down every other suggestion.
- Be prepared and organized before, during, and after each meeting.

Review the agenda for action items. The reorder can prepare notes prior to the meeting with headers like: "Problems Under Consideration," or "Potential Solutions," or "Next Steps."

Distribute recorded information to each team member.



Tips

- Remember to document the team's process, discussions, decisions, and any important information.
- Ensure that you record information as accurate as possible.
- Purchase and use coiled notebooks so that all your notes can be found in one place.
- Make photocopies of your notes so each team member has a copy.
- Write in pencil, not pen.



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