

TEAMS - EXERCISE

Connecting as a team member to various experiences

Bring to mind examples and situations that illustrate:

- An experience of team formation (members coming together to form a new team)
- An experience of team conflict
- An experience of high-performance in teams

Once you have identified specific incidents, reflect on the following:

- a) What was it like during each stage? Describe each phase in a few words.
- b) What did you feel as a team member? What did you need from others?
- c) In each case, how did you act/react as a team? Describe your way of work:
 - i) in terms of trust and cohesiveness
 - ii) in terms of productivity and performance.
- d) In each situation, what did you specifically need from authority?
- e) Looking back at your experience, how did the team leader manage each situation?

Connecting to experiences of leading teams

Part 1: Looking at my responsibilities

- Looking back at an experience of leading a team, what were the key responsibilities of my role? I take some time to list the tasks that I was performing.
- Which of the above responsibilities and tasks did I find the most challenging?
- What practices/behaviors did I find useful to bring the team together and develop cohesiveness and trust?
- What practices/behaviors did I find useful to keep the team accountable and focused on performance?

Part 2: Looking at my relationships

- How well was I able to manage between being a team leader (maintaining a leadership role) and a team member (being a component to the team)?
- What enabled (or hindered) my ability to engage with members in a mutual relationship?
- How would others describe my membership within the team? Looking back, what could I have done differently?

ADDITIONAL EXERCISES

For more details, refer to Tuckman's model of team development summarized in the section's handout.