

# Work Cooperatively

*Partner Organization : KEAN – Cell of Alternative Youth Activities*

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*C2: Summer School in Murfatlar "Start-up Farm" Phase II*

*17.07.2017 – 21.07.2017*

# What is a “Team”?

- Teams are formed deliberately and carefully to meet work needs that an individual or a group of individuals cannot meet as effectively.
- Teams share certain characteristics, including a clearly defined purpose (mission) and goals.
- Teamwork is defined by a shared commitment both to the team's process (how the team works together) and to its product (what work the team accomplishes).
- This commitment to team process is demonstrated through the development and use of team norms and groundrules, a willingness to pay attention to group process, and a sense of mutual accountability both to the members of the team as individuals and the team as a whole.

# Types of Teams

- Project Teams: Time-limited teams formed to complete a particular task
- Standing Teams: On-going organizational units
- Cross – functional teams: Teams that bring together members from different departments.



# What makes a team successful?

- Shared understanding of the team's mission
- Commitment to the team's goals
- Clearly defined roles and responsibilities
- Agreed-upon groundrules
- An established decision-making model
- Effective group process including commitment to open communication, mutual accountability and appropriate self-evaluation



Good Teamwork  
VS  
Bad Teamwork



good teamwork and bad teamwork.mp4

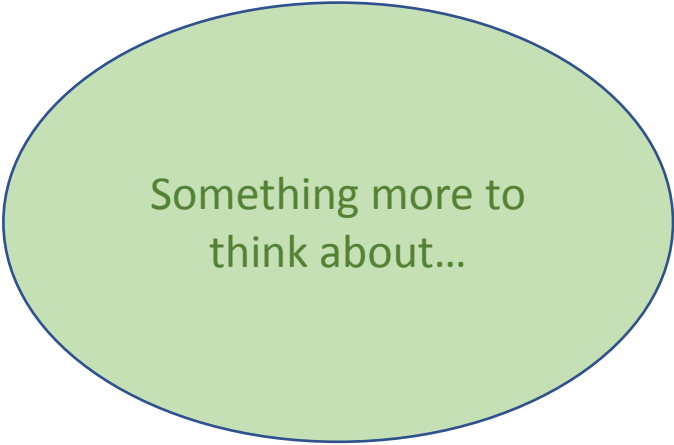
# Keys to Successful Teamwork

- The team understands the goals
- Communication is open, honest, and respectful.
- Team members have a strong sense of belonging to the group.
- Team members are viewed as unique people with irreplaceable experiences, points of view, knowledge, and opinions to contribute.
- Creativity, innovation, and different viewpoints are expected and encouraged.
- The team has agreed upon procedures for diagnosing, analyzing, and resolving teamwork problems and conflicts.
- Members of the team make high quality decisions together and have the support and commitment of the group to carry out the decisions made.



**Teamwork for  
Innovation**





Something more to  
think about...



Teamwork PowerPoint.mp4



# Innovation depends on Teamwork

Innovation – **the creation of something new and useful** – is the fuel that drives growth

Innovation distinguishes our job from the competition

Innovation attracts new customers

Innovation relies on the exchange of ideas

It takes time for newly formed groups to become productive

It takes time to build trust

Unfortunately, just bringing people together does not necessarily produce elegant outcomes.

The challenge lies in getting different groups to share their ideas in the spirit of collaboration and in support of innovation

## Practices to follow



- ✓ Bring multidisciplinary teams together to define their own collective common vision, goal or objective.
- ✓ Provide facilitative leadership that is neutral and respected by all involved.
- ✓ Allow plenty of time up-front for learning about one another's values, assumptions, practices and methodologies.
- ✓ Build skills in constructive dialogue, decision making and conflict resolution.
- ✓ Provide rewards and incentives for outcomes only the group as a whole can produce.
- ✓ Send the message that creativity and innovation require time, exploration and experimentation.
- ✓ Create a learning environment that encourages learning from mistakes and failures.

## Practices to avoid

- Expect a multidisciplinary team to gel instantly.
- Impose a goal or method that clearly values one discipline over others.
- Provide rewards for individuals or groups that outweigh and conflict with potential group rewards.
- Punish exploration and experimentation with unrealistic timelines.
- Punish mistakes and failures that are the result of positive efforts and intentions.



**TEAM  
WORK  
MAKES THE  
DREAM  
WORK**

*Time for teamwork...*