TEAM CHARTER

Build Trust through Clear Expectations for Successful Teamwork

1 **GOALS & OBJECTIVES**

A successful team works together to achieve a common goal. The goal provides focus. Mixed or competing goals create goal confusion and can erode team trust. What are the team goals? What objectives are needed to achieve the team's goals?

2 **ROLES/RESPONSIBILITIES**

Clarity is essential in roles and responsibilities for effective collaboration. Role ambiguity leads to stress and trust erosion, disrupting collaborative processes. What roles and specific responsibilities are essential to meet team goals?

3 **NORMS**

Norms are the team's operating rules. They express team values, coordinate activities, define appropriate behavior, and develop team identity. Consider norms for communication, decision making, courtesy, meeting schedule, attendance, participation, punctuality, accuracy, and more. What norms are essential for your team?

4 **CONFLICT MANAGEMENT**

Conflict is normal. Task-related conflict can actually be productive; however, social, relationship, or norms/performance expectation conflict must be addressed to ensure optimal team performance. How will your team address non-productive conflict?

5 **PROJECT TIMELINE**

Establishing a project timeline is essential for project planning. Timelines that include milestone check-points allow teams to review progress, adjust processes as needed, and celebrate achievements along the way. What timeline milestones should be included in your timeline?

6 **EVALUATION**

Establish and communicate fair and objective evaluation criteria at the beginning of the project. Schedule team-based process evaluations in regular team meetings and at project mid-point. Revise team processes as needed to improve performance. Reward and celebrate successes.

Teams vs. Groups…What is a Team?

- *Two or more individuals working together to achieve a common goal*

- **Team Characteristics:**
  - Interdependent + Common Goal + Mutually Accountable

Image Source: Pixabay

- **Attitudes Toward Teamwork**

- **Social vs. Task Aspects of Teamwork**

- **Stages of Team Development**

- **Team Charter**

- **Team Leadership**

- **Meaningful Meetings**

- **Team Creativity**

- **Conflict**

Attitudes Toward Teamwork

Social vs. Task Aspects of Teamwork

Stages of Team Development

- **Forming**

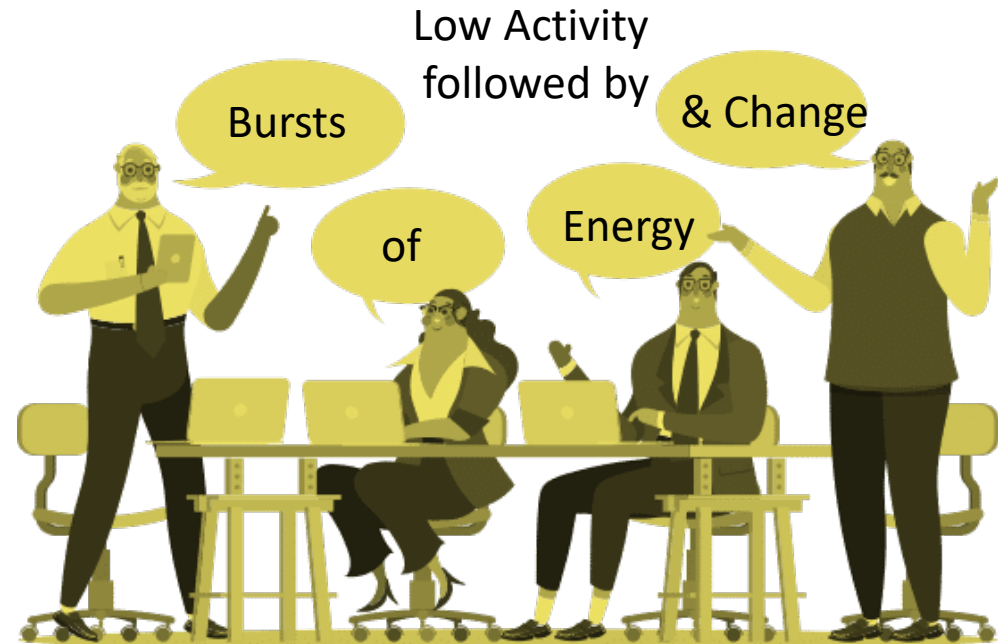- **Storming**

- **Norming**

- **Performing**

- **Adjourning**

Low Activity followed by Bursts of Energy & Change

Punctuated Equilibrium

Image Source: Pixabay

Image Source: Canva Icons

Gersick, C. J. G. (1991). Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. *The Academy of Management Review, 16*(1), 10–36.

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin, 63*(6), 384–399.

Tuckman, B. W., & Jensen, M. A. (1977). Stages of small-group development revisited. *Group & Organization Studies, 2*(4), 419-427.
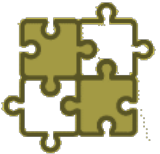
Build Trust

Team Charter Components

- **Goals & Objectives**

- **Roles & Responsibilities**

- **Norms**

- **Conflict Management**

- **Project Timeline**

- **Peer & Team Evaluation**

Team Leadership

- Assigned

- Emerging

- Shared leadership

Meaningful Meetings

- **Meet only if necessary!**

- **Facilitator – Time Keeper – Note Taker**

- **Connection before content**

- **Gratitude before goodbye**

- **1/6 Rule**
  - 1 hour meeting time = 10 minutes relationship time
  - 1 team development/relationship meeting for every 6 meetings

(Littlefield, 2020)

Meaningful Meetings

- **Connection time (5%)**

- **Content (90%)**

- **Gratitude (5%)**

- **Follow Up Actions – Identify/Specify Action Items:**
  - What
  - Who
  - When

(Littlefield, 2020)

Creativity/Problem Solving

- **Brainstorming**
  - Quantity over quality
  - All ideas no criticism
  - All ideas welcome
  - Combine & build
- **Nominal Group Technique**
  - Individual ideas, pooled before interaction
- **Brainwriting**
  - Write, pass, add
- **Yes, and …**

Conflict

Task ☺ 😐

Process 😐 ☹ ☹

Relational ☹ ☹

Conflict Management

Assertiveness ⟷ **Cooperativeness**

- **Avoidance (low/low)**

- **Accommodation (low/high)**

- **Competing (high/low)**

- **Compromise (moderate/moderate)**

- **Collaboration (high/high)**

Conflict Management

Conflict & Power Styles

	Style	Impact	Use
Passive	Polite/ Deferential Avoids problems	Resentment, confusion	Dangerous Situations Unequal Status
Aggressive	Forceful/critical Focused on winning	Satisfaction, withdrawal	Emergencies Unequal Status
Assertive	Clear, confident Problem solving focused	Satisfaction, trust	Most situations Equal status

Conflict Management

- **Separate the people from the problem**

- **Focus on shared interests**

- **Develop multiple solution options**

- **Communicate respectfully, but assertively**

- **Evaluate options objectively, as a team!**

- **Repeat!**

The Heart of the Matter

- **Know your people**

- **Be Inclusive**

- **Be Considerate**

- **Be Available**

- **Be a People Developer**

- **Be Grateful**

(Littlefield, 2020)

Build & Maintain Trust in Teamwork

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Questions for Connection

- **Button for completion: What task? Why?**

- **One thing you recently learned that surprised you?**

- **Most beautiful place/thing you've seen (why?)**

- **Simple joys?**

- **One genre of movie – what and why?**

- **Movie you've watched more than 5 times?**

- **Childhood career choice (when I grow up…)?**

(Littlefield, 2020)

Survey: Attitudes Toward Teamwork

Purpose: Understand your attitudes about the use of teams at work. Do you believe that teams are an effective way to work? Do you enjoy the social aspects of teamwork? The answers to these questions may help you decide how you want to participate in teams.

Directions: Think about the last time you worked on a team project. Use the following scale to show how much you agree with the list of statements about teamwork.

Scale: 1=Not at all   2= Somewhat   3=Moderately   4=Greatly

Rank	Descriptive Statement
	1. Using a team was an effective way to do the project.
	2. My team was good at resolving internal conflicts and disagreements.
	3. The project the team performed was challenging and important.
	4. I made new friends while working on the team.
	5. My team developed innovative ways of solving team problems.
	6. I really liked getting to know the other members of the team.
	7. Management provided adequate feedback to the team about its performance.
	8. Personal conflicts rarely disrupted the team's functioning.
	9. My team had clear directions and goals.
	10. Team members treated each other with respect.
	11. My team was good at implementing the plans it developed.
	12. The members of my team worked well together.
	13. The assignment my team worked on was well suited for teamwork.
	14. There was rarely unpleasantness among members of the team.
	15. I learned a lot from working on this team.
	16. Participating in the team helped develop my social skills.
	17. My team was good at regulating its own behavior.
	18. I felt supported by my teammates.
	19. My team had good leadership.
	20. The longer we worked together, the better we got along with each other.
	Total Odd
	Total Even

Scoring: Add the scores for the odd numbered questions to obtain the score for how you view the task aspects of teamwork. Add the scores for the even numbered questions to obtain the score for how you view the social aspects of teamwork.

Discussion/Reflection: What does this survey tell you about your attitudes toward the task and social aspects of teamwork? What is the relationship between social and task aspects of teamwork? How should you adjust your own approach to effectively collaborate with team members who have a negative attitude toward teamwork?

Source: Levi, D. & Askay D. A. (2021) *Group dynamics for teams*, 6th Edition, Thousand Oaks, CA: SAGE Publications, Inc.

Survey: Conflict Management Styles

Purpose*:* Understand your preferred style for dealing with conflicts. There are five basic approaches: avoidance, accommodation, confrontation, compromise, and collaboration. The style that you prefer depends on how assertive you are about getting what you want and how much you value your relationship with other participants.

Directions: Use the following scale to indicate the amount of your agreement with each of the following statements about conflict

(Strongly Disagree) 1   2   3   4   5   (Strongly Agree)

Rank	Descriptive Statement
	1. I try to avoid stating my opinion in order to not create disagreements.
	2. When there is a disagreement, I try to satisfy the needs of the other people involved.
	3. I use my influence to get my position accepted by others.
	4. I try to find the middle course to resolve differences.
	5. I try to discuss an issue with others to find a solution acceptable to all of us.
	6. I keep my opinions to myself if they disagree with others' opinions.
	7. I usually go along with the desires of others in a conflict situation.
	8. I am usually firm about advocating my side of an issue.
	9. When I negotiate, I usually win some and lose some.
	10. I like to work with others to find solutions to a problem that satisfy everyone.
	11. I try to avoid disagreements with others.
	12. I often go along with the recommendations of others in a conflict.
	13. I stick to my position in a conflict.
	14. I negotiate openly with others so that a compromise can be reached.
	15. To resolve a conflict, I try to blend the ideas of all the people involved.

***Scoring*:**

1, 6, 11:   _____   Avoidance Score

2, 7, 12:   _____   Accommodation Score

3, 8, 13:   _____   Confrontation Score

4, 9, 14:   _____   Compromise Score

5, 10, 15:   _____   Collaboration Score

***Discussion/Reflection*:** Did you have a preferred conflict management style? How would you navigate a situation with someone who uses a different conflict management style?