

TEAMWORK, TEAM BUILDING AND SMALL GROUP APPROACH

Teamwork and Team Building

1. What is teamwork and team building?

- Teamwork
 - Concept of people working together as a team.
- Team building
 - Process of establishing and developing a greater sense of collaboration and trust between team members

2. He must be a team player...

- A team player is someone who is able to get along with their colleagues and work together in a cohesive group

3. Is it natural for human to work as a team?

- Joining a new team and immediately expected to get along is not natural
- We have evolved to work and live in close-knit static societies
- Sudden need to get along causes stress

4. Stages in team building:

- 1st stage: Forming
 - Period in which members are often guided in their interactions because they are not sure what to expect from other team members
 - This is also the period in which members form opinions of their teammates
 - During this stage, productivity is low
 - Team learns about the opportunity, challenges, agrees on goals and begin to tackle the tasks

- Team members behave independently. They may be motivated, but are usually relatively uninformed of the team objectives
- Team members are on their best behaviour but very focused on self
- Supervisors need to be directive
- Forming enhance team development by:
 - Share responsibility
 - Encourage open dialogue
 - Provide structure
 - Direct team issues
 - Develop a climate of trust and respect
- 2nd stage: Storming
 - Characterized by competition and strained relationships among team members. There are various degrees of conflict dealing with issues of power, leadership and decision-making.
 - This is the most critical stage for the team.
 - Ideas compete for consideration
 - Team members open up and confront each other ideas
 - Can be contentious and unpleasant
 - Tolerance among team members necessary
 - Supervisors direct and guide in decision-making
 - Storming enhance team development by:
 - Joint problem solving
 - Norms for different points of views
 - Decision-making procedures
 - Encourage two-way communication
 - Support collaborative team efforts
- 3rd stage: Norming

- Characterized by cohesiveness among members.
- In this phase, members realize their commonalities and learn to appreciate their differences.
- Functional relationships are developed resulting in the evolution of trust among members.
- Members adjust behaviour to make teamwork natural.
- Team agrees on rules, values, professional behaviour, shared methods, and working tools.
- Team members begin to trust each other.
- Motivation increases.
- Team may lose creative edge.
- Supervisors are more participative.
- Team members take responsibility in decision making.
- Norming enhance team development by:
 - Communicate frequently and openly about concerns.
 - Encourage members to manage the team process.
 - Give positive and constructive feedback.
 - Support consensus decision-making efforts.
 - Delegate to team members as much as possible.
- 4th stage: Performing
 - The team now possesses the capability to define task, work through relationships, and manage team conflicts by themselves.
 - Communication is open and supportive. Members interact with without fear of rejection.
 - Leadership is participative and shared. Different viewpoints and information is shared openly.
 - Conflict is now viewed as a catalyst that generates creativity in the problem-solving process.

- Teams function as a unit to get the job done smoothly and effectively without conflict or supervision.
- Team members become interdependent, motivated and knowledgeable and make decision without supervisor.
- Supervisor participates with the team in decision making.
- Change in leadership may revert to earlier stages.
- Performing enhance team development by:
 - Offer feedback when requested.
 - Support new ideas and ways for achieving outcomes.
 - Encourage ongoing self-assessment.
 - Develop team members to their fullest potential.
 - Look for ways to increase the team's capacity.

5. Effective teams:

- Share information openly.
- Participate in the team's task.
- Encourage each other.
- Use all of the team's resources.

6. Collaborate though team building

Small Group Approach in MPE/IPE

1. Definition of small group learning:

- A learning situation comprising of 5-8 students per group, characterized by:
 - Student participation and interaction
 - Collaborative work on task
 - Reflection on the work completed

2. Why small group?

- Strategy for student centred learning
- Development of:
 - Interpersonal skill
 - Presentation skill
 - Team working skill
 - Practice skill
- Nurture attitude in tolerance and reflection.

3. Student centred learning vs. Teacher centred learning (refer to SPICES note)

4. Examples of small group approach:

- PBL group
- Workshop
- Clinical skill practical
- Clinical teaching
- Seminar and etc...

5. What is the role of the instructor?

- Group maintenance:
 - Ensure participation
 - Ensure discipline
- Task completion
 - Task clarification

- Resources allocation
- Keep tab on progress
- Summarize conclusion

6. Problem management

- Leadership crisis
- Dominant and meek students
- Conflict of opinion or ideas
- Losing track
- Unsatisfactory progress

7. The range of small group teaching is only limited by the instructor's imagination.