

Team Work



Team Work

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Agenda

1. Introduction
2. Groups classification
3. Team goals, characteristics and tasks
4. Characteristics of a good team leader
5. Team development stages
6. Behaviour within a team
7. Conflicts in team
8. Communication within a team
9. Motivating
10. Decisions in a team
11. Chosen methods and techniques used in team work



1. INTRODUCTION

Team work is indispensable in lean manufacturing implementation.

To obtain better results of team work we should teach our teams members how to work together to achieve established goals.

- They should know what is the difference between group and team.
- They should know methods and techniques, which can they use in team work.

1. INTRODUCTION

We will try to answer the following questions:

- How to build a team?
- How to choose a leader?
- What a leader should be like?
- How to establish team goals?
- How to motivate people in team to work?
- How to avoid conflicts?
- How to make a good decision?
- Who should make decision in a certain situation?
- What kind of methods and techniques we can use in team work?





1. INTRODUCTION

Group is a number of persons who communicate with each other often over a span of time, and who are few enough so that each person is able to communicate with all the others, not at second-hand, through other people, but face-to-face.

Homans, George (1951) The Human Group, London: Routledge and Kegan Paul.

American sociologist **George Caspar Homans** (1910-1989)



1. INTRODUCTION

Group and team

A **group** needs to have at least three members connected with ties

A **team** is an organized group of cooperating people who are committed to an agreed purpose, goals, and approach, having common organization and language



1. INTRODUCTION

Teamwork is a joint action by three or more people, in which each person contributes with different skills and expresses his or her individual interests and opinions to the unity and efficiency of the group in order to achieve common goals.

This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments.

The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.



1. INTRODUCTION

Team members competence

Talent is not enough.

Team members should also have adequate competence to do their work:

- *essential competence* – everything, what team members should know to do their work properly,
- *teamwork skills* – ability to work with other people efficiently.



1. INTRODUCTION

Group work

- clearly specified leader
- count on oneself
- mission of organization
- product of individual work
- efficient meetings
- positive influence on others
- discussion, decision-making, work delegating to individual persons

Teamwork

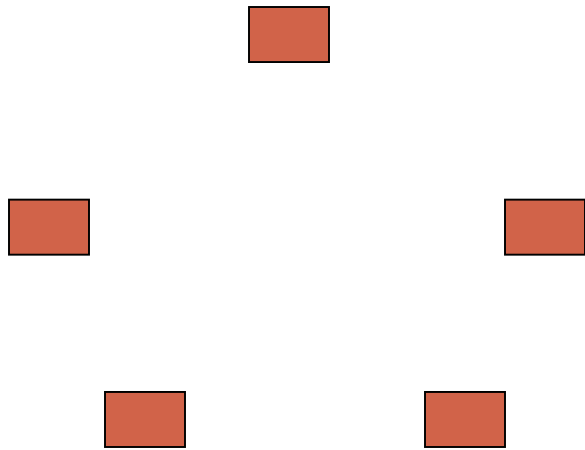
- leadership sharing
- counting on oneself and others
- own team goals
- product of common work
- meetings for problem solving
- evaluation of common product
- discussion, decision-making, mutual stimulation, common working

A difference between group and team is that a team is internally organized, with specific goals and usually with specific roles for different members of the team.

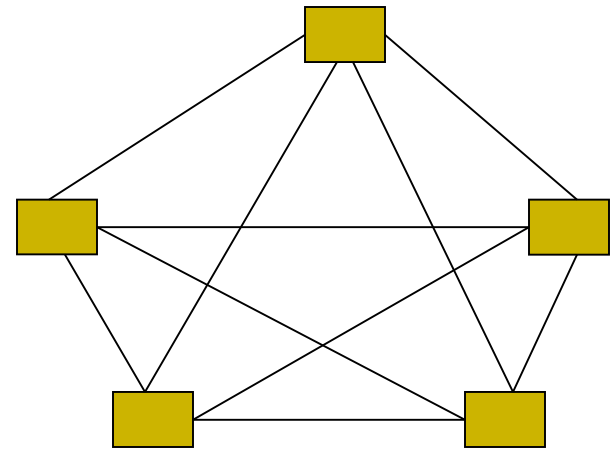
A group is just a collection of people with something in common, such as being in the same place or having a shared interest.

1. INTRODUCTION

group



team

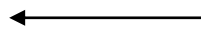
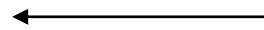


information sharing

neutral

individual

random and diversified

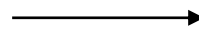
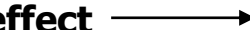
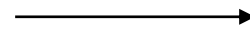


goal

synergy effect

responsibility

skills



collective efficiency

positive

common

complementary



1. INTRODUCTION

Reasons for team making

- Organized teams are usually more productive
- Teams are needed when the results require creativity
- Team members enjoy working together more
- Team members never feel lonely
- Direct communication is more efficient than by a third person
- Teams are more flexible
- Teams are more resistant to personnel changing
- Teams learn easily

1. INTRODUCTION

Why do people group into teams?

- **Organizational constraint** (administrative)
- **Affiliation** = approval, prestige
- **Efficiency** = synergy effect
- **Goals achievement** = teamwork
- **High self-evaluation** = sense of value
- **Safety** = sense of strength





1. INTRODUCTION

Teamwork advantages

- Synergy effect appears (cooperative interaction among teams creates an enhanced combined effect)
- Ideas, which could not appear during individual work are generated
- Team supports and makes each member feel safe, especially during decision making
- Higher quality of unit work
- Skills and abilities of team members are usually summed and even are strengthened
- Accidental mistakes are more rare



1. INTRODUCTION

Teamwork disadvantages

- Dissatisfaction with success and/or earnings sharing among team members
- Communication barriers caused by emotional states, difference of gestures and words
- Team mismatch, which causes frequent conflicts
- Inconsistent discharging of duties
- Rivalry, which crosses the acceptable standards
- Disregard of rules established by team
- Critique e.g. by other team members or superior

1. INTRODUCTION

Advantages and disadvantages of team/group work

+	-
More knowledge and information are concentrated on problem	More time is needed
It is possible to generate more alternatives	Misunderstandings can delay the decision making process and cause unpleasant feelings
Higher acceptance for the decision, which was made	Discussion can be dominated by one or few participants
Members of the group develop knowledge and skills useful for the future	Group thinking can cause willingness to accept a common solution – not necessarily the best one

1. INTRODUCTION

Synergy effect

A team is able to receive desirable effects using the synergy effect, but it is necessary:

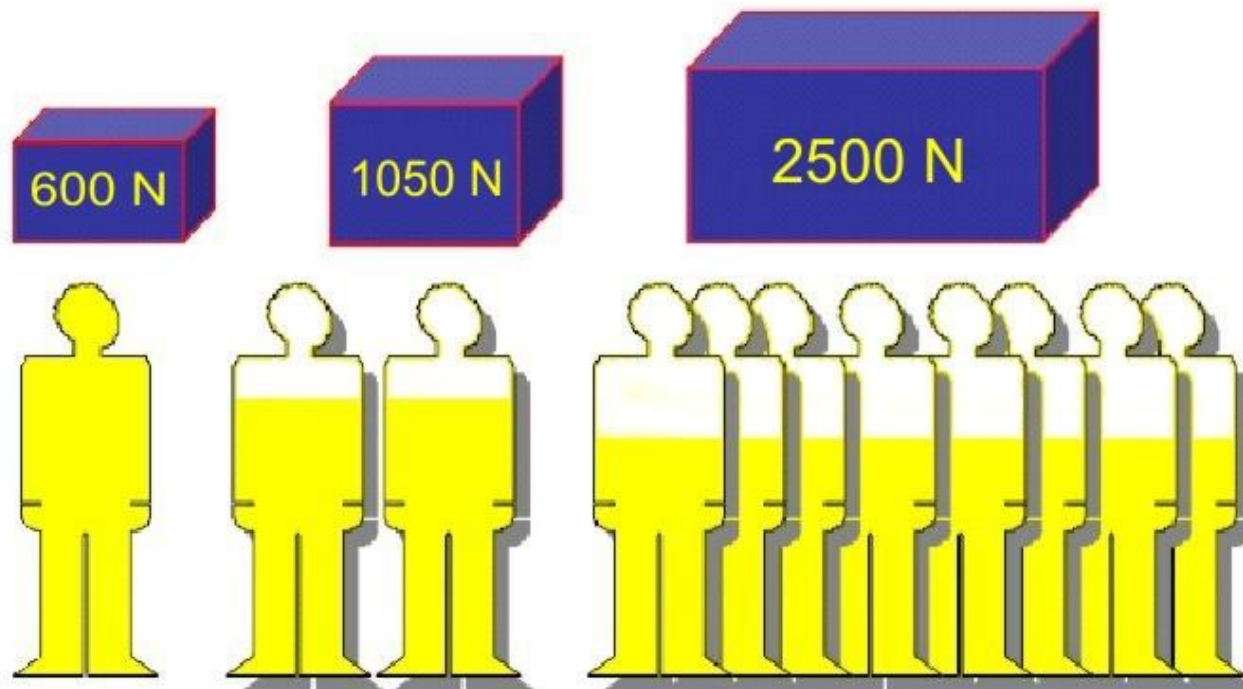
- to choose team members properly
- to choose managers properly
- to synchronize work
- to divide roles and duties among people properly



1. INTRODUCTION

Teamwork paradox

When we work in team we don't always work with the full capacity



2. GROUP CLASSIFICATION

- Team structure can be various.
- Team structure can change.



We should choose a proper team structure for certain tasks.

We should know what kind of qualification should have team members to realize their tasks.

2. GROUP CLASSIFICATION

Types of groups

- *formal*
 - task
(permanent, temporary)
 - functional
- *informal*
 - interests
 - colleagues

Types of teams

- top management teams
- middle management teams
- employees teams
- teams of other organizations operating within a framework of a firm
- tasks teams
- informal teams

2. GROUP CLASSIFICATION

Teams models

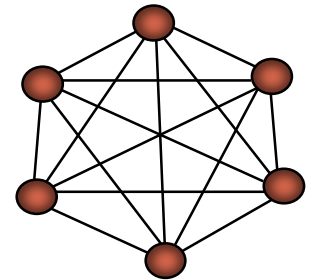
- 1) net structure
- 2) star structure
- 3) isomorphic structure
- 4) specialized structure
- 5) unselfish structure

Chrościcki Z., Zarządzanie projektem - zespołami zadaniowymi, 1998, C.H.Beck, Warszawa

2. GROUP CLASSIFICATION

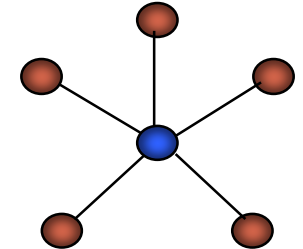
Net structure

- democratic
- equal participation of team members in the decision-making process
- role of leader can be transitive
- easy to reconstruct team when a leader goes away
- communication with „each other”
- number of team members: 6-12
- leader just coordinates, represents team and also fulfils administrative functions
- there is no place for new, inexperienced members, because they can't keep up with work speed
- often converts into team with more centralized structure (e.g. star structure)



2. GROUP CLASSIFICATION

Star structure

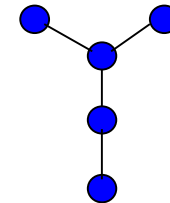
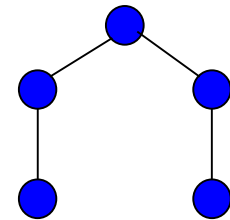


- central position of leader
- leader transfers all information
- only the leader knows the whole project – his or her going away is very dangerous
- the leader distributes work to all team members and controls each of them personally
- authority is centralized
- people within the team can be inexperienced – the leader helps the inexperienced
- absence of leader can be a problem

2. GROUP CLASSIFICATION

Isomorphic structure

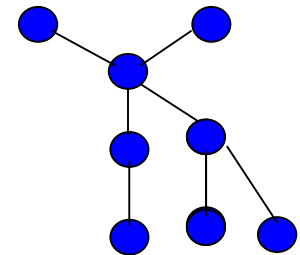
- according to project structure
- simple structure
- responsibility specified unequivocally
- parallel work
- applies in complex projects



2. GROUP CLASSIFICATION

Specialized structure

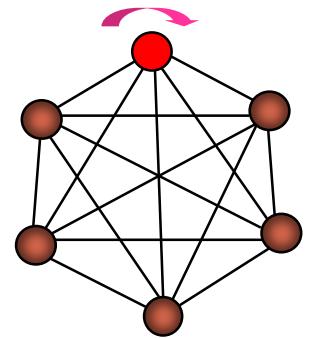
- the most experienced person is responsible for a complete task
- tasks distributed according to every member's specialization
- developing predispositions are important
- individuality is required



2. GROUP CLASSIFICATION

Unselfish structure

- the basis of work are tasks and their importance
- the work performed by the team members is subordinated to the tasks realization of tasks
- teams have a common goal (in a different extent and time)
- success or failure depends on the whole team
- common decision-making
- cooperation



2. GROUP CLASSIFICATION

Desired team structure

- should solve problems of employees' rotation
- should solve problems of lack of direct manager control
- should increase efficiency of communication inside team
- should ensure an integration



3. TEAM GOALS, CHARACTERISTICS AND TASKS

If we don't know what are our goals,
we don't also know which way we should go.

- We should know how to establish goals
- We should involve team members in goals establishing
- We should know what influence on team efficiency
- We should approach to have a perfect team

3. TEAM GOALS, CHARACTERISTICS AND TASKS

S

Specific, simple

M

Measurable

A

Acceptable

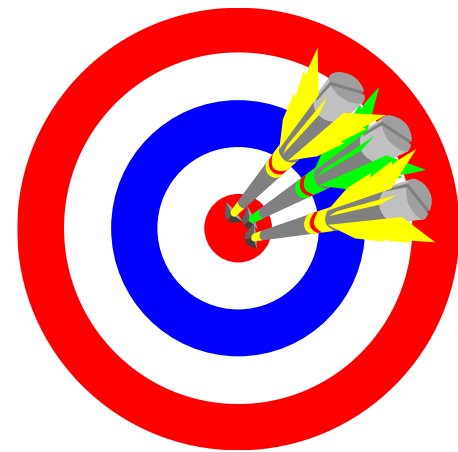
R

Realistic

T

Time Related

**Goals for team
should be SMART**





3. TEAM GOALS, CHARACTERISTICS AND TASKS

When is it possible to achieve goals?

1. When team members really want to work together
2. When managers are open to cooperation, avoiding manipulation to achieve team goals
3. When team members work efficiently both in group and individually

3. TEAM GOALS, CHARACTERISTICS AND TASKS

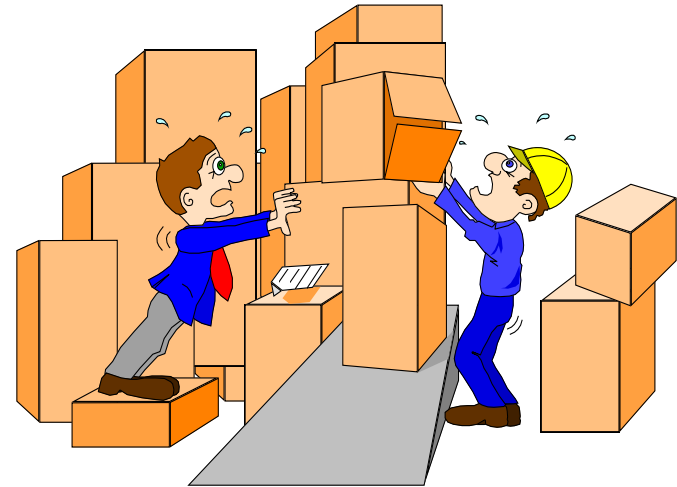
Examples of goals

- improvement of work quality
- defects reduction
- limiting problems, which appear during the introduction of new products
- absence minimization
- readiness to help
- support within the team

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Phenomena occurring in bad teams

- bad cooperation
- frustration
- low level of inspiration
- small engagement
- low motivation
- unhealthy competition
- etc.



3. TEAM GOALS, CHARACTERISTICS AND TASKS

There are adherents and opponents of teamwork

Creating a team requires:

- amount of time
- sometimes additional costs



Teamwork is not a remedy for all organizational troubles

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Factors having influence on team efficiency

- environment character (friendly, hostile, readable, unclear...)
- type of completed tasks
- maturity, personality and competence of potential team members
- maturity, personality and competence of team manager / leader

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Factors of teamwork

1. Competition - common rivalry mainly with external rivals
2. Time - deadlines set for the team are more important than those set for individual tasks
3. Innovations - new ideas are more important than present solutions
4. Decisions - are internally agreed-upon by acceptance, consensus and only in certain cases by democratic voting
5. Initiative - based on possible advantages for team rather than on individual wastes
6. Orientation on success - success of team and company is preferred
7. Relations and relationships - according to rule: *do ut des* – team advantage is my advantage
8. Challenges – looking for new challenges and reaction for new challenges

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Advantages for manager

- support realization between groups / members
- change goals and work methods...
- introduce to team persons with different values and standards
- change organizational structure, procedures, rewarding systems
- introduce leaders encouraging group participants to present different points of view



3. TEAM GOALS, CHARACTERISTICS AND TASKS

Perfect team

- compact, but does not limit members' independence
- balances emotions and sense
- uses members skills and emotions
- objective in self-evaluation
- dominated neither by leader nor by other team members

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Perfect team members

- Fully understand tasks and goals
- Flexibly match methods for tasks
- Efficiently communicate and understand each other
- Optimally share responsibility and tasks between themselves
- Meet their individual needs and simultaneously work efficiently as team
- End the decision-making process successfully

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Rules of assertive behaviors according to H. Fensterheim

1. Do whatever you want but don't hurt anybody
2. You have right to hold your head up high by assertive behaviour until your intentions are assertive (not aggressive)
3. You have right to ask until you remember that person you are questioning can deny
4. You have the right to discuss problems
5. You have the right to take advantage of your rights

3. TEAM GOALS, CHARACTERISTICS AND TASKS

Perfect team member

- Fully devotes himself to the project
- Is intelligent
- Possesses technical knowledge



Sometimes is easier to meet a dwarf
- does a dwarf exist?

4. CHARACTERISTICS OF A GOOD TEAM LEADER

The leader is a person who leads group of people

How to be a good leader?

- How to give tasks team members?
- How to manage a work?
- How to influence on team members?
- How to develop team?



4. CHARACTERISTICS OF A GOOD TEAM LEADER

Leader attributes

- honesty
- intelligence
- maturity
- self-confidence
- ambition
- popularity
- good health
- hunger for success
- strong character
- ability to acceptance
- preparation
- ability to communicate
- organization
- justice
- objectivity
- determination
- resolution
- consequence
- skill to group mobilizing
- skill to conflicts solving

4. CHARACTERISTICS OF A GOOD TEAM LEADER

Leader should...

- know how to listen people
- know how to build a team
- know how to clarify misunderstandings
- have a good sense of humour
- know his or her own possibilities
- be open minded
- delegate authority
- know the strengths and weaknesses of team members

Functions of leader

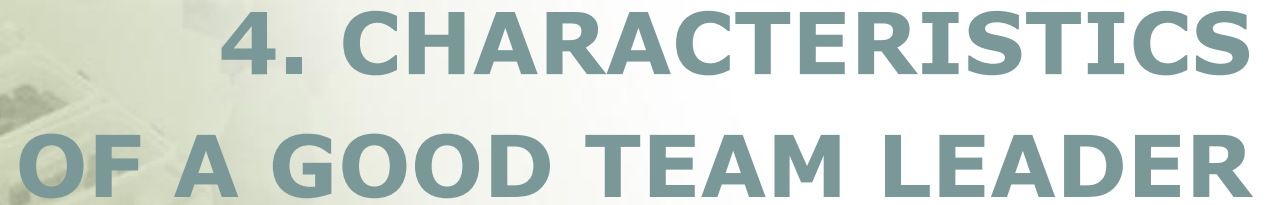
4. CHARACTERISTICS OF A GOOD TEAM LEADER

1. **Contractor.** A leader is the top coordinator of the various activities of the group. He is responsible for the execution of the policy.
2. **Policy maker.** A leader frames and formulates group goals and policies.
3. **Planner.** A leader indicates ways and means by which a group or a team could achieve goals.
4. **Expert.** A leader plays the role of expert, although makes use of other experts' advice.
5. **Representative.** A leader represents his group in relation to other groups. The leader receives all the information and spreads it to the team members.
6. **Organizer.** A leader makes an organizational structure.
7. **Motivator.** A leader has the power to reward or punish the group members for their work.

Functions of leader

4. CHARACTERISTICS OF A GOOD TEAM LEADER

8. **An example.** A leader serves as an example to the group as how they should be and how they should do.
9. **Arbiter.** A leader finally settles all problems. He should be a controller of in-group activities and relations.
10. **Symbol.** A leader gives thoughtful attention to the needs of people for satisfying relationships, to lead to a comfortable friendly atmosphere and work tempo
11. **Supporter.** A leader supports the team members in the process of difficult decisions making.
12. **Ideologist.** The leader serves as ideologist for the group. He is the source of beliefs, values and behaviour standards for the group members.
13. **A father figure.** A leader concentrates on positive emotions of subordinates.
14. **Scapegoat.** A leader concentrates on negative emotions of subordinates. He is a target for group aggression of frustrated and disillusioned group members.



4. CHARACTERISTICS OF A GOOD TEAM LEADER

Effective leader according to Peter Drucker

Leaders must have the time and the opportunity to prove their value

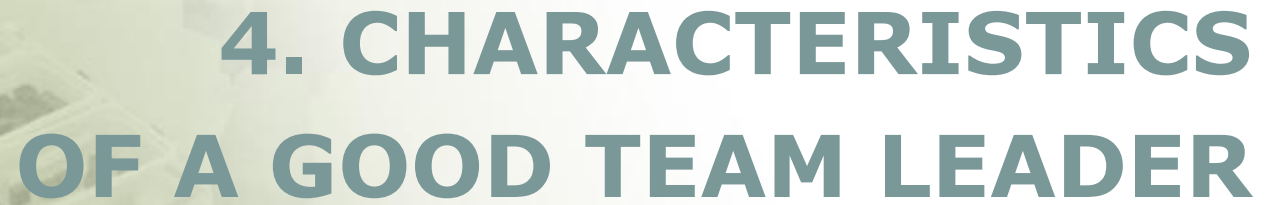
1. The leader is a person, who has adherents.
2. Leadership doesn't mean being popular. Leadership is a result of activities.
3. The leader sets an example to others.
4. Leadership is responsibility.

4. CHARACTERISTICS OF A GOOD TEAM LEADER

Effective leader according to John Adair

There are three kinds of needs in every human project.
A good leader should know these needs.

1. People have to know where they are going
2. People want to make everything as a team
3. Each person, as a human being, has needs to be met



4. CHARACTERISTICS OF A GOOD TEAM LEADER

Effective leader according to John Adair

For leaders – activities concerning team:

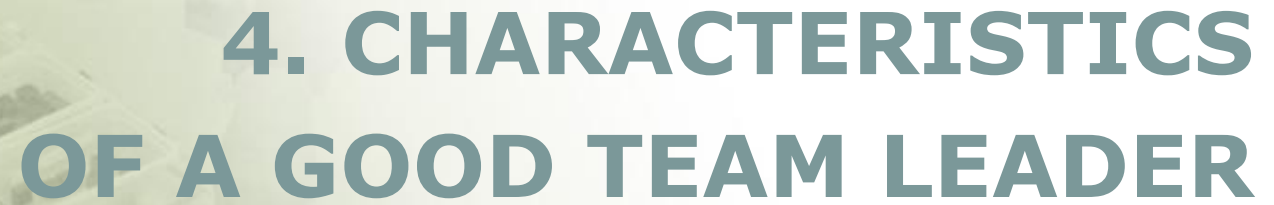
- team building
- keeping a spirit of team
- establishing standards
- keeping discipline
- establishing communication systems inside the team
- training a team
- assign managers

4. CHARACTERISTICS OF A GOOD TEAM LEADER

Effective leader according to John Adair

For leaders – activities concerning task:

- team goals achieving
- tasks defining
- work planning
- sources distributing
- giving responsibility
- progress monitoring
- efficiency controlling
- quality controlling



4. CHARACTERISTICS OF A GOOD TEAM LEADER

Effective leader according to John Adair

For leaders – activities concerning individual:

- individual development
- equilibrating team and individual needs
- rewarding high efficiency
- giving help in private problems

4. CHARACTERISTICS OF A GOOD TEAM LEADER

Anti-leader attributes

- lack of sensibility
- rough style
- coolness, arrogance
- betraying secrets
- abusing confidence
- excessive ambitions
- choosing weak and ineffective team members
- excessive control
- lack of delegating
- lack of skills for team building
- difficulties with strategic thinking
- lack of flexibility

4. CHARACTERISTICS OF A GOOD TEAM LEADER

The top 5 mistakes a leader can make

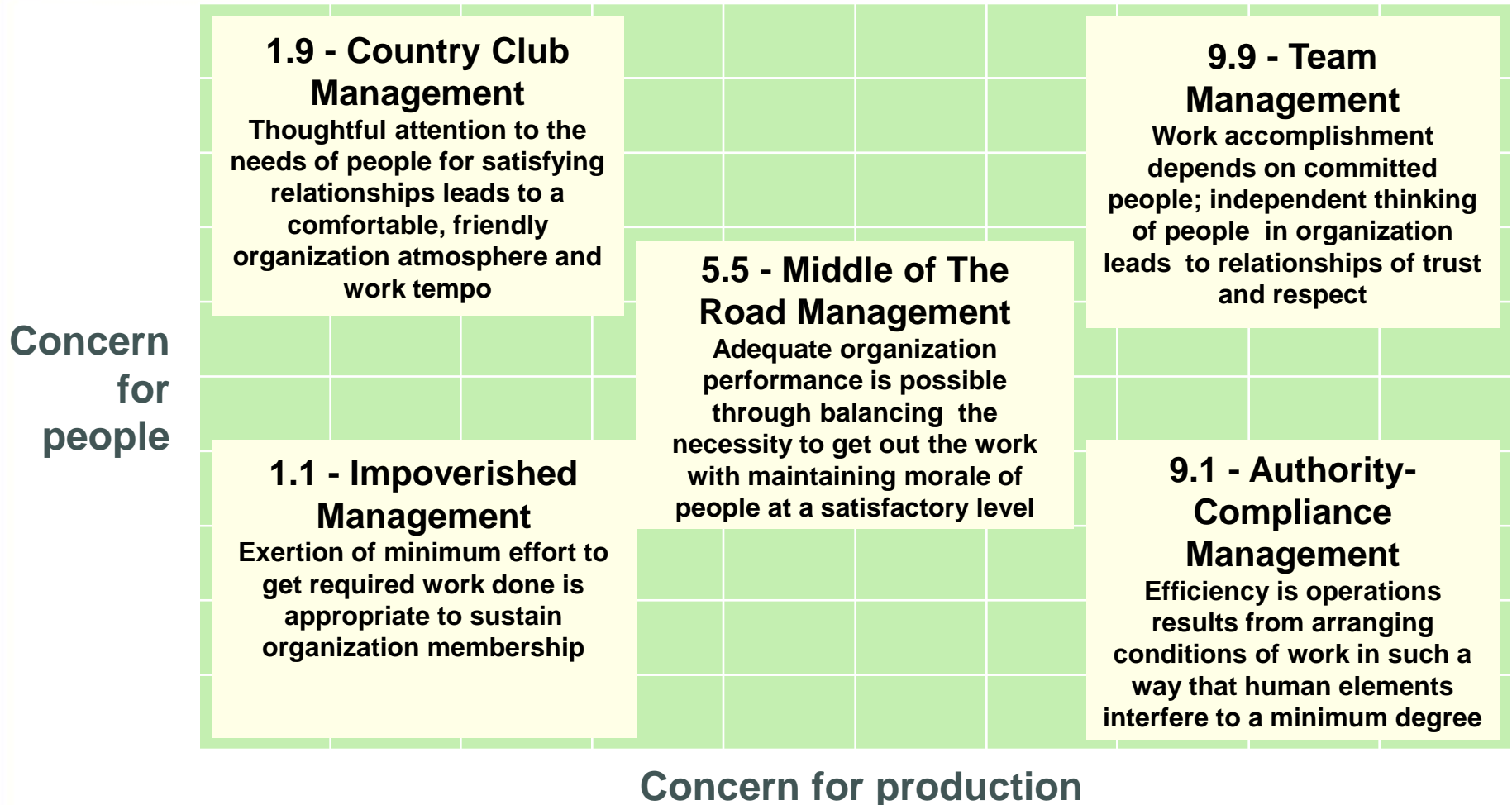
- 1) A leader should not do favouritism and discrimination among the group members based on personal likes and dislikes
- 2) A leader should not make other members of the group feel inferior to him by showing off
- 3) A leader should not punish any fellow group member liable to punishment in front of the other members; such discussion should take place in private
- 4) A leader should not base his actions on the fact that he is on a superior position but should be fair in his work
- 5) An effective leader issues few but concrete orders and should also remember the orders he has given to avoid confusion and conflict in the group

4. CHARACTERISTICS OF A GOOD TEAM LEADER

Managing styles

- **Command** – the manager makes a decision and commands executing the decision saying how to do it
- **Selling** – the manager makes a decision and tries to convince group to accept the decision
- **Testing** – the manager proposes a solution and asks the group for opinions
- **Consulting** – the manager displays a problem to group, proposes a solution and asks for help
- **Cooperation** – the manager formulates a problem and asks group for a solution
- **Delegating** – the manager allows the group to freely solve a problem

4. CHARACTERISTICS OF A GOOD TEAM LEADER



4. CHARACTERISTICS OF A GOOD TEAM LEADER

Hersey-Blanchard Situational Leadership Theory

Four main leadership styles:

- **Telling (S1)** – Leaders tell their people exactly what to do, and how to do it.
- **Selling (S2)** – Leaders still provide information and direction, but there's more communication with followers.
- **Participating (S3)** – Leaders focus more on the relationship and less on direction. The leader works with the team, and shares decision-making responsibilities.
- **Delegating (S4)** – Leaders pass most of the responsibility onto the follower or group. The leaders still monitor progress, but they're less involved in decisions.

Styles S1 and S2 are focused on getting the task done.

Styles S3 and S4 are more concerned with developing team members' abilities to work independently.

5. TEAM DEVELOPMENT STAGES

It is not so ease to create a good team.

It requires much work of leader na team members.

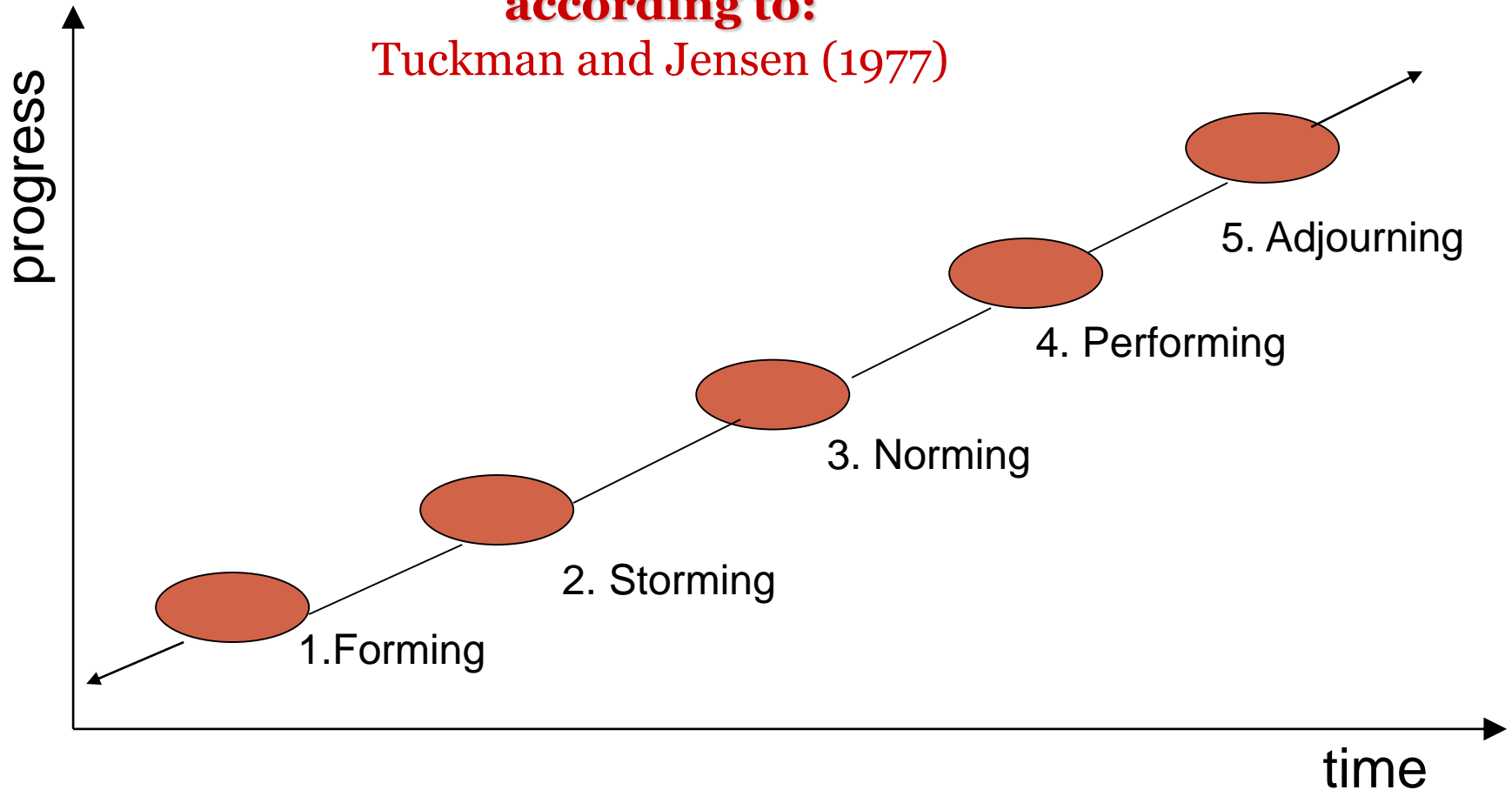


What a leader should do to develop a good team?

How a leader should behave on a certain teamwork stage?

5. TEAM DEVELOPMENT STAGES

according to:
Tuckman and Jensen (1977)



5. TEAM DEVELOPMENT STAGES

1. Forming

Stage	Description	Role of leader
1. Forming	Team members are a little excited. Unrest and uncertainty of team members is noticeable. They are not sure if they will be accepted by other team members or not. They don't know who has a power and what relations will form inside the team.	A leader reinforces proud of affiliation to team and recognizes uncertainty of team members before „unknown”

5. TEAM DEVELOPMENT STAGES

2. Storming

Stage	Description	Role of leader
2. Storming	Conflicts concerning goals, leadership, work methods, relations and hierarchy appears. Agreements are reaching and breaking. Resistance before tasks is noticeable.	A leader has to disclose and solve misunderstandings. He has to emphasize positive results, which can be achieved when team will keep rules and standards. Clearness of roles should be based on competences.

5. TEAM DEVELOPMENT STAGES

3. Norming

Stage	Description	Role of leader
3. Norming	Storming process gives settled approach concerning decision-making, division of labor, meetings and work organization. Most members understand and accept team standards, including their roles, sense of cooperation, necessity of avoiding conflicts.	A leader rather observes instead of steps in, unless he is asked to be an arbiter. Skills for conflicts solving are necessity.

5. TEAM DEVELOPMENT STAGES

4. Performing

Stage	Description	Role of leader
4. Performing	Group works most effectively. Strong sides of members are using and weak sides are minimizing. Problems are constructively solving.	A leader concentrates on managing ensuring advising, training and feedback.

5. TEAM DEVELOPMENT STAGES

5. Adjourning

Stage	Description	Role of leader
5. Adjourning	Project is finishing and members go to other tasks. It can be difficult to start a new task if the team has finished the previous task successfully. Failing of unfinished businesses can block further development of group and individual members.	On meetings and evaluating talks leader summarizes works and motivates people to take following jobs.

6. BEHAVIOUR WITHIN A TEAM

Wrong selection of team members reduces probability of success achieving by the whole team

It is very important to choose people properly, because they have different characters, they could play different roles in team.

Not all people are able to work together.
To achieve goals individuals in team have to feel a part of team.



6. BEHAVIOUR WITHIN A TEAM

Conditions of cooperation

- Efficient, bilateral communication
- The possibility of barriers in work disclosing
- Mutual help and replacing absent team member
- Mutual knowledge of attitude, reactions, initiatives...
- Mutual goals setting
- Accepted division of labour
- Team acceptance by team members

6. BEHAVIOUR IN WITHIN A TEAM

For individual team members it's worth to check:

- if he is enough motivated
- if he has sufficient competences connected with tasks specification
- if he knows how to work in team
- if his natural team roles fit team configuration
- if he can develop himself further
- if he knows how to modify his tasks

6. BEHAVIOUR WITHIN A TEAM

Roles in team are relatively stable manners of person behaviour

Types of behaviours – positive roles

- **leader** - person managing team work and leading it to goal achieving
- **stimulator** - person, who brings in new ideas to team
- **expert** - person, who has large knowledge, which can be useful in team work
- **innovator** - person, who likes implementing novelty
- **results oriented** - person, who likes achievements
- **contractor** - person, who likes quiet, well organized work
- **controller** - person, who likes to know what is going on
- **cementing team** – person, who takes care of people in team to feel them good
- **judge** - person, whom people trust
- **ambassador** - person, who represents team outside

6. BEHAVIOUR WITHIN A TEAM

Types of behaviours – negative roles

- **aggressor** - person, who attacks people
- **dominant** - person, who wants to decide and rule
- **spokesman** - person, who appears for other people without their authorization
- **confessor** - person, who draws attention of other people by confiding from his private problems
- **passive** - person, who always reacts with delay and lack of engagement
- **blocking** - person, who always tries to stop activity of other people and never propose his own solutions
- **looking for approval** - person, who needs to be praised
- **playboy** - person, who attracts attention other persons by provoking and extravagance behaviour
- **victim** - person, who always looking for problems because thanks to them attracts attention of others

6. BEHAVIOUR WITHIN A TEAM

Personalities in teams

Imaginary leader

Type	Characteristics	How to manage with this person?
Imaginary leader	He thinks that he manages a project and that tomorrow he will manage the whole company	This person really wants to rule – he doesn't know how to do it. Give him a chance. Let him to lead a team meeting or to organize next stage of works. If you can teach him giving kind orders.

6. BEHAVIOUR WITHIN A TEAM

Personalities in teams

Mouse

Type	Characteristics	How to manage with this person?
Mouse	He is afraid of any independent activities, he doesn't do anything without your direct command. For fear of catastrophic mistake requires permanent control.	Such a person must be encouraged to take matters in his hands. Tell him, that you believe, that he can do his tasks. If he makes a mistake analyze it together – thanks to that he will become self-convinced.

6. BEHAVIOUR WITHIN A TEAM

Personalities in teams

Favourite uncle or aunty

Type	Characteristics	How to manage with this person?
Favourite uncle or aunty	He is you office joker. He plays the fool, tells jokes and funny stories, plays tricks on others. He is funny, but wastes really much time.	Usually he just has too little work and he thinks that others are also bored. Try to give him more duties. If it will not work reprove him, that his behaviour is not always needed.

6. BEHAVIOUR WITHIN A TEAM

Personalities in teams

Experimenter

Type	Characteristics	How to manage with this person?
Experimenter	He loves emotions. He is happy when he can try what will happen if he does something untypical. He can have big experience, but he is too self-confident and his actions are not always considered.	Support his valuable enthusiasm, but prevent him from doing immediate actions, without concerning their potential effects. Such people are clever and needed in team, but they are also needed to be control.

6. BEHAVIOUR WITHIN A TEAM

Personalities in teams

Dawdler

Type	Characteristics	How to manage with this person?
Dawdler	He doesn't care about the project. He thinks that your technology is for nothing. He takes a 20 min brake for coffee.	Such a person in team is a hard nut to crack. Himself he has more problems that you can find in the whole project. Inform supervisors about results of his work. It will cause that he will be more responsible. Also ask him to smile.

7. CONFLICTS IN TEAM

Conflict appears in every team

It is a symptom that significant differences in team accumulated or suddenly came into being, which disturbs in effective work. Conflict can permanently change quality of team.

Lack of conflicts can indicate that employees don't commit themselves to organization problems

A leader should know if there is a conflict in a team.

A leader should try to prevent out-of-control conflicts.

A leader have to manage identified conflicts.



7. CONFLICTS IN TEAM

- tasks correlation
- insufficient resources
- capability if meeting the goals
- wrong communication
- individual differences
- tasks assigned unclearly
- mutual dependence
- coordination
- control
- participation in decision-making
- communication problems
- wrong warning system

Conflicts causes



7. CONFLICTS IN TEAM

How to prevent conflicts? Rules of negotiating in team

- Listen what others want to say
- Encourage to present own opinion
- Don't agree for premature compromise (decision, which are taken too hurry are often wrong and must be changed later)
- Don't rival with others
- Don't bargain
- Include team to decision-making
- Disclose differences of opinions and pull everybody to discussion
- Present your position clearly and logically



7. CONFLICTS IN TEAM

How to prevent conflicts? Rules of negotiating in team

- Listen to others before you start argue for your point of view
- Deadlock in discussion does mean neither victory nor defeat
- Look for solution easier to accept
- Don't give up in any issue just „for peace' sake”
- Accept solution just in case when it is based on perfect logic
- Negotiate positions until they are accepted by everybody
- Don't reward oppositionists who gave up by giving up in other issue
- Avoid simplified techniques such as voting, tossing a coin, auction, averaging etc. to negotiate positions

7. CONFLICTS IN TEAM

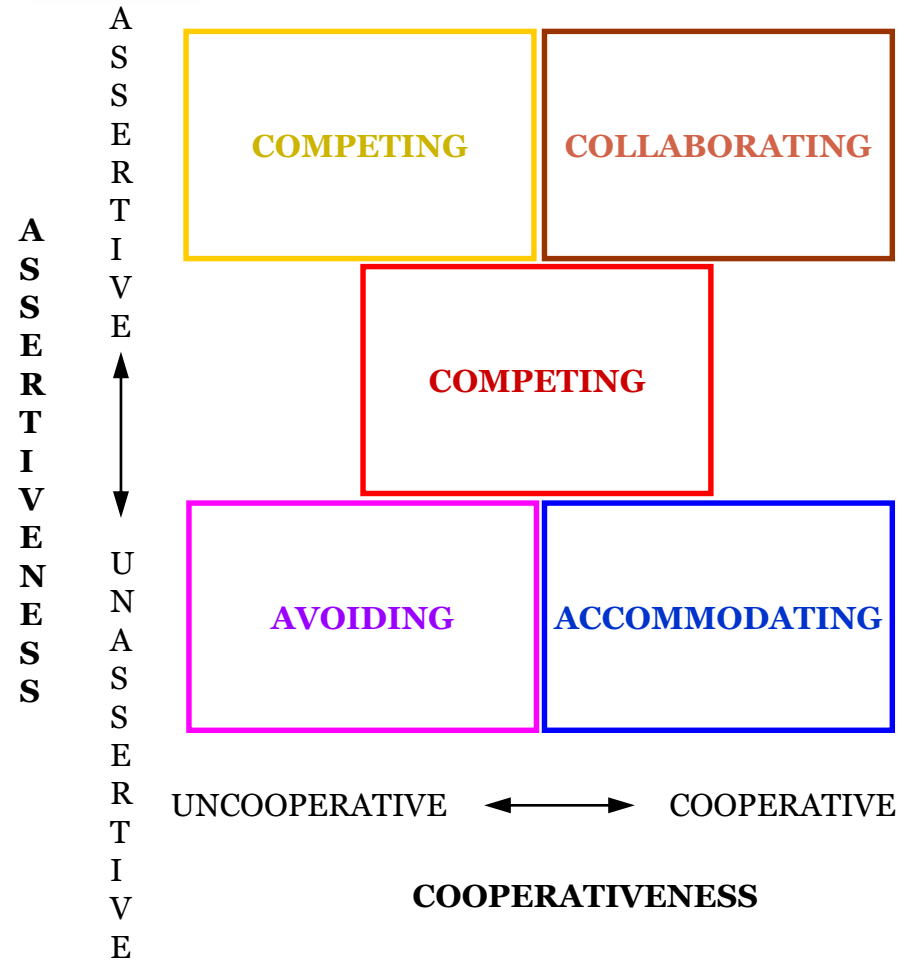
Conflict management

- Conflicts should be prevented and predicted
- Conflicts should be provoked just in case when we know how to steer them
- We should disclose conflict in the right moment and solve it
- We should learn how to manage with conflict if it exists

7. CONFLICTS IN TEAM

Styles of dealing with conflict

**Kenneth Thomas
and
Ralph Kilmann
(1970)**



7. CONFLICTS IN TEAM

Competitive

People who tend towards a **competitive style** know what they want. They usually operate from a position of power. This style can be useful when there is an emergency and a decision needs to be made fast or when the decision is unpopular. However it can leave people feeling unsatisfied and resentful when used in less urgent situations.

7. CONFLICTS IN TEAM

Collaborative

People tending towards a **collaborative style** try to meet the needs of all people involved. These people can be highly assertive but unlike the competitor. They cooperate effectively and acknowledge that everyone is important. This style is useful when you need to bring together a variety of viewpoints to get the best solution or when there have been previous conflicts in the group.

7. CONFLICTS IN TEAM

Compromising

People who prefer a **compromising style** try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something. Compromise is useful when the cost of conflict is higher than the cost of losing ground or when there is a deadline looming.

7. CONFLICTS IN TEAM

Accommodating

This style indicates a willingness to meet the needs of others at the expense of the person's own needs. Person using this style is not assertive but is highly cooperative. Accommodation is appropriate when the issues matter more to the other party, when peace is more valuable than winning or when you want to do somebody a favour. However people may not return favours, and overall this approach doesn't give the best outcomes.

7. CONFLICTS IN TEAM

Avoiding

People tending towards this style seek to evade the conflict entirely. This style is typified by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings. It can be appropriate when victory is impossible, when the controversy is trivial, or when someone else is in a better position to solve the problem. However in many situations this is a weak and ineffective approach to take.

7. CONFLICTS IN TEAM

Resolving conflicts follow the rules...

- 1. Make sure that good relationships are the first priority:** As far as possible, make sure that you treat the other calmly and that you try to build mutual respect. Do your best to be courteous to one-another and remain constructive under pressure
- 2. Keep people and problems separate:** Recognize that in many cases the other person is not just "being difficult" – real and valid differences can lie behind conflictive positions. By separating the problem from the person, real issues can be debated without damaging working relationships
- 3. Pay attention to the interests that are being presented:** By listening carefully you'll most-likely understand why the person is adopting his or her position
- 4. Listen first; talk later:** To solve a problem effectively you have to understand where the other person is coming from before defending your own position
- 5. Set out the “Facts”:** Agree and establish the objective and conditions, that will have an impact on the decision
- 6. Explore options together:** Be open to the idea that a third position may exist.



8. COMMUNICATION WITHIN A TEAM

The communication process consists of an information being sent and received.

The message may be verbal or non-verbal.

To communicate we use words, gestures, sounds and expression.

Communication is effective, when team members transmit only important and valuable messages.

In communication process listening and concentration are very important too.

We should know rules of efficient communication.

We should ensure a good communication between team members.

8. COMMUNICATION WITHIN A TEAM

Communication styles according to J. Luft and H. Ingram – Johari window

„**open**“- describes team members, who easily disclose information about themselves and their work and who actively are looking for new information

„**unknown**“- describes persons, who are reluctant to looking for and disclosing new information

„**hidden**“- describes someone, who rather rarely disclose information, which posses and which he is locking for continuously (he is a great trustee of secrets)

„**blind**“- describes team members, from who we can find out much, but they rather aren't looking for information, because they think that they know the information

	known to self	not known to self
known to others	open	blind
not known to others	hidden	unknown

8. COMMUNICATION WITHIN A TEAM

Negative characteristics of communication process participants

- sender characteristics: incoherence or contraction of messages
- reluctance to communicate
- lack of reliability in receiver characteristics: lack of hearing habit
- dislikes and differences in sender and receiver perception
- environment factors: noise and overload





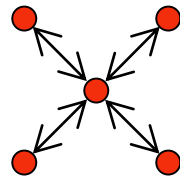
8. COMMUNICATION WITHIN A TEAM

Rules of effective communication

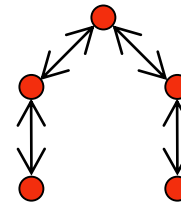
- formulating an effective message in a way comprehensible for receivers with different views and experiences
- controlling emotional reactions
- minimizing differences between verbal and non-verbal messages (gestures, clouds, expression compatible to content of the words)
- maximizing mutual trust
- effective making use of project members meeting (integration)
- using both verbal and written communication

8. COMMUNICATION WITHIN A TEAM

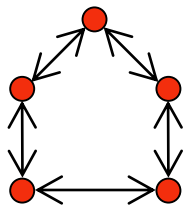
Types of communication nets structure



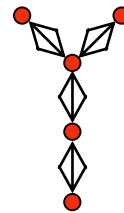
wheel



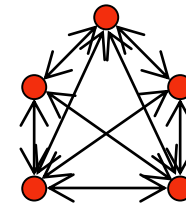
chain



circle



y



net with mutual connections

9. MOTIVATING

Motivation – processes or factors, which cause that people do or behave in a certain way; it has a significant meaning during team works.

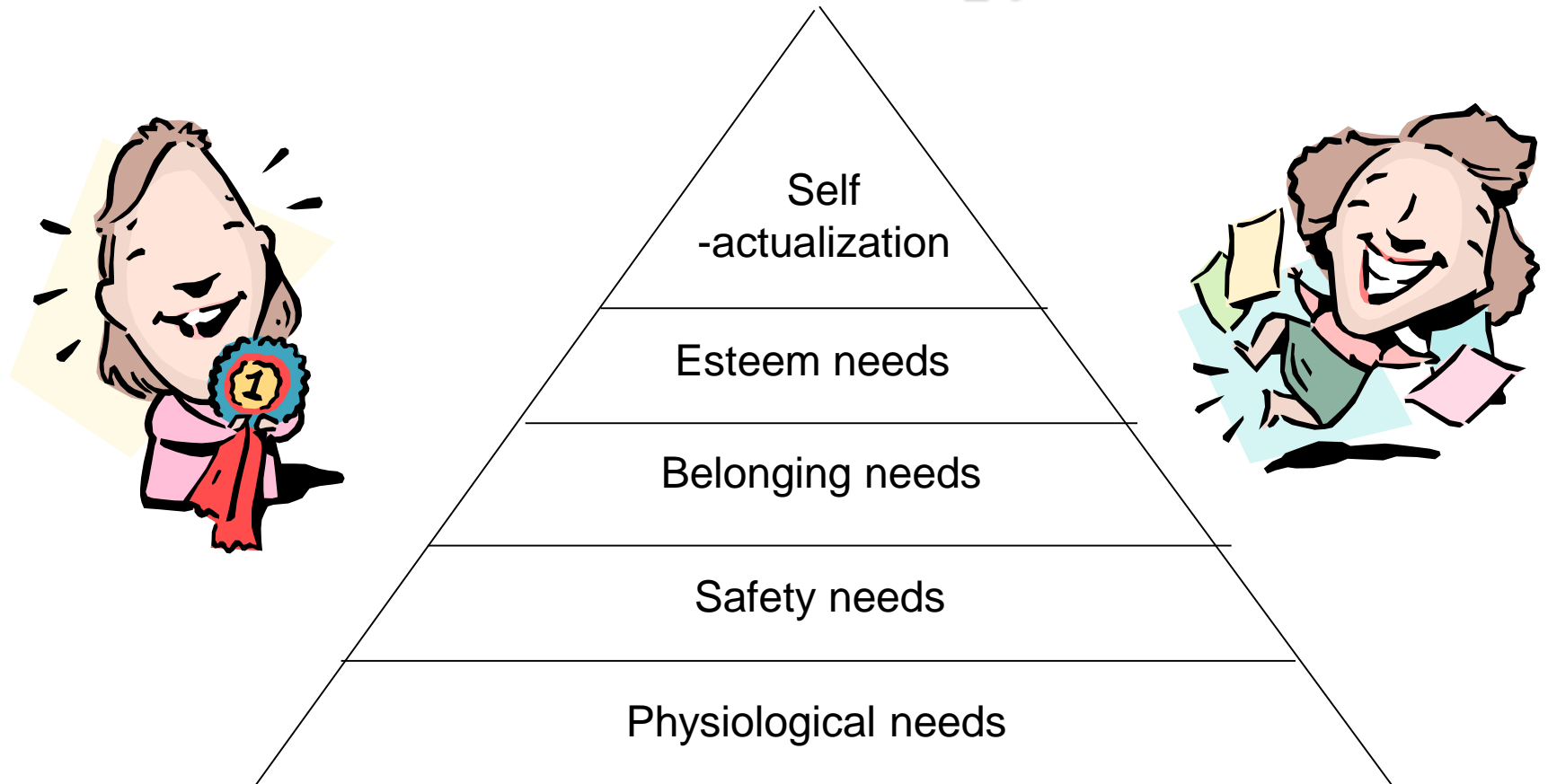
Motivation is a fundament of problem, because the results of project depend on employees engaging.

Each person can be motivated by something else.

Team leader should know his people and should know how to motivate them.

9. MOTIVATING

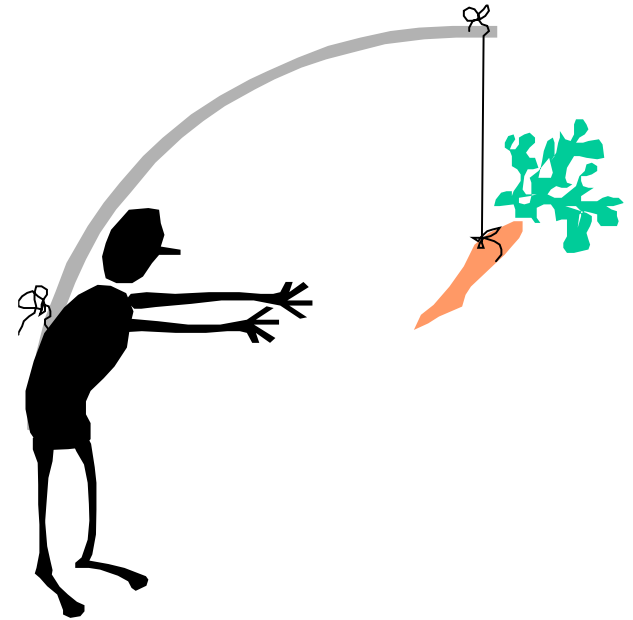
Abraham Maslow's pyramid



9. MOTIVATING

What motivates people in team?

- Safety need
- Success need
- Mutual values
- Understanding a sense of actions
- Inquiring
- Individual predispositions



9. MOTIVATING

What weakens motivation of people in team?

- too high requirements
- insufficient information
- leaving employee and his work without any comment for a long time
- rivalry atmosphere
- looking for guilty instead of solving the problems
- lack of certain work sense
- lack of possibilities to change anything
- hiring wrong people for doing a certain work
- too long meetings without a specific results
- too much bureaucracy
- lack of feeling that employees develop themselves
- high fluctuation of team members
- often public critics of team members by leader
- leader distrustful towards to team members

9. MOTIVATING

How to influence people according to David Kipnis?

- treating people friendly, because then people are more yielding
- promising to do something for someone in exchange for doing something else, now or in the future
- explaining logically reasons for which person should do something, giving facts, dates and other information
- saying directly what we want without doing anything to increase an influence on interlocutor
- making coalition to support each other, to exchange information, sources, skills, to make relatively stable relations, to make stronger members of coalition
- giving an order to do something using own power comes from our position or position someone, who we represent
- punishing persons for behaviors which we don't like

9. MOTIVATING

How to build team identity?

- use meeting effectively
- use common work place (war room)
- name your team, give it logo
- create clear salary system
- give approval publicly
- give tasks clearly
- ensure equipment able to work
- support team members
- ensure effective communication
- know more about your team members
- celebrate special occasions
- be opened



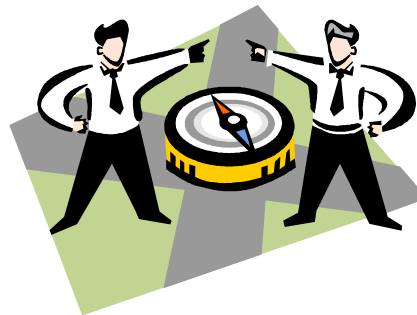
10. DECISIONS IN A TEAM

During teamwork we make many decisions.

Some of them are easy and routine.

Some of them need more time, more information, creativeness and negotiations depending on problem.

We should know what kind of strategies of team decision-making we can use in a certain situation.



10. DECISIONS IN A TEAM

Strategies of team decision-making

- routine decision-making
- creative decision-making
- negotiated decision-making

<p>E.F. Harrison, <i>The Managerial Decision-Making Process</i>, Houghton Mifflin Company, New York 1999</p>	<p>ROUTINE DECISION-MAKING</p>	<p>CREATIVE DECISION-MAKING</p>	<p>NEGOTIATED DECISION-MAKING</p>
<p>Team structure</p>	<p>Specialists with a coordinator (leader)</p>	<p>Heterogeneous, competent make-up; manager favors creative processes</p>	<p>Proportional representing of interested parties</p>
<p>Roles in team</p>	<p>Independent effort; specialist knowledge</p>	<p>All ideas are discussed by group</p>	<p>Individual finds oneself as representative of interested parties</p>
<p>Team process</p>	<p>Goals establishing; interactions between coordinator and specialists</p>	<p>Problem solving process with full participation and spontaneous communication</p>	<p>Systematic communication; formalized procedures of debates and voting</p>
<p>Team style</p>	<p>Considerable stress comes from time limitations and requirements concerning quality and quantity</p>	<p>Relaxing, non-stressful environment; lack of sanctions</p>	<p>Frankness and sincerity; procedures acceptance; hostility avoiding</p>
<p>Team standards</p>	<p>Professionalism</p>	<p>Frankness of communication; consensus; originality supporting; elimination of authoritarianism</p>	<p>Wishing of achieving agreement; constructive seeing a conflict; compromise acceptance</p>

10. DECISIONS IN A TEAM

Decision Making Styles

- **Democratic decision making**
- **Autocratic decision making**
- **Collective - Participative decision making**
- **Consensus decision making**

10. DECISIONS IN A TEAM

Decision Making Styles

Democratic decision making is when the leader gives up ownership and control of a decision and allows the group to vote. Majority vote will decide the action.

- **Advantages** - fairly fast decision and a certain amount of group participation
- The **disadvantage** - no responsibility; an individual is not responsible for the outcome

10. DECISIONS IN A TEAM

Decision Making Styles

Autocratic decision making is when the leader maintains total control and ownership of the decision. The leader is also completely responsible for the good or bad outcome as a result of the decision. The leader does not ask for any suggestions or ideas and decides from his or her own internal information and perception of the situation.

- **Advantages** - a very fast decision and personal responsibility by the leader, for the outcome; in emergency situation the autocratic style is usually the best choice.
- The **disadvantages** are varied and sometimes include less than desired effort from the people that must carry out the decision. If the outcome for the decision is not positive, members of the team begin to feel they could have done a better job themselves and the leader may lose credibility.

10. DECISIONS IN A TEAM

Decision Making Styles

Collective - Participative decision making is when the leader involves the members of the team. Other perspectives of the situation are discovered because the leader deliberately asks and encourages others to participate by giving their ideas, perceptions, knowledge, and information concerning the decision. The leader maintains total control of the decision because, although outside information is considered, the leader alone decides. The leader is also completely responsible for the good or bad outcome as a result of the decision.

- The **advantages** - some group participation and involvement; in most cases, the individual is informed before the decision is implemented and usually feels good about personal involvement; if the leader is a good communicator, and listens carefully to the information collected, can make a better decision.
- The **disadvantages** - a fairly slow, time consuming decision; less security, because so many people are involved in the decision.

10. DECISIONS IN A TEAM

Decision Making Styles

Consensus decision making is when the leader gives up total control of the decision. The complete team is totally involved in the decision. The team is now responsible for the outcome. This is not a democratic style because everyone must agree with the decision.

- The **advantages** - group commitment and responsibility for the outcome; teamwork is created because everyone has a stake in the success of the decision; a more accurate decision is usually made, with a higher probability of success, because so many ideas, perspectives and skills were involved in the creation.
- The **disadvantages** - a very slow and extremely time consuming decision; it is also a lot of work getting everyone in the team. It takes skill and practice for a group to learn how to work together.

10. DECISIONS IN A TEAM

Advantages of decision-making in team

Team decision-making lets to consider:

- all aspects of a problem
- all doubts and conditions

Differences between opinions gives the possibility for:

- gathering additional information
- clarifying doubts
- searching better solutions

10. DECISIONS IN A TEAM

Why team decisions are better than individual decisions?

- more knowledge and information
- various approach to problem
- higher acceptance a solution
- better understanding a decision

10. DECISIONS IN A TEAM

Disadvantages of team decision-making

- premature decisions
- domination by one person
- contradictory variant solutions
- public pressure – pathologic groupthink in extreme case
- acceptance a first decision
- competition between decisions making difficult finding the best solution
- time necessary to make decision

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

In team work we use different methods and technique, which help us to do our work and to make decisions.

Some of methods and techniques are described in the presentation.

- Brainstorming
- Brainwriting
- Multivoting
- 5 W + H method
- Ishikawa Diagram
- SIPOC Diagram
- „ABCD” (Suzuki) method
- Pyramid of priorities
- Why?-Why? Method
5xWhy?
- Mind map
- Storyboard
- Metaplan
- „for” and „against” method
- Simulations
- Problem solving process 8D

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Brainstorming

Brainstorming is a group creativity technique designed to generate a large number of ideas for the solution of a problem.

This technique was created by *Alex Osborn* in 1938.

The term refers to the “creative thought”.

It is based on a group discussion managed by a moderator.

The brainstorming discussion provides a list of ideas, which could be evaluated and elaborated subsequently.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Rules of brainstorming

Focus on quantity: number of ideas is more important than quality of ideas – the greater number of ideas gives better chance to produce a radical and effective solution.

Withhold criticism: criticism of ideas generated should be put „on hold”; without judgment participants will feel free to generate unusual ideas.

Welcome unusual ideas: unusual ideas, although would never be put into practice, could lead to find out the best solution so they are welcomed; even unfeasible ideas could stimulate the others to produce new original and innovative ideas

Combine and improve ideas: by association combine ideas and improve them to receive the other one, maybe the better one.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Steps of brainstorming

Step I – set the problem

- the problem must be clear, not too big, and captured in a specific question such as "What postal service is not available now, but needed?".

Step II – select participants

- 6-8 persons and moderator; people should come from different disciplines, with a wide spectrum of experience, so as to obtain more creative ideas from the session

Step III – session conduct

- according to rules

Step IV – evaluation of ideas

- in the final stage the group usually evaluate the ideas and select one as the solution to the problem proposed to the group

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Session of brainstorming

Moderator manages the session and:

- clearly defines the problem and the objectives to achieve
- defines the duration of the session – about 30 min
- focuses the discussion on practical solutions of the problem
- encourages an enthusiastic behavior in the group, without criticism, and has to spur each participant to express his/her point of view
- generates a creative environment
- accepts and registers all ideas - ideas are register without name of author
- encourages participants to work on other people's ideas, in order to improve them
- leaves the discussion free, without any kind of limitation

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Brainwriting

Participants write their ideas on a form and give the form to another person to write more ideas

The method is used when:

- subject is too controversial or emotional
- in group we have persons who dominate discussion and discourage others to take the floor

653 method – group (6 persons) is sitting in a circle. Everyone has a sheet of paper and write on it three ideas. After 5 min gives it to the person sitting right and takes another sheet of paper from person sitting left. On received form writes another three ideas. And so on until everyone is received own sheet of paper back.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Multivoting

Thanks to multivoting it is possible to limit a long list of possibilities to a less set of solutions.

Multivoting is a method preferred when a voting is simple, because enables to select these solutions which are proposed by everyone but not on a first place.

Multivoting is used after brainstorming.

Multivoting is used when a decision has to be taken by a group, because each member has equal contribution in decision.

Multivoting is used to find problems, we should deal with, reasons we should follow and solutions we should introduce.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

5 W + H method

In a certain situation try to answer the following questions:

1. Who?
2. What?
3. When?
4. Where?
5. Why?
6. How?

The method is used to analyze a decision situation

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Ishikawa Diagram

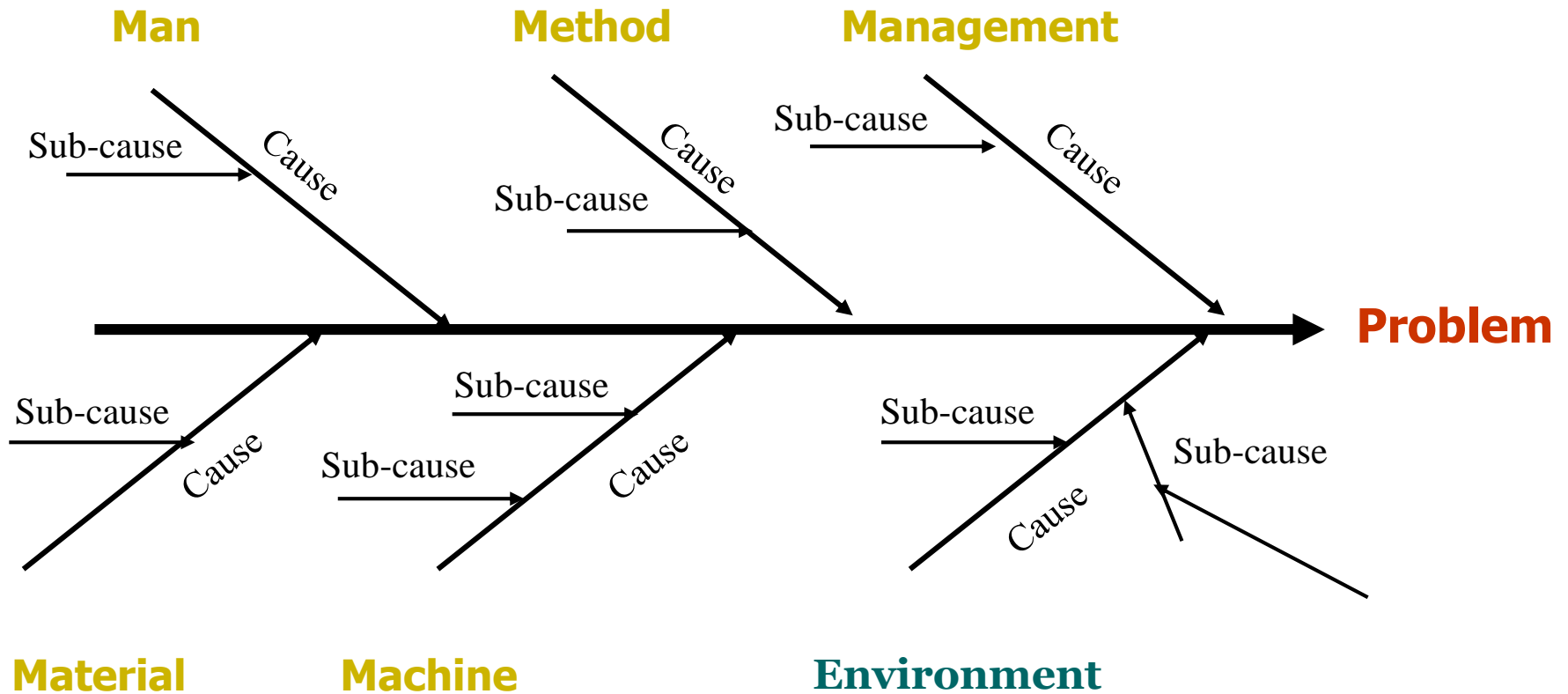
The essence of the method is a graphic presentation of mutual connections between causes generating a certain problem

Goal of the method

Goal of using Ishikawa Diagram is to find out causes of real or potential project failures

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Ishikawa Diagram for technical problems



11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

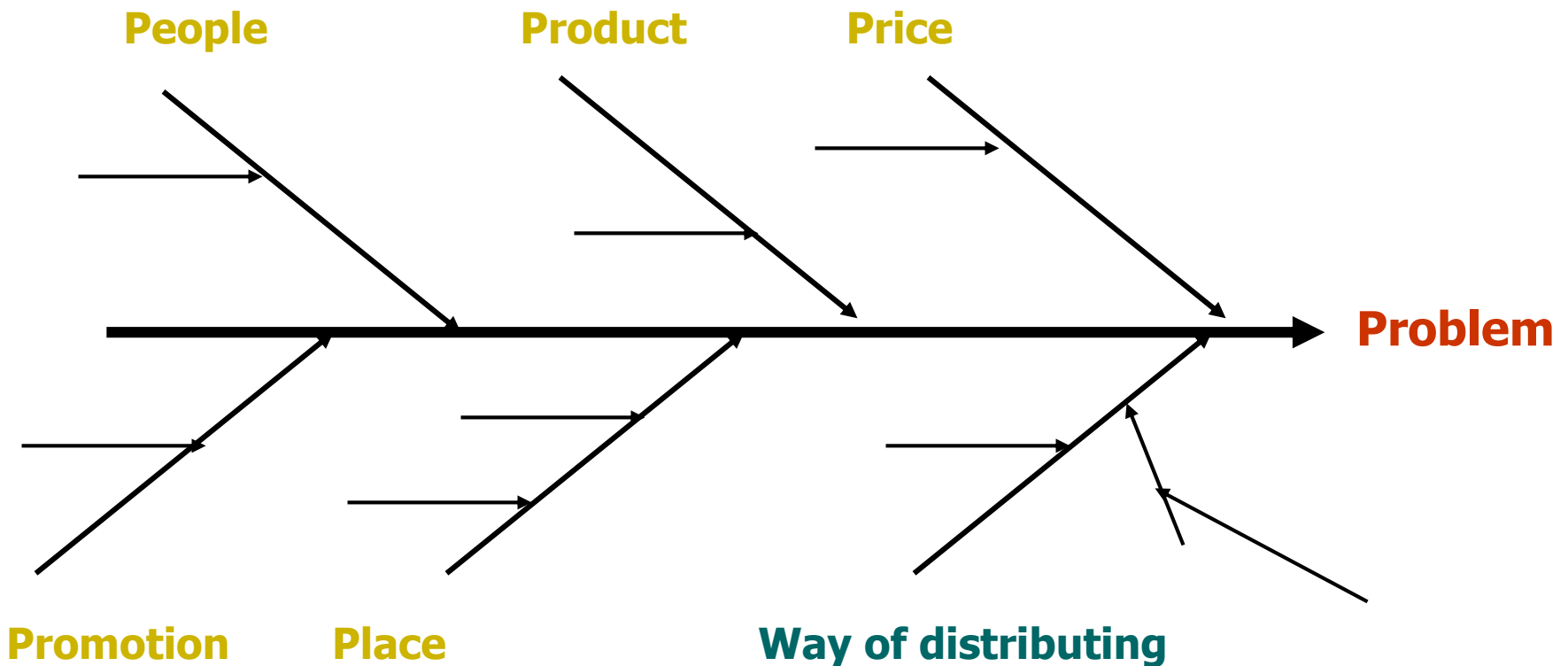
Ishikawa Diagram

5M + E

- **Man power** – qualifications, habits, work satisfaction, practice etc.
- **Method** – procedures, instructions, range of duties, specifications, standards, law, rules, know-how, technology etc.
- **Machinery** – license, durability, modernity, efficiency, precision, safety, work conditions etc.
- **Material** – input raw material, semi-finished products, elements, substitutes etc.
- **Management** – organizational structure, work organization, number of shifts, work conditions etc.
- **Environment** – organizational culture, work conditions (noise, temperature, lightening etc.), human relations etc.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Ishikawa Diagram for service



11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

SIPOC Diagram

Supplier, Input, Process, Output, Customer

SIPOC diagram is a tool using by a team to identify all elements of a process before it is realized according to all accepted rules and towards to settled criteria.

SIPOC diagram is similar and connected to process mapping.

Results of SIPOC diagram suggest team to consider in process influence and engaging suppliers, inputs, process, which is developing, outputs and customers.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

SIPOC Diagram

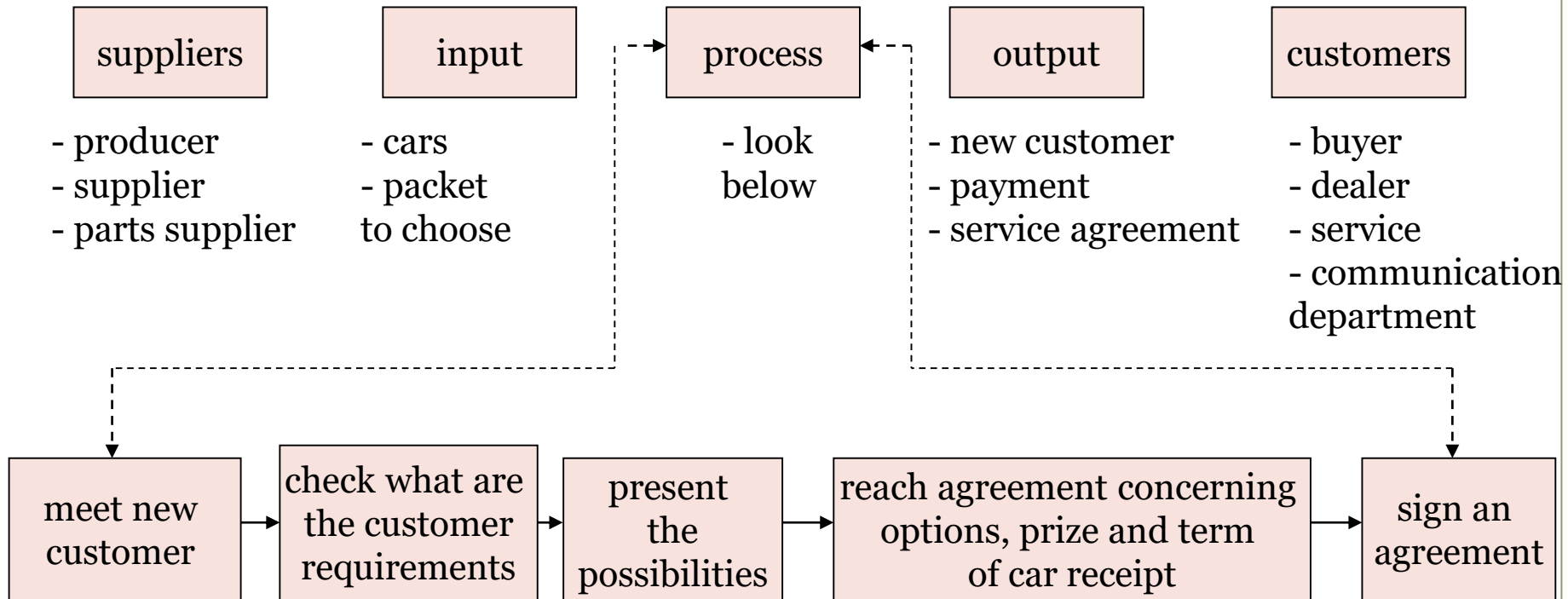
Supplier, Input, Process, Output, Customer

Is used:

- when is not clear who delivers information to process
- when is not clear what kind of input information is needed
- to define who is a real customer of a process
- to define what are a customer requirements

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

SIPOC Diagram - example



On the base of: Łuczak J., Matuszak – Flejszman A. : metody i techniki zarządzania jakością. Kompendium wiedzy. Quality Progress. Poznań 2007

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

SIPOC Diagram Steps of creating

1. Make a temple to fill
2. Map a process in a few (4 or 5) steps
3. Identify results of a process
4. Identify customers
5. Identify inputs
6. Identify suppliers
7. Discuss about it with the sponsor of the process

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK



„ABCD” (Suzuki) method

ABCD method is a method for determining importance, rank of individual causes

Dr Shinichi Suzuki –

The method is used, when it is not clear which causes have large influence and which have small influence or even have minimum influence on the issue

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

„ABCD” (Suzuki) method Steps

Step I – Ordering the causes

Step II – Filling a table of individual choosing

Step III – Filling summary table

Step IV – Scheduling causes according to importance (rank)

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

„ABCD” (Suzuki) method Table of individual choosing

cause		Rank (importance) of cause										Remarks
		most important					less important					
symbol	name	1	2	3	4	5	6	7	8	9	10	

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

„ABCD” (Suzuki) method Summary table

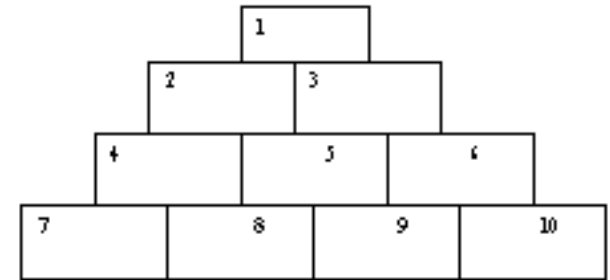
causes		Rank (importance) of causes										Corrected importance sum	Number of stricken answers	Rank index	Rank
		most important					less important								
symbol	name	1	2	3	4	5	6	7	8	9	10				

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Pyramid of priorities

Steps:

1. Gathering ideas
2. Setting an importance of ideas in hierarchy
3. Positioning ideas in a shape of pyramid



Method requires from participants choosing more important ideas from important ideas, and it is not so easy. Next group should decide how to arrange them.

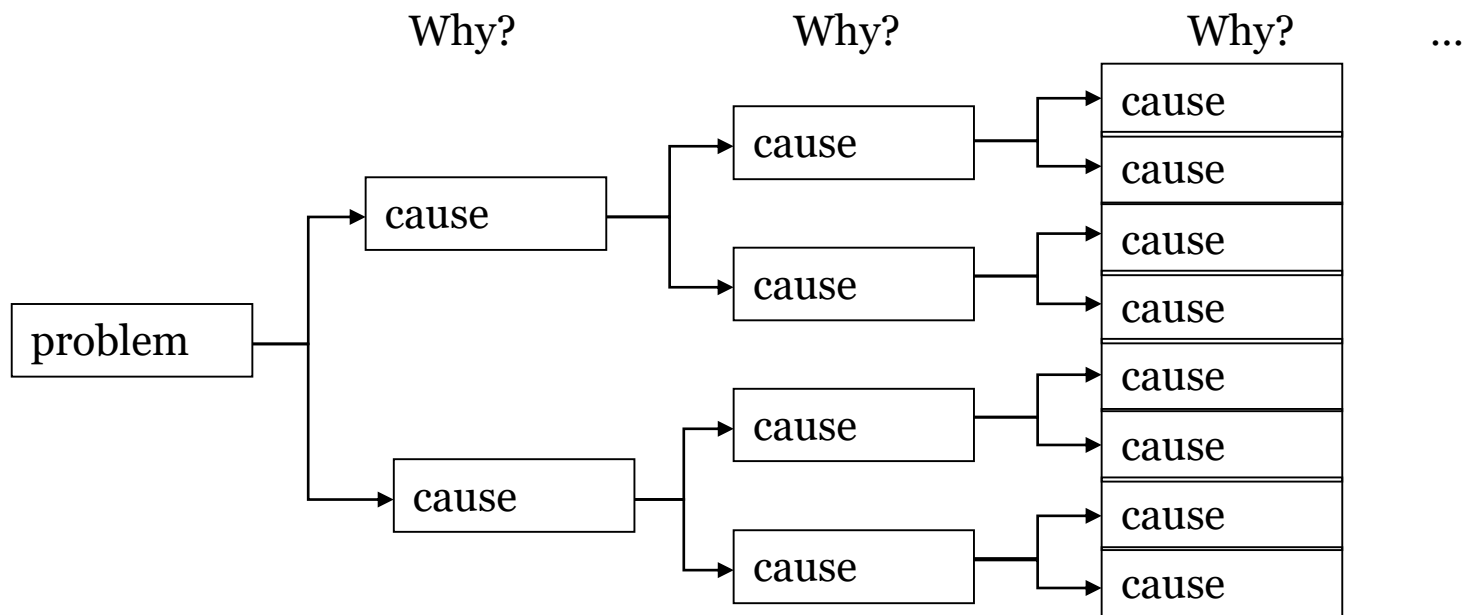
Pyramid of priorities is made by consensus.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Why?-Why? Method 5xWhy?

Is used...

- to find sources of problems and/or to make their graphic presentation
- when other analysis appeared to be too smattering



11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

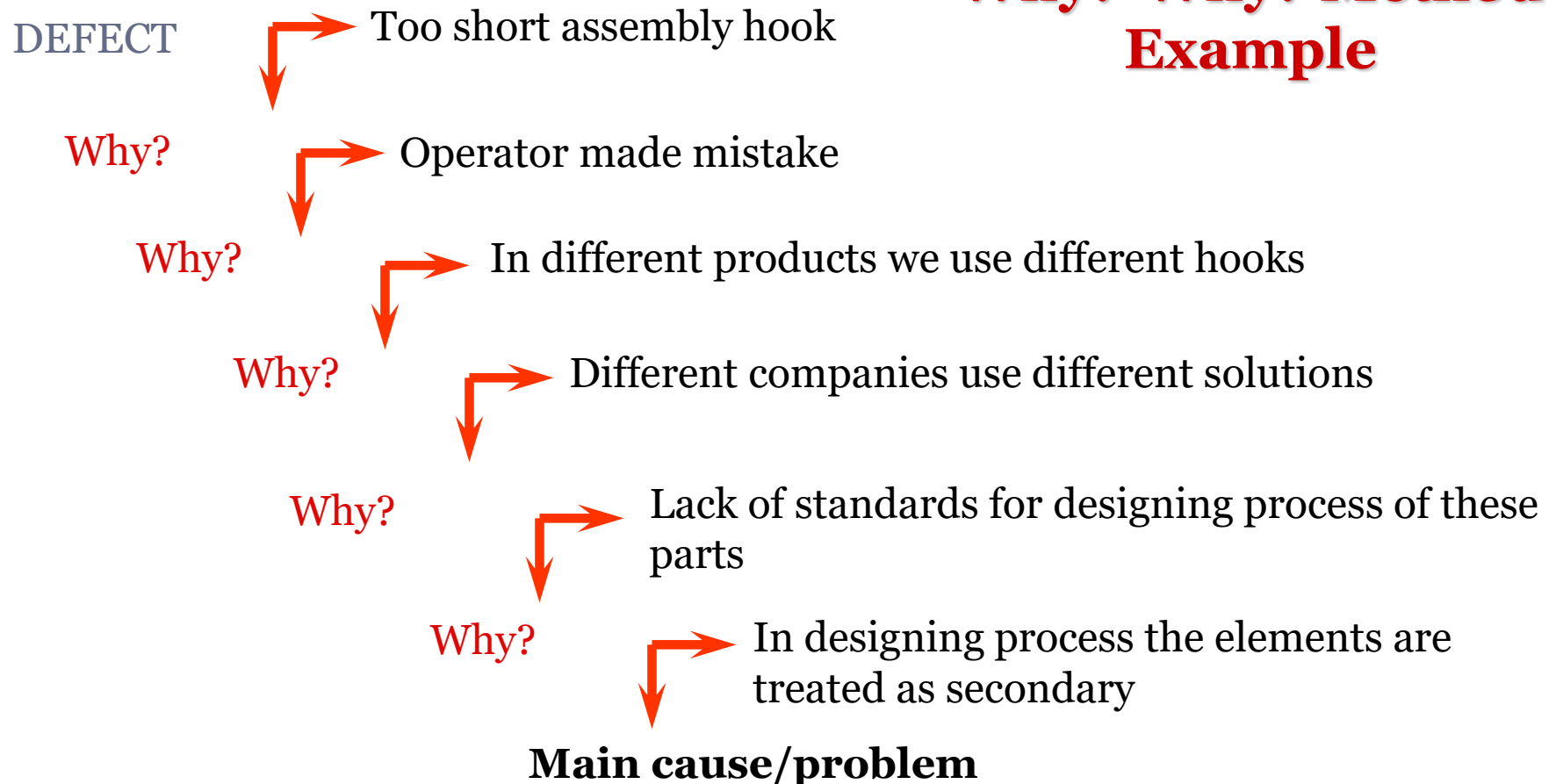
Why?-Why? Method 5xWhy?

STEPS

1. Define what is the main problem to analyze
2. Write the problem on a board
3. Ask the question „Why a problem exists?”
Team should prepare a list of main problem' causes and write the causes on the board
4. For each cause of problem ask the question „Why it happened?”
The answers are written on board
5. Asking the question „Why?” is continuing for next causes until the source of problem is found. Usually you need to ask 5 times „Why?”
6. Analyze the diagram again to find the most important causes of a main problem
You should deal with these causes firstly

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Why?-Why? Method Example



11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Mind map

Mind map was created by *Tony Buzan*

A Mind Map is a graphic technique which provides a universal key to unlock the potential of the brain.

It harnesses the full range of cortical skills – word, image, number, logic, rhythm, colour and spatial awareness – in a uniquely manner.

It gives the freedom to roam the infinite expanses of own brain.

The Mind Map can be applied to every aspect of life where clearer thinking will enhance human performance.

The Mind Map helps to systematize acquired knowledge about a certain problem.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Mind map

What do you need to make a Mind Map?

Because Mind Maps are so easy to do and so natural, we need only:

- blank unlined paper
- coloured pens and pencils
- your brain
- your imagination

There are no limits to the number of thoughts, ideas and connections that your brain can make, which means that there are no limits to the different ways you can use Mind Maps.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Mind map **7 Steps to Making a Mind Map**

1. Start in the CENTRE of a blank page turned sideways

Starting in the centre gives your Brain freedom to spread out in all directions and to express itself more freely and naturally.

2. Use an IMAGE or PICTURE for your central idea

An image is worth a thousand words and helps you use your Imagination. A central image is more interesting, keeps you focused and helps you concentrate.

3. Use COLOURS

Colours are as exciting to your Brain as are images. Colour adds life to your Mind Map and adds tremendous energy to your Creative Thinking.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Mind map **7 Steps to Making a Mind Map**

4. CONNECT your MAIN BRANCHES to the central image and connect your second- and third-level branches to the first and second levels, etc.

Your Brain works by association. It likes to link two (or three, or four) things together. If you connect the branches, you will understand and remember a lot more easily.

5. Make your branches CURVED rather than straight-lined

Having nothing but straight lines is boring to your Brain.

6. Use ONE KEY WORD PER LINE

Single key words give your Mind Map more power and flexibility.

7. Use IMAGES throughout

Each image, like the central image, is also worth a thousand words.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Mind map **Rules of Making a Mind Map**

- use conventional signs
- write clearly with a capital letter
- remember about space between map elements
- use associations
- use arrows, when you want to connect map fields
- use different size letters, lines, images
- use colours
- go from general to detail

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Storyboard

Storyboard is a visual notation of ideas.

Storyboard makes all aspects of process, organization, plan or conception to be visual for all participants of meeting at once.

Using this method we take advantages of both creative and analytic skills of team members.

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Storyboard

Is using...

- during new ideas presentation
- during project planning
- during process flow diagram presentation
- during presentation planning
- during the presentation of ideas, project activities, correlations and organizational responsibilities

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Metaplan

Metaplan is a kind of poster, on which we write results of a discussion

Metaplan is a graphical picture of discussion

During discussion about a problem we try to answer the following questions:

- What is an actual situation?
- What it should be?
- Why is not like it should be?
- What conclusions we can draw, that is, what should be done to have everything well?

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Metaplan

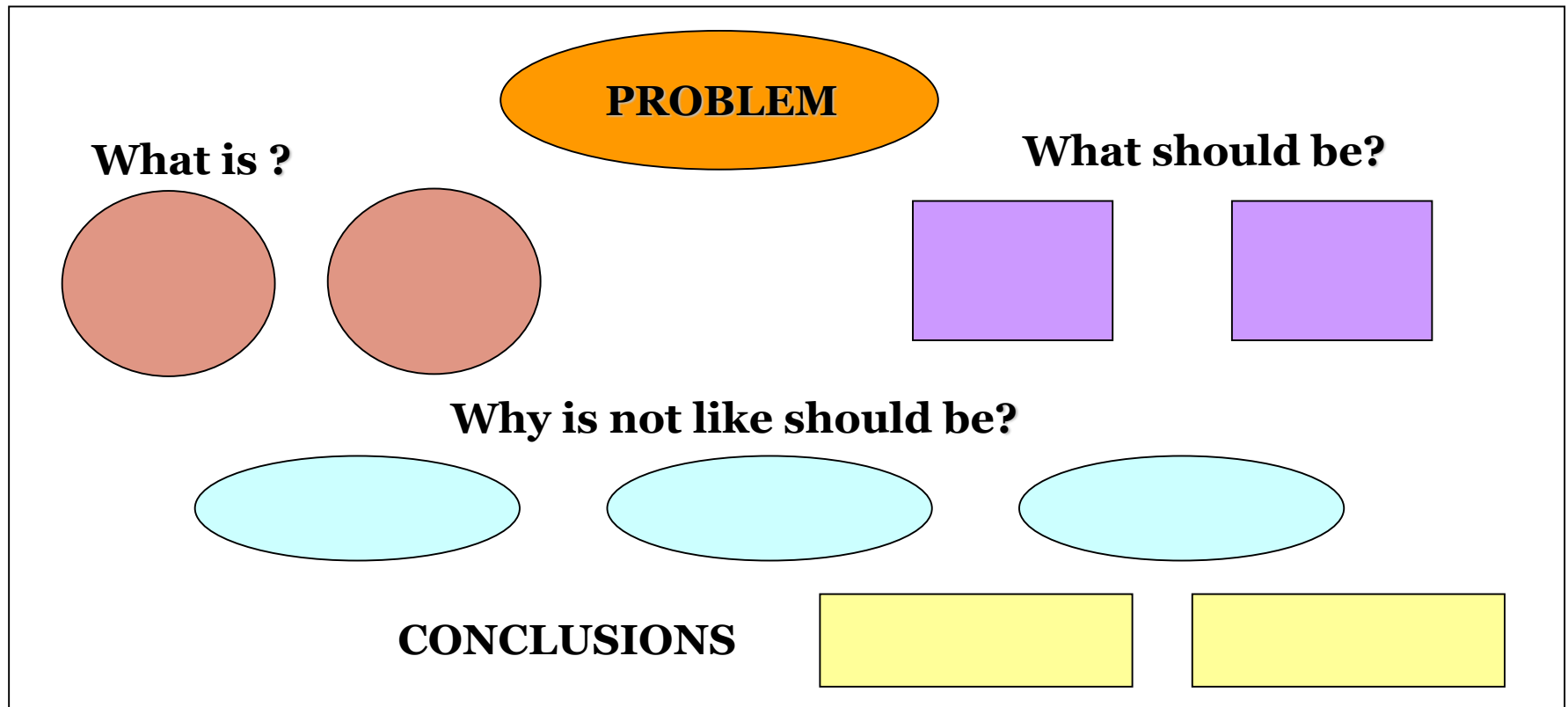
The best results we can achieve when we work in small teams – about 6 persons.

We should prepare:

- board, on which we can easily pin in thumbtack
- grey paper
- chips in the shapes of circles, ovals and rectangles
- colour pens

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Metaplan structure



11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

„for” and „against” method

We can use this method to find a solution of the problem by looking for strong and weak sides of all solutions

for	against

strong sides	weak sides

+	-

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

„for” and „against” method Steps and rules

1. Team is divided into two groups – one group should find arguments for a certain solution, the second one against this solution
2. Subject of debate and time for preparing arguments are fixed (10-15 min)
3. „Positive” party should present essential thesis of its position and prove it the best they can. „Negative” party tries to refute, undermine and present opposite opinions
4. Speeches should be short (e.g. 3 min)
5. Moderator cares of that group representatives take the floor by turns
6. If the goal of discussion is to reconcile the parties and help with finding footing, moderator asks each group to search for other groups’ arguments (at least one), which can be accepted by the group

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Simulations

We use simulations to find solution in problematic situations by:

- imitating reality (pretending)
- learning by mistakes making in exercises
- introducing corrections
- repeating until a solution is accepted

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Problem solving process 8D

8D method is a method using in problem solving to improve product and process quality

8D method is a teamwork, which combine three elements:

- problem solving process
- standardization
- unified form of results reporting

8D method is used to identify and eliminate repeated problems with quality

11. CHOSEN METHODS AND TECHNIQUES USED IN TEAM WORK

Problem solving process Steps

Step D1 – collecting a 8D team

Step D2 – defining a problem 8D

Step D3 – implementing and verification temporary preventive actions

Step D4 – defining and verification basic causes

Step D5 – choosing and verification corrective actions

Step D6 – introducing continuous corrective actions

Step D7 – preventing repeating the problems

Step D8 – report about finished actions

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TEAMWORK

End

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