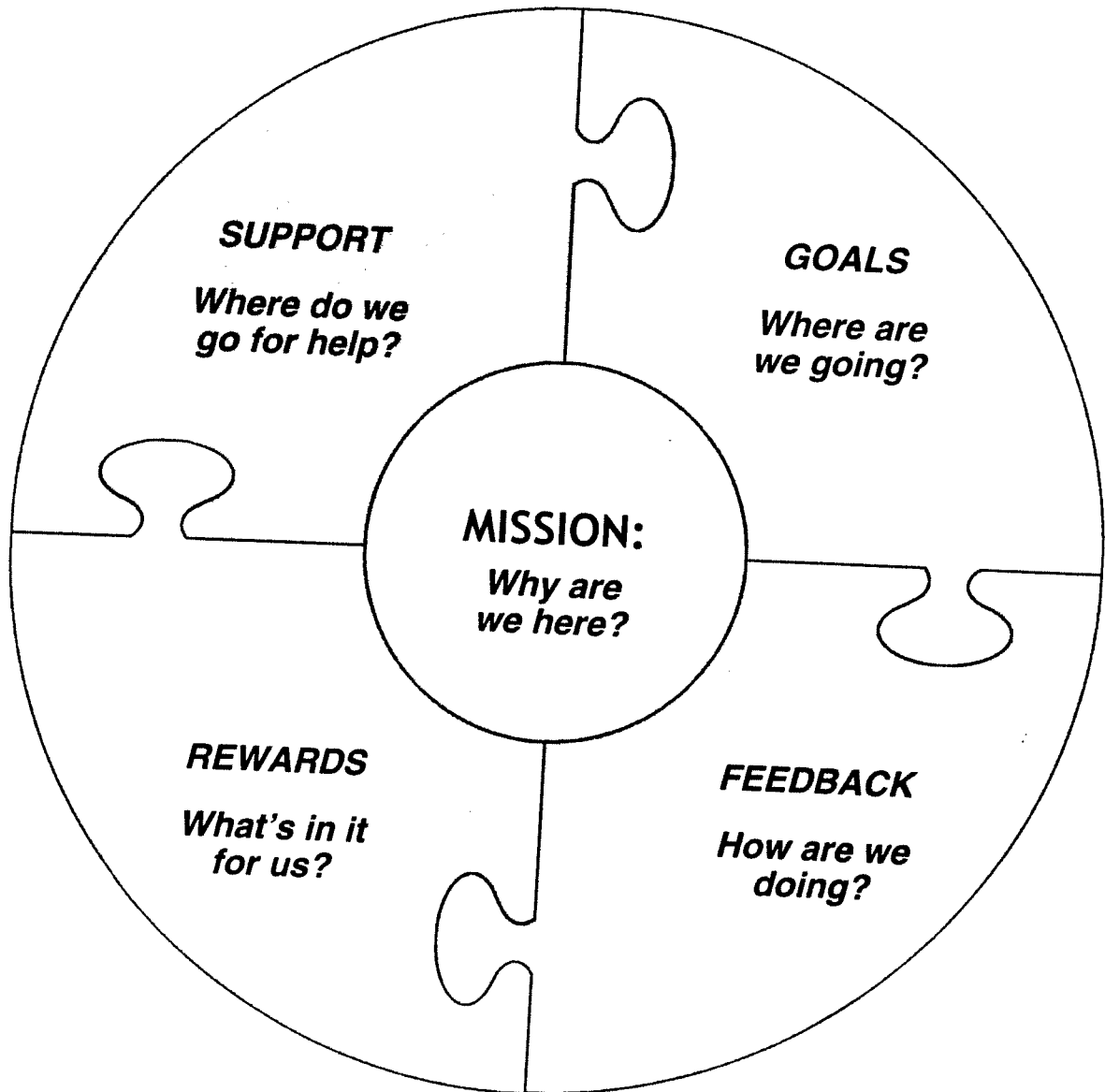


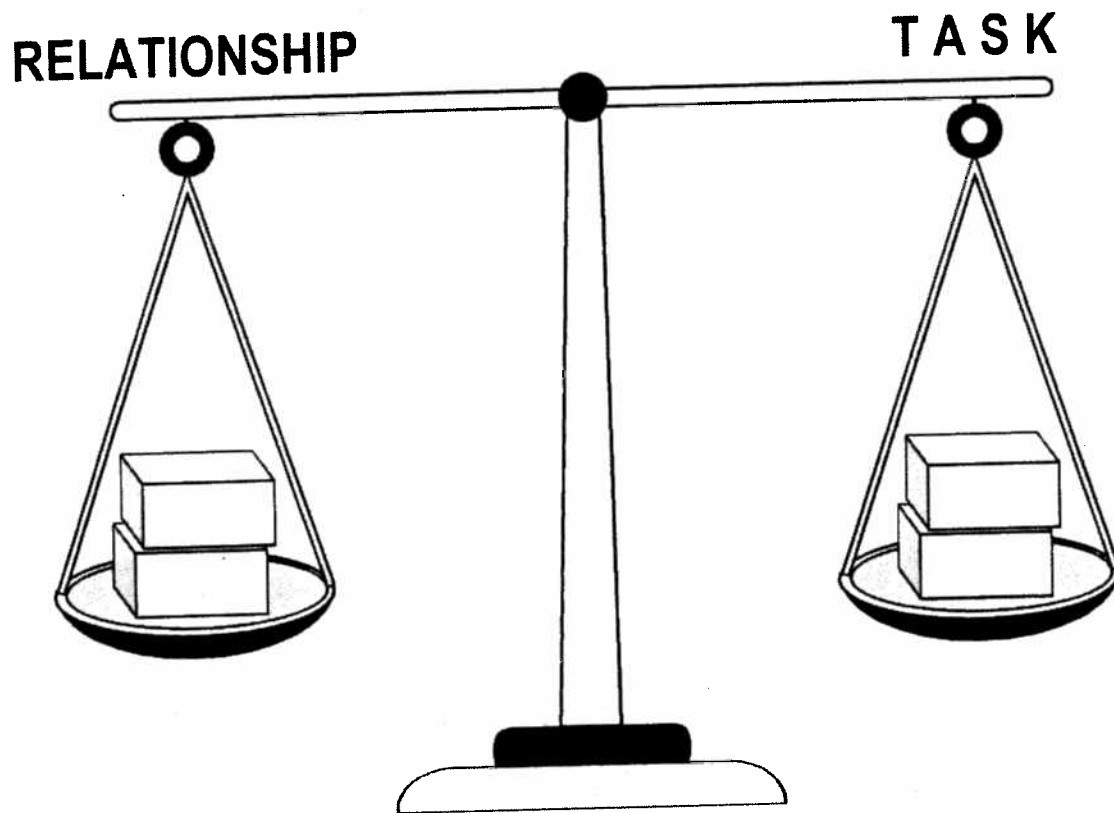
ESSENTIAL COMPONENTS OF TEAMS





UNDERSTANDING TEAMS

COLLABORATIVE TEAM MODEL



Concepts that help maintain balance

- Shared purpose
- Wide-spread information flow
- Effective conflict resolution skills
- Appropriate decision making process

ESTABLISHING NORMS/GROUND RULES

About norms:

- Norms are standards of conduct that regulate the behavior of team members and help people know how to function as team members.
- Norms stem from the history of group, the culture, goals, or unresolved conflicts, or sometimes just evolve.
- Norms can be explicit or implied by members of the team.

Common norms revolve around subjects such as:

- Expression of feelings
- Interrupting
- How processes happen
- Challenging others
- Assisting or offering assistance
- Conflict
- Length or frequency of meeting participation

Cost of unclarified norms:

- Basic honesty and openness are undermined.
- People's enthusiasm for working together goes down.
- People don't focus on goals of group; instead, focus is on managing relationships.
- Trust falls.
- Respect decays.
- People interpret each other's behavior other than as intended and then create negative interpretations about others.
- Coalitions sometimes get created.

Benefits of creating team norms:

- Creating norms facilitates awareness among team members and helps the team function; thus, trust is built.
- Everyone knows what is expected and knows what behavior is acceptable.
- Guesswork is taken out of day-to-day functioning behavior. People are not wondering whether they did something or acted some way that team members find unacceptable.
- Ultimately, people focus on goals of the group and not on managing behaviors.