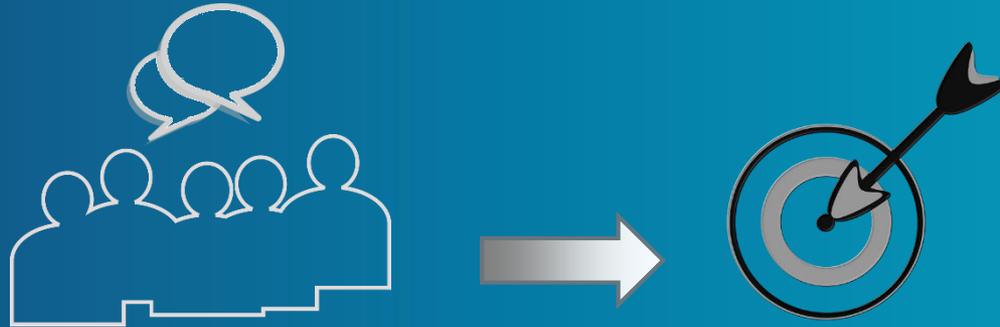




Co-funded by the
Erasmus+ Programme
of the European Union



Teamwork Module



Dr. Miri Shacham - Sharon Tidhar



Theoretical Approaches to Teamwork

1. **Social and psychological** approaches: how team members relate to and interact with each other
2. **Sociotechnical** approaches: work related to team member relationships and interactions
3. **Ecological** approaches: how organizational or work environment affect teamwork
4. **Human resource** approaches: how teams utilize members' capabilities and talents
5. **Technological** approaches: how technological progress affects teamwork
6. **Lifecycle** approaches: how team performance changes during a team's lifecycle
7. **Task-oriented** approaches: how teams function through roles and tasks



Teamwork Dimensions

(Cannon-Bowers et. al, 2000)

- **Cognition** (team mission, vision, work plan, team model, problem solving)
- **Behavioral skills** (leadership, communication, interpersonal coordination, feedback)
- **Attitudes and emotional** aspects of participants' feelings about the team (teamwork importance, mutual trust)



Co-funded by the
Erasmus+ Programme
of the European Union

Teamwork Module

in2it.

What Is This Course About?

You will experience all three dimensions and reflect on your work (product and process)

REMEMBER-THE TEAMWORK MODULOULE IS ONLY YOUR FIRST EXPERIENCE DURING THE COURSE



Co-funded by the
Erasmus+ Programme
of the European Union

Teamwork Module

in2it.

Methodology

Challenge: collaborative task to create a group collage

Theoretical background: read an article and analyse factors promoting your teamwork

Analyse teamwork in light of an article. Collaborative task: discuss and agree on one factor promoting teamwork and one inhibiting teamwork

Assess the team's process (for the two tasks) **and products** (group collage and success factor analysis)

Self-assessment of “my place in the group”: understand your role in the current team, compared to your role in other teams where you were a member

Reflective summary



Co-funded by the
Erasmus+ Programme
of the European Union

Teamwork Module

in2it.

Key Attributes to Successful Teamwork

The article points out **key attributes to successful teamwork**

While reading the article, consider these issues

- Does an **effective team** process result in an **effective product**?
- **What** makes you a team?
- Is **technology** a promoting or inhibiting factor for a multicultural online team?
- How do you **assess** your teamwork in relation to the article's criteria for effective teamwork?



Key Attributes to Successful Teamwork

Commitment to the team's success and shared goals

- ◆ **Create an informal, relaxed, comfortable, and non-judgemental team atmosphere (Harris & Harris, 1996)**
- ◆ **Monitor the team's progress (Johnson, Heimann, & O'Neill, 2000)**

Inter-dependence

- ◆ **Teams are often empowered to accomplish tasks not possible as individuals (Scarnati, 2001)**

Interpersonal skills

- ◆ **Members must be respectful and supportive of one another, and realistic in mutual expectations (Harris & Harris, 1996)**
- ◆ **Foster trust, confidence, and commitment within the group (Harris & Harris, 1996)**



Key Attributes to Successful Teamwork

Open communication and positive feedback

- ◆ Give and accept feedback in a non-defensive manner (Harris & Harris, 1996)
- ◆ Engage in open dialogue and communication (Kets De Vries, 1999)
- ◆ Listen to all ideas and feelings (Crichley & Casey, 1996)



Appropriate team composition

- ◆ Clarify members' roles, relationships, assignments, and responsibilities (Harris & Harris, 1996)
- ◆ Discuss differences in ways each member contributes to work (Wagerman, 1997)



Key Attributes to Successful Teamwork

Commitment to team processes, leadership, and accountability

- ◆ Encourage group participants, consensus, and decisions (Harris & Harris, 1996)
- ◆ Be open to change, innovation, and creative, joint problem solving (Harris & Harris, 1996), and take action to solve problems without waiting for direction (Wagerman, 1997)
- ◆ Monitor the team's progress (Johnson, Heimann, & O'Neill, 2000)



Summary

We hope your experience in the teamwork module will be significant for better understanding and deriving insights about teamwork dynamics, characteristics, and effectiveness for your personal and professional futures



Co-funded by the
Erasmus+ Programme
of the European Union

Teamwork Module

in2it.

Teamwork module



Project number 561642-EPP-1-2015-1-IL-EPPKA2-CBHE-JP

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Co-funded by the
Tempus Programme
of the European Union

Teamwork Module

