Group Dynamics
Teamwork
& Facilitation

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What we will cover

Group Dynamics

Teams

SMART Goals

Leadership

Communication Styles

Facilitation Techniques

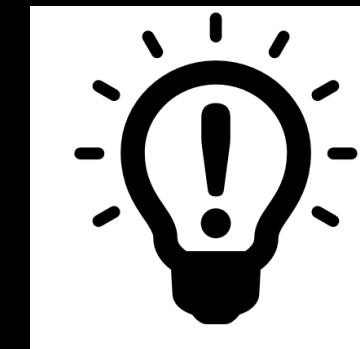Application to different programs

Activity Creation

Group Dynamics
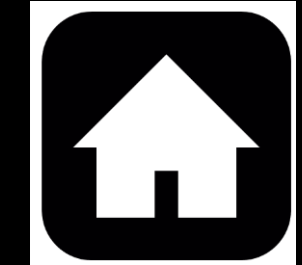
Groups are made up of individuals who have different…

Memories

Learning styles

Beliefs

Ideas
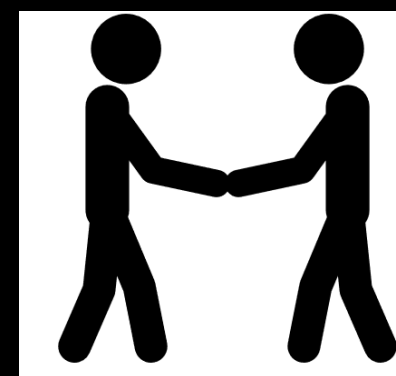
Hopes

Abilities

Levels of tolerance

Sense of humour
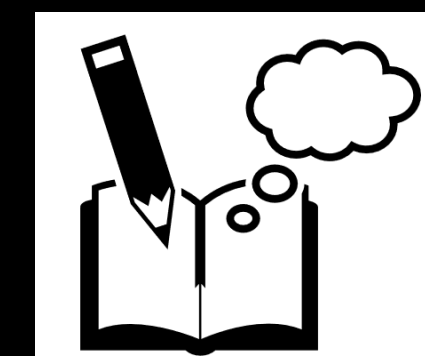
Methods of communication

Backgrounds

Dreams

Teams

Effective teams have a clear, well defined purpose.

A purpose could also be an aim or goal defined using the SMART-formula:

- Specific
- Measurable
- Action-oriented
- Realistic
- Time oriented

Teams

- How could you draft the purpose of YOUR Team?

- How do we know when our purpose has been achieved?

Teams

Members of a group strive to identify themselves as having a positive social identity*.

Identity factors:

- Preferral of interests and ideas of own group

- Rising self-conscience by perceiving positive differences compared to other groups

- Consolidation and expansion of these differences

* Taifel, 1982

Forming Team Identity

Comparing own group (in-group) with relevant other groups (out-group):

If in-group is recognized more positively than the out-groups, the comparison will strengthen the social identity

If in-group is recognized negatively against other groups: decreasing identification with own group

→ Team members may withdraw or try to leave the group temporarily or permanently

Team Identity

Strengthening the in-group feeling:

- Applying explicit team rules or naming implicit, informal rules

- Using team rituals

- Using symbols

- Set and achieve a succession of small SMART goals

Team Identity

- Do you know group rituals or team rules?

- Are they useful?

- Which symbols can we create or adapt for our group?
  - Flag and Song?

Team Roles

- Not accepted roles can lead to conflicts within the team

- Combine and assign

- What is your role in your team?

- What are the roles of your other team mates?

Team Roles

Main team roles to ensure most effective outcomes (Dr. Belbin, 2003):

Dr. Belbin's Nine Team Roles

People Orientated
- Coordinator
- Team Worker
- Resource Investigator

Action Orientated
- Shaper
- Implementer
- Completer-Finisher

Thought Orientated
- Plant
- Monitor-Evaluator
- Specialist

Belbin team roles

Resource investigator
Monitor evaluator
Teamworker
Specialist
Coordinator
Plant
Shaper
Completer finisher
Implementer

Thinking   Action   People

Team Roles

The Coordinator
The Moralist
The Winner
The Go-fer
The Leader
The Relator
The Checker
The Maverick
The Observer

Building a great team. ✓	Visionary	Explorer	Pioneer	Warrior	Navigator	Maverick
Team role	Outlines tomorrow's possibility	Commercial savvy	Source of breakthrough ideas	The drive to deliver	Provides the map for the journey	Challenges the status quo
Unique contribution	Identifies patterns in the market place others miss	Insight into how the business makes money	Moves the team beyond "the problem"	Generates revenue	The "soft" issues in culture	Not just someone who complains. Has valid suggestions
Mastery	Inspires a deep-rooted commitment to the journey	The art of the deal	Intuitively knows what works	Builds lasting relationships	Excellence in coaching others in how to coach	Asks truly great questions
Dominant leadership trait	Visual language (imagery)	Shapes the winning value proposition	Driven to reinvent what's possible	Durability	Bridges "thinking" organization with the "doing" organization	Mental toughness
Critical leadership skill(s)	Builds meaning for those involved	"Street smart"	Keeps it simple	Maintains high energy level	Judge of talent: knows when and how to confront those in power	Candour
What you notice first	Authenticity	Knowledge of the market place	Is quick to accept and build on the ideas of others	Undeniable passion to win	Use of language, metaphor, storytelling	A willingness to discuss the undiscussable

The six critical roles in a successful team comes from *Leaders Must Lead!* (2003), by John O. Burdett

Team stages

- Forming

- Storming

- Norming

- Performing

- Detachment

Forming

- Seeking orientation/exploration

- Trial and error

- Friendly and polite behaviour/caution

- What do I have to do in order to be accepted?

- Feeling anticipation, excitement, nervousness or shyness

- Identification of differences and shared characteristics

- Foundation of sympathies and relations

- Observing the leader

- Respecting formal hierarchy

- Little productivity

Forming

Tipps for group leaders:

- Make sure not to give prejudices much space

- Communicate clear structures

- Address questions, criticism and wishes immediately

- Create an atmosphere of respect and trust

- Support the exchange of information

Storming

- Contest, tense atmosphere, frustration

- First subgroups

- Members get more brave, try to position themselves and challenge others

- Search for an informal group hierarchy

- Questions of power, leadership and decision making

- Impatience or irritation

- Little discussions → huge conflicts, misunderstandings → dissatisfaction

- Sometimes escape and avoidance instead of facing issues

- Team members are asking themselves how to maintain independence

- Team productivity still low, but team energy high

Storming

Challenge for the group leader!

Tipps for group leaders:

- Conflict management strategies

- Encourage team members to address conflicts openly, to make hidden conflicts visible

- Establish norms and team rules

- Impose sanctions for violations of team rules

- Rewards for complying with team rules

- Transparency of decision making

Norming

- Settlement of the team

- Valueing differences and strengths, showing trust, responsibility and acceptance

- Group members allow room for their own and others' baggage

- Roles: reconsidered and possibly adapted

- Team members become more generous → compromises

- Team productivity rises, relationships develop

Norming

Tipps for group leaders:

- Encourage decisions based on consent

- Delegate as much as possible to team members

- Let the team work on team goals

- Be more of a facilitator than leader

Performing

- Team members can now work as fully functioning team

- Setting own goals

- Maintain strong relations and overcome conflicts well

- The team analyses problems together and communicates openly

- Most harmonious phase

- The team has a feeling for its identity and members feel committed

- Sometimes, it gets a bit too comfortable: changes are perceived as danger

Performing

Tipps for group leaders:

- Encourage creative ideas and solutions

- Support team members in exploring their own potential

- Be provocative and help team members to change or expand their team role.

Detachment

- The team feels the goodbye coming

- Team members distance themselves from the whole group

- Return of the subgroups to use the time left with the „most loved ones"

- Reflections on the time spent

- Relief about having mastered the challenge breaks its way out → may result in excessive behaviour

- Critical to the overall impression of the time spent as a team

- Perceptions can be steered into a positive direction, positive feelings can be intensified

Detachment

Tipps for group leaders:

- Encourage team members to share their impressions → debriefing

- Last tasks and aims

- Exchange contact details

- Reflect on the time spent together with the whole group and ensure to give everyone a positive feedback

- Take your time to say goodbye to every single team member.

Building a great team. ✓

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SMART Goals

- On a piece of paper write down 5 things you want to achieve in life.

SMART Goals

- On a piece of paper write down 5 things you want to achieve in life.

- Pick 1 of them

SMART Goals

- **SPECIFIC**
  - Define the goal as much as possible with no unclear language
  - **Who** is involved, **WHAT** do I want to accomplish, **WHERE** will it be done, **WHY** am I doing this – reasons, purpose, **WHICH** constraints and/or requirements do I have?

- **MEASURABLE**
  - Can you track the progress and measure the outcome?
  - How much, how many, how will I know when my goal is accomplished?

- **ATTAINABLE/ACHIEVABLE**
  - Is the goal reasonable enough to be accomplished? How so?
  - Make sure the goal is not out or reach or below standard performance.

- **RELEVANT**
  - Is the goal worthwhile and will it meet your needs?
  - Is each goal consistent with the other goals you have established and fits with your immediate and long term plans?

- **TIMELY**
  - Your objective should include a time limit. Ex: I will complete this step by month/day/year.
  - It will establish a sense of urgency and prompt you to have better time management.

SMART Goals

- Your Turn: 10 minutes

  - Create 1 (one) short term SMART Goal

    - *(within a week)*

  - Create 1 (one) long term SMART Goal

    - *(within a year)*

Leadership

The Six Leadership Styles (Goleman)

|	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious-ness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results form a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

SOURCE: GOLEMAN, DANIEL, "Leadership That Gets Results", 2000

What style of Leader are you?

- What can your trainees learn about leadership in your program?

  - How can this translate back to their lives off the ship?

  - How do your trainees experience different forms of leadership?

Communication Styles
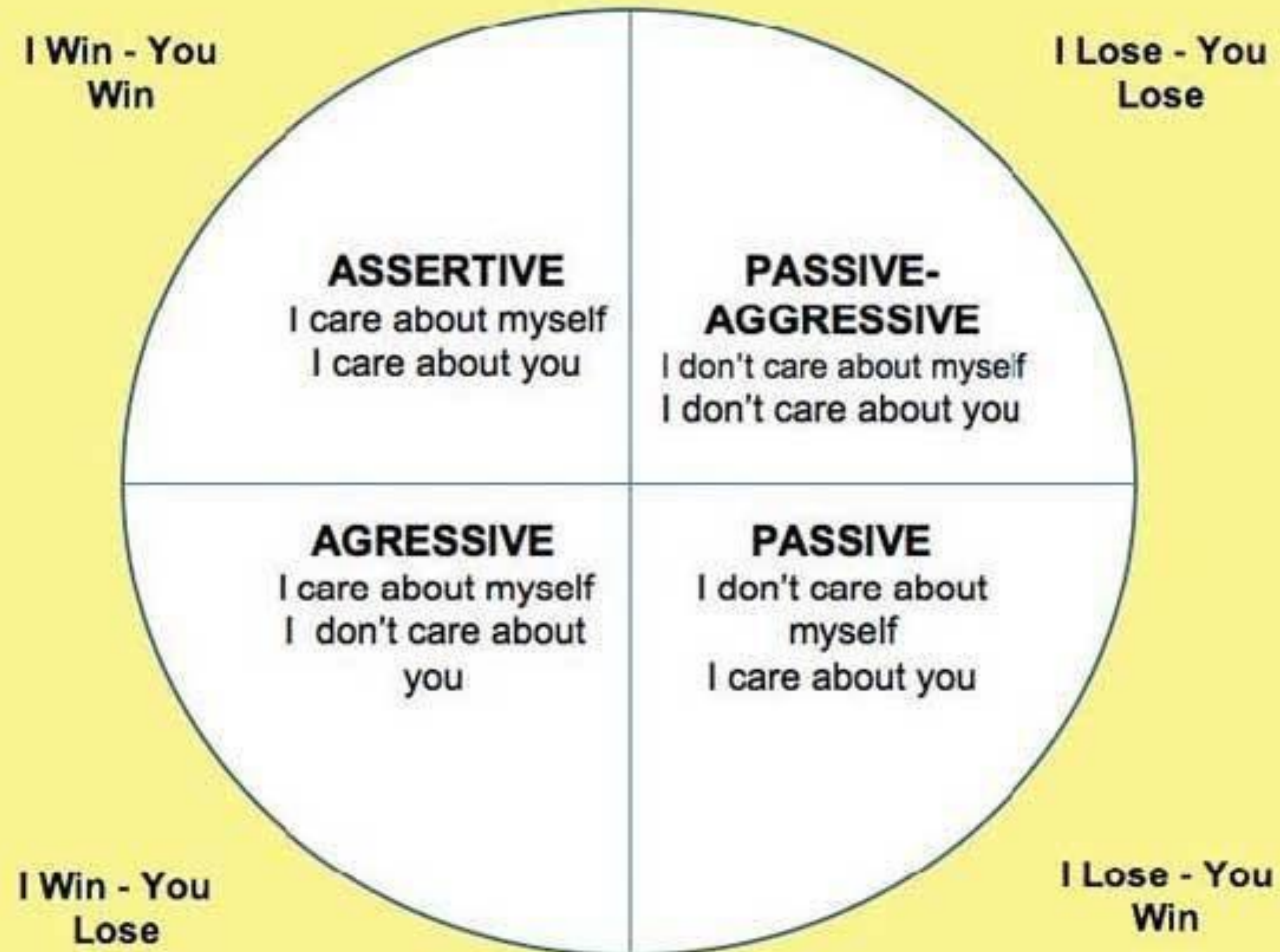
How do you communicate?

- What can your trainees learn about communication in your program on board?

  - How can this translate back to their lives off the ship?

  - How do your trainees experience different forms of communication?

Facilitation Techniques

- What is facilitation?

- Why do we facilitate?

  - What are your program outcomes?

  - What do you want your trainees to walk away with?

 - How do you know they have achieved it?

Facilitation

- Priest & Gass (1997) extended Bacon's three stages to six types of facilitation

  - Letting the experience speak for itself (1940's)

  - Speaking for the experience (1950's)

  - Debriefing or funnelling the experience (1960's)

  - Directly frontloading the experience (1970's)

  - Framing the experience (1980's)

  - Indirectly frontloading the experience (1990's)

- Reference: Priest, S., & Gass, M. (1997). Effective Leadership in Adventure Programming. Champaign, IL: Human Kinetics.

Facilitation

- The Funnel

  - 1. What was the experience?

  - 2. How did the experience make you feel?

  - 3. Why do you think the experience occurred the way it did?

  - 4. What did the experience mean to you?

  - 5. What did you notice / learn about Teamwork, Communication or Leadership?

  - 6. What did you learn about yourself?

  - 7. How can this translate to your life outside the program?
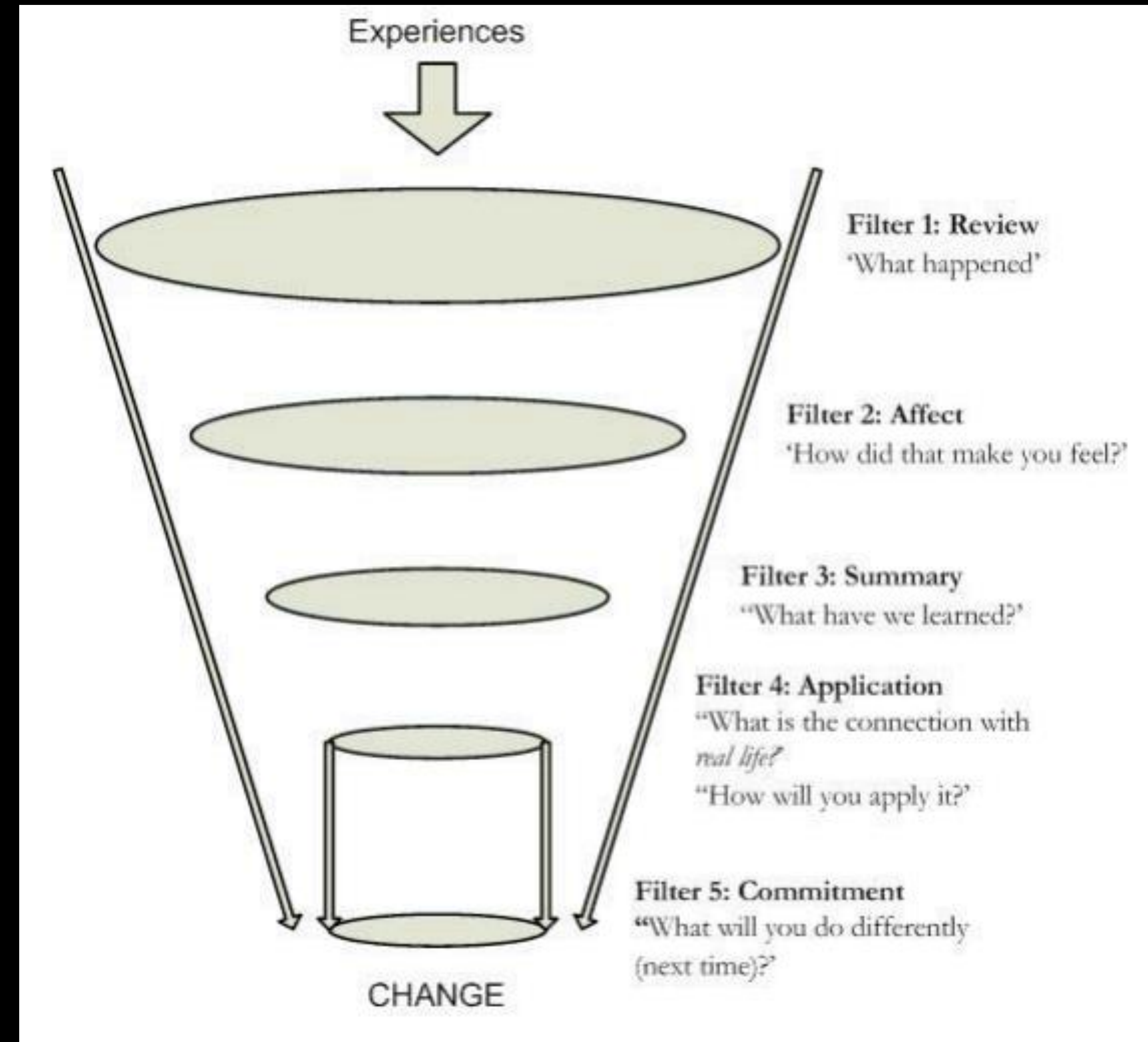
Application to Different Programs

- TASK: 15 minutes

  - Think, Pair, Share

    - How can you incorporate these strategies into your program?

Activity Creation

- 20 Mins

Questions?