

Working Together as a Team (staff guide)



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About Us - Ormiston Trust

The Ormiston Trust believes in a future where all young people can lead fulfilling lives. Over the last 40 years, Ormiston Trust has provided added-value support, resources, and funding for projects and institutions to achieve this goal.

One of our key programmes over the last six years has been uniting young people with a shared belief in the power of youth social action (YSA). YSA programmes enable young people to take the lead on action to help others while enhancing their skills, resilience, and well-being. With the right tools and support, young people and their families can become empowered to make a positive difference on the issues affecting their lives, their peers and broader society.

We are proud supporters of Ormiston Families and sponsors of three Multi-Academy Trusts: Ormiston Academies Trust; The Gateway Learning Community; and Birmingham Ormiston Academy Group. We have worked closely with key leads within and beyond the Ormiston Trust network to create a range of resources

Aim of the guide

This guide's main aim is to help you understand the importance of teamwork when young people are working together on a group project. It gives you an overview of the different departments in organisations and the various roles young people can play in these departments.

It explores the different stages of teamwork, such as forming, storming, norming, performing, and adjourning, and applies these to the five steps of Youth Social Action. It also briefly explores Belbin's theory of groups.

The guide also gives examples of effective teamwork and templates for use in group settings, such as agendas, meeting minutes, ground rules, etc.

Objectives for Teamwork

The key objectives of the guide will cover are:

- Pupils work confidently with others, adapting to different contexts and taking responsibility for their part.
- They listen to and take account of different views.
- They form collaborative relationships, resolving issues to reach agreed outcomes.
- Managing discussions to achieve results
- Adapt behaviour to suit different roles and situations, including leadership roles, and show fairness and consideration to others.
- Take responsibility, show confidence in themselves, and contribute to providing constructive support and feedback to others.

Introduction

Teamwork skills allow us to work well with others in different environments and circumstances (e.g. in a meeting, project, collaboration or even a simple conversation). Good teamwork skills are dependent on communication. Indeed, listening to our team members actively and sharing our ideas clearly and transparently is important when working in teams. Other essential aspects of being a good team member are a sense of responsibility, honesty and respect.

If we needed to summarise the ingredients of good teamwork, these would be:

Communication: Sharing thoughts, relevant information, and active listening are fundamental to helping the team members understand each other and make progress quickly.

Responsibility and collaboration: When working in teams, all team members should try to complete tasks on time and to the expected standard. When everyone in the group shares responsibilities properly, results are excellent. The best teams are those when individuals with diverse skills and talents come together, share their knowledge, and improve each other's work with their ideas.

Honesty: Honesty is important for building trust within a team. Whenever we communicate in a group, we must do so transparently. This means that if we face difficulty or are not happy with an aspect of our work/team, we should always communicate it. No issue can be resolved if we are not being honest about things.

Empathy: take time to listen and understand others before concluding about what they need or feel.

Understand how to contribute to working as part of a team in appropriate ways

- Establishing ground rules for working as part of a team
- Recognising skills and strengths to plan activities










Be able to work as an effective team member.

- Pupils work confidently with others, adapting to different contexts and taking responsibility for their part.
 - Contribute to team decisions - Offering own ideas, e.g. suggesting solutions to problems faced by the team, suggesting a better way of doing something, and offering practical skills.
- They listen to and take account of different views.
 - Respect contributions: Listen to other team members without interrupting, agree to team decisions, and follow the decisions.
- They form collaborative relationships, resolving issues to reach agreed outcomes.
 - Respond to feedback from others - Accepting feedback positively, e.g. listening carefully, asking for clarification, and asking for suggestions for improvement.
 - Support other group members—Ask other team members if they need help, such as showing them how to do something, helping them complete their tasks, or completing tasks for absent team members.
 - Ask for support from others—Ask for help, e.g., when instructions need explaining or clarification or when completing aspects of a task.
 - Complete own task - Following instructions for a task, e.g., completing the agreed task on time and completing the task to a satisfactory standard.

Be able to review the team's progress and their contribution to it

- Managing discussions to achieve results
- Adapt behaviour to suit different roles and situations, including leadership roles, and show fairness and consideration to others.
- Take responsibility, show confidence in themselves and their contribution, and provide constructive support and feedback to others.
- Team progress in working together - Team progress, e.g. all members contributed, individual strengths recognised, communication skills developed, learned to trust each other.
- Individual contributions to team tasks, e.g., contributing ideas to planning, asking advice from another team member, and helping another team member complete their task.
- Successful aspects of team task - Successful aspects, e.g., all elements of task completed, timeframe met, team task met the aim, and finished to a good standard.
- More successful aspects of group tasks need to be considered. For example, some team members were absent, and some did not follow agreed-upon instructions. Improving skills in working with others—Improving skills, e.g., learning about responding positively to feedback.

Dr Meredith Belbin researched how people work in teams. He theorised that there are nine team roles. Individuals tend to have a default team role, but people typically express more than one team role. These can also change in different situations, and people can play various roles in various teams. An effective team will have several different team roles to balance each other.

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

The problem with all theories is that they can be self-limiting. However, all views can be challenged and critiqued as new research and evidence aren't

Don't stereotype yourself and limit yourself to a particular role. Be aware of the theory, but mindfully change your role in different teams and tasks.

This is a characteristic of the outstanding leadership team's capacity to play different roles.

Using the Belbin model, pupils can evaluate if their roles changed during the Youth Social Action project.

“Great things in business are never done by one person; they’re done by a team of people.” – Steve Jobs

Teamwork is “the combined action of a group of people, especially when effective and efficient.” Looking to sports for inspiration, you’ll notice a common theme amongst all the best teams and athletes. We have used the All. Auto racing is another example where only one person is at the forefront, but they have an entire team to support. The main objective is to win. But without a strong team behind each player, they wouldn’t be able to succeed.



McLaren pit crew at work in Germany. (Photo: WRi2)

This image is a good example of teamwork. This can be used to draw out features of a good team.

What could go wrong if clear roles have not been defined.

MCLAREN PERFORMS FASTEST TIRE CHANGE EVER IN FORMULA 1

 This lesson focuses on getting the pupils to understand potential causes of poverty, linking this to climate change, actions of individuals, and communities. It is essential to try and get an understanding of the cause before looking at solutions. The experience should give the pupils an understanding of their role within their chosen focus area - and how we can all make a difference. Pupils can complete this activity in groups focusing on teamwork and communication skills.

Playing sports is an excellent example of teamwork. (Other examples include music bands, teachers, doctors etc.)
 Using examples of successful teams, discuss what makes a good team.



Put up several images of the New Zealand All Blacks on the screen. What does this image portray?

Re-enforce the message from the images by watching a performance of the Haka

- Teamwork is an essential skill, and the pupils should have had some experience applying this. What are your first thoughts after watching this?
- How would you feel if you were standing opposite the All Blacks?

There are opportunities within each curriculum plan to enforce the teaching of skills to teach these with resources.

One Direction was formed in 2010 on the British television show The X Factor, a talent contest for aspiring singers. Each of the five members auditioned and originally competed as a solo performer, but early in the season, they were advised to pool their talents. The group comprised Niall Horan, Liam Payne, Harry Styles, Louis Tomlinson, and Zayn Malik.

As of 2020, the band have sold 70 million records worldwide, making them one of the best-selling boy bands ever. The band have won nearly 200 awards



One Direction

One Direction, often shortened to 1D, are an English-Irish pop boy band formed in London in 2010. The group is composed of Niall Horan, Liam Payne, Harry Styles, Louis Tomlinson, and, until 2015, Zayn Malik. They...

 Wikipedia

Example of teamwork?

Would they have had the same success individually?

Tasks that require working as part of a team include:

- Partner or group work, with more able children helping those struggling with a task.
- Group reading, where children take turns reading passages from a set book.
- Music, playing simple instruments like recorders, keyboards and percussion to assemble a piece of music.
- Forest school, participating in outdoor activities such as building shelters and lighting fires.
- Team sports include football, hockey, rounders, netball and relay races.
- Debates, working as a team to argue for or against a particular issue.
- Putting on a school play or a class assembly.
- Circle time, where every child is given equal opportunity to speak.
- School forums, where elected child reps meet with staff members to discuss issues affecting their class.

Working in teams Pros and Cons

Pros of working in a team	Cons of working in a team
<p>Improve skills: Working in groups can be one of the best ways to improve your skills, especially when you work with people who are more experienced than you and have knowledge that you have.</p> <p>Learn new perspectives: You get to brainstorm with people who have different perspectives than you and learn how to work with them.</p> <p>Improves motivation: Working in a group with people who share the same goal can be motivating</p> <p>Share knowledge: When you work together, a problem you run into may have already been solved by a member of the group</p> <p>Finish tasks faster: Working in groups allows you to complete tasks faster, better, and cheaper.</p> <p>Makes projects more manageable: You can divide big tasks into smaller tasks that people feel more able to take on, and assigning group members individual tasks makes it possible for them to take ownership of different parts of a project instead of just taking orders from managers.</p> <p>More completed projects: Groups increase the reliability of a project's completion. If somebody falls behind or gets sick, the project meeting its deadline doesn't rely solely on them; others can pick up their work if necessary.</p> <p>Improved creativity: Working with other people has been shown to enhance creativity.</p> <p>Diversity: increasing emphasis is placed on the value of diversity in the workplace; working in groups is a great way to achieve this.</p>	<p>Potential conflict: There's more potential for conflict because you might interact with people you don't get along with.</p> <p>Uneven task distribution: There's potential for group members to receive an unequal amount of tasks.</p> <p>More time-consuming: Working in groups can be more time-consuming than working individually.</p> <p>Lack of leadership: There may be a lack of leadership in a group, which means no one is making decisions on behalf of everyone else.</p> <p>Pressure to compromise: When working as part of a group, you might feel pressure to compromise on your values.</p> <p>Less individuality: You might find it harder to stand out as an individual since you're working with others who are also completing tasks.</p> <p>Clashing personalities: Working with others can sometimes mean working around or dealing with personalities you don't like.</p>

Important soft skills within teamwork



Communication	Clear and efficient communication is an essential teamwork skill. Communication skills include verbal and nonverbal communication skills.
Influencing skills	Team leaders need the ability to inspire their team members to achieve the team's objectives and goals.
Listening skills	It is easy to build rapport when you listen to what others say. Listening to each other allows team members to understand each other better by promoting the sharing of thoughts, ideas and feelings.
Problem-solving	Organisations establish teams to solve specific problems.
Planning and organisational skills	A team must develop a plan that all members understand, allowing the team to solve problems efficiently and effectively.
Decision-making	Decision-making can be challenging when people have differing views on the plan of action. Team members must put their self-interest aside to decide what is best for the team to achieve its goals.
Conflict resolution	Most teams will experience conflict at some point. It is vital for team members to handle conflict and deal with issues as they arise.
Reliability	Team members rely on each other in well-functioning teams.
Respect each other	You can respect your team members even when you dislike them or disagree with their views.
Tolerance	Team members need to tolerate each other by being open-minded and willing to learn from each other.
Honesty	Team members can enhance transparency and trust by being honest with each other.
Empathy	Empathy is your ability to relate to the experiences, thoughts and emotions of your team members.
Collaboration	For effective collaboration, team members need to share ideas and support each other to enhance cooperation.
Awareness	To work effectively in a team, team members need to hone their awareness of the team dynamic

Functions of an Organisation

Your role will depend on the organisation's key function. Most businesses have the following departments, which support the overall function of the business. A company's purposes, functions, and departments may vary depending on its goals. Your role will vary depending on the nature and size of the business.

1. Strategy

A strategy firm or department develops the strategy, approach and way to implement change for a company. Strategy-based businesses help others reach their goals and objectives through thoughtful planning, decision-making and risk assessment. They discover the strengths and weaknesses of a company, find its competitive advantage and plan how to reach business goals, like increasing revenue, expanding to new markets or distributing internationally for example:

- Diversification
- Market penetration or expansion
- Social media engagement
- Search engine optimisation
- Sales funnels
- Cost leadership
- Cooperative strategy partnerships

2. Finance

A finance and accounting firm or department handles business-related aspects like funding, budgets, accounting and financial oversight. They process tax payments, file tax returns, invoice customers, distribute employee paychecks, track paid time off, record cash flow and expense payments, conduct audits, and handle finance or tax law. Another financing firm provides companies and small businesses with loans to purchase equipment, inventory or supplies, most often used to raise capital in the manufacturing industry.

3. Sales and marketing

Sales and marketing businesses or teams promote a company to connect with potential investors, clients, customers, or sponsors to build brand awareness and generate revenue. This includes responsibilities like determining products or services sold, setting competitive pricing and promotions, developing a brand, logo and motto and creating effective marketing and advertising campaigns. Marketing firms or departments can also oversee website development, digital and social media advertising, search engine optimization and public relations. Other duties of a marketing firm or department include:

- Product packaging design
- Event and media planning
- Influencer marketing

4. Research and development

Research and development (R&D) firms or departments lead innovation. They conduct market research, industry comparisons, trend identification, product development and business experimentation to help companies determine new products, services or revenue streams to generate more profit. Research and development firms and departments have strong analysis experience and a deep understanding of current market conditions for a certain industry or sector. Many technology companies invest in R&D firms or teams to develop and release more appealing devices than their competitors and get to market first.

5. Information technology

Information technology involves developing and operating applications, systems, hardware, and software. IT companies or departments install and maintain communications and security systems, digital networks, the Internet, and cloud storage. They deploy computers, printers, and other electronic devices to employees and provide technical assistance. Sometimes, IT firms or departments help with website development, maintenance, and client relationship management.

6. Customer service

Customer service companies or departments manage a company's relationship with its customers. They may handle customer questions, purchases, returns, or issues and are highly skilled in communication, conflict management, empathy, and patience. With growing technology, customer service representatives can assist customers in person, over the phone, or through online chat platforms.

7. Human resources

Human resource (HR) companies and departments focus on functions related to employees, such as recruiting talent, screening candidates, hiring employees, explaining benefits, handling performance management and employee relations, developing corporate policies, and fostering organisational culture. HR businesses or departments also ensure compliance with local, state and national labour and employment laws, resolve conflicts and investigate claims or allegations.

8. Design

Design firms or departments handle the visual aspects of brand strategy, identity and design. They create work for an internal or external audience, like employees or customers, and produce content for print or online advertisements, billboards, websites, radio and television, social media or mobile applications. Design aspects are important because they help foster a brand's image and reputation.

9. Communications

A communications department or agency handles all aspects of public relations, corporate communications and crisis management for a company or brand. They write press releases, reach out to reporters and journalists to promote a company, operate as spokespersons when responding to issues or concerns and write speeches or talking points for executives.

10. Governance

Corporate governance is the direction and control of a company through a system of rules, processes, and practices. The department oversees management performance, how a company is governed, and to what extent by identifying what roles and positions have authority and accountability in decision-making. The guiding philosophy of corporate governance often focuses on these four concepts: people, purpose, process, and performance.

11. Production

Production departments or companies are the manufacturing branches of a business that produce products or deliver services to customers. This could be a factory setting, where teams make aeroplane parts, for example, or the kitchen of a bakery where bread and sweets are made for a small business or as a supplier to another company. Another production team manages to make a television show, commercial, movie or musical record.

12. Sourcing

A sourcing department or company handles the pricing and purchasing of materials, components, equipment, supplies, and services, often buying large volumes of items to lower costs. Job responsibilities include purchasing, supply chain management, logistics, and strategic partnerships for one company or product or several at a time. Sourcing plays a key role in the cost structure of any business of any size and its long-term competitiveness.

13. Quality management

Quality management firms or departments ensure that a product or service is consistent and reliable. Quality management procedures often focus on these four steps of production: quality planning, quality assurance, quality control and quality improvement. Teams test a product works to its manufacturing specifications and review and resolve causes of quality issues, not only for the product itself but for the method and means it was made.

14. Distribution

Distribution is the process of reaching the customer with products or services on behalf of a company. The manufacturer or company can sell and deliver directly or through other channels, like distributors or intermediary partners. Retail distribution often has three distinct levels:

- Intensive distribution: To as many outlets as possible
- Selective distribution: To select outlets in specific areas or locations
- Exclusive distribution: To limited outlets

15. Operations

Operations is a company or organisation's core business process, and it can vary by industry. For example, an IT company may list its operations as deploying, maintaining, and supporting IT services and infrastructure, and a manufacturing company may list production and distribution. A restaurant's operations are in the kitchen, often run by an executive chef, while an office manager and administrative team run operations for a doctor or lawyer practice, for example. Regardless of the industry or product, hired teams oversee the operations.

Roles in a team

These are some roles that young people could adopt when working on their Youth Social Action projects.

<p style="text-align: center;">Facilitator</p> <p>The facilitator is a person who guides the group's discussions. They may come to the group discussion with a set of discussion questions to ask, prompt quieter team members to see what their opinions are and ask 'devil's advocate' questions to help improve the group discussion and achieve a better outcome.</p>	<p style="text-align: center;">Arbitrator/Harmoniser</p> <p>The arbitrator steps up to ensure the group achieves common consensus. Once group members have presented their ideas and opinions, the arbitrator will help the group to find shared consensus on a way forward. They might ask team members to come to compromise, find ways to include all viewpoints, or identify ways team members' views are congruent.</p>
<p style="text-align: center;">Monitor</p> <p>The monitor keeps account of objects, supplies, and other items within the team. They will know who owns what items, and which items are shared team items. They may have a check-in/check-out sheet to ensure all items are accounted for. Because this is a mostly accounting role, the monitor may also have another group role at the same time.</p>	<p style="text-align: center;">Notetaker</p> <p>The notetaker will take minutes in all meetings. They should be accountable for sharing those notes after the meeting and cleaning them up so they are easy for all team members to read. It's a good idea for the notetaker to also write down the meeting's outcome, what actions will take place after the meeting, and who is responsible for which action.</p>
<p style="text-align: center;">Time Keeper</p> <p>The timekeeper ensures that everything in the meeting has enough time to discuss. This may mean that they encourage the team to get started instead of socialising at the start or encourage the team to move on if one topic is being dwelled upon at the expense of others. The timekeeper can also track how long each task will take so the entire team project is completed on time.</p>	<p style="text-align: center;">Devil's advocate</p> <p>The devil's advocate's role is to pick holes in the current project and identify weaknesses. This is a hard role because you will be being critical of others. Make sure you're not too harsh, and let people know when you're wearing your "devil's advocate" hat so they know you're playing a role and not just being snarky</p>
<p style="text-align: center;">IT Guru</p> <p>The IT guru is in charge of all things technology. They might make sure there is space booked in the library with the right IT equipment and organise the electronic equipment for a class presentation.</p>	<p style="text-align: center;">Reporter</p> <p>The reporter is the designated person who gives the final presentation to the teacher or class. They might be the best speaker or presenters of the group. However, they need to be a representative of the whole group and not just say what they want.</p>

<p style="text-align: center;">Researcher</p> <p>Sometimes, a group may allocate one person as 'researcher'. This person is tasked with going away and gathering further information on a topic that the team has identified as an area where more knowledge is required. They will then come back to team meetings with what they found.</p>	<p style="text-align: center;">Leader</p> <p>Some teams assign a leader who will be the designated 'head' of the task.</p>
<p style="text-align: center;">Motivator</p> <p>The charismatic leader is a motivator. Your group might assign a charismatic leader if there's one person everyone respects for their ability to motivate a team and the whole group knows this leader will get the most out of the team.</p>	<p style="text-align: center;">Prioritiser</p> <p>The prioritiser's role is to make sure the group is focused on the things that matter and will achieve progress</p>
<p style="text-align: center;">Runner</p> <p>The runner manages the team's tasks. This role is often given to the intern or assistant who works on the periphery of the group.</p>	<p style="text-align: center;">Wildcard</p> <p>The wildcard steps in when another group member is missing.</p>
<p style="text-align: center;">Checker</p> <p>The checker reviews everyone else's work to make sure it meets a minimum standard. They might be the best at grammar and spelling, for example, or they might peer review others' work to make sure it's factually accurate and doesn't have flaws in their arguments.</p>	

Assigning roles in a team

1

Clearly define the roles and responsibilities of each group member: Simply assigning a title is not enough. List 5 to 10 responsibilities for each role and state when those responsibilities should be exercised. This gives group members clarity on what they need to do. It may also ensure transparency and performance standards.

2

Assign roles based on group members' strengths (and weaknesses): If you have a group member who is particularly good at computers, it makes sense to make them the IT guru.

3

Allow members of the group to have input: Too often, a domineering group member will assign roles without fully consulting group members or asking for their input.

4

If you can't agree or need help assigning roles, please speak to your teacher.

Stages of Group Work Learning and Youth Social Action



Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning



The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.






Stages of group work learning and Youth Social Action

Psychologist Bruce Tuckman famously argued that group conflict is normal and can even be desirable. Tuckman described the typical stages of groups learning to work together effectively as Forming, Storming, Norming, and Performing:

Youth social action stages and the typical stages of group learning:

YSA Stages	Stages of group learning	Activities
<p>Inspire</p> 	<p>Forming: This is where team members first meet. Team leaders must facilitate introductions and highlight each person's skills and background. Team members are also given project details and the opportunity to organise their responsibilities.</p>	<p>At this stage, it's important that the team members get to know each other and discuss the team's mission. It's also a good time to address the ground rules, clearly stating what the team norms should be while reviewing expectations for team dynamics.</p> <p>Getting to know each other activities: <u>Introductions.</u> <u>The telephone game.</u> <u>Setting ground rules</u> <u>Establishing a team's mission/objectives</u> <u>Team dynamics</u></p>
<p>Explore</p> 	<p>Storming: At this stage, team members openly share ideas and use this as an opportunity to stand out and be accepted by their peers. Team leaders help teams in this stage by having a plan to manage competition among team members, make communication easier, and ensure projects stay on track.</p>	<p>Then, please work with the team to redefine roles and help them to develop their task-related, group-management, and conflict-management skills.</p> <p><u>Managing conflict</u> <u>Defining roles</u> <u>Setting Tasks</u> <u>Organising a meeting.</u></p>

<p>Planning</p> 	<p>Norming: By now, teams have figured out how to work together. There's no more internal competition, and responsibilities and goals are clear. Each person works more efficiently because they have learned how to share their ideas and listen to feedback while working toward a common goal.</p>	<p>You can gently encourage team members to engage in self-evaluation to determine whether there is room for process improvement, but your primary focus should be on encouraging stability.</p>
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<p>Act</p> 	<p>Performing: Team members have a high level of cohesion and trust. Teams are functioning at peak efficiency with less oversight from team leaders. Issues still come up, but at this point, teams have strategies for resolving problems without compromising timelines and progress.</p>	<p>Showing confidence in their abilities, offering support for their methods and ideas, and celebrating their successes:</p> <ul style="list-style-type: none"> • What is working? • What isn't? • What can we do better?
<p>Reflect and Progress</p> 	<p>Adjourning: Teams complete their project and debrief on what went well and what could be improved for future projects. Afterwards, team members move on to new projects. Now let's look at how to use this model to amplify the strengths within your remote marketing team so that projects are successful and completed on time.</p>	<p>Management can help the team navigate through the adjourning phase by acknowledging the team's accomplishments and recognising the difficulties that come with tackling all the loose ends.</p>

Ideas and topics could change hence there is flexibility of projects

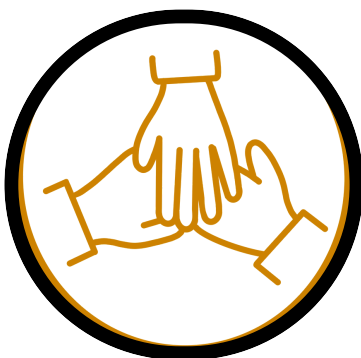
Managing Conflict

<p>Listening is probably the most important skill you can learn.</p> <p>Refer to the active listening activities:</p> <p>Students can practice active listening by having to reflect back on what their partner has said. For example: 'So you're saying that...' or by asking relevant questions.</p>	<p>Smoothing: If the teacher detects that one student's goals or interests in the conflict are much stronger than the other's, the teacher can facilitate a smoothing of the competition. Smoothing should be done with good humour!</p>
<p>Compromising: When both the goal and the relationship are moderately important, and it appears that neither person can have their way, the students will need to give up part of their goals and possibly sacrifice part of the relationship in order to reach an agreement.</p> <p>Compromising may involve meeting in the middle or flipping a coin. Compromising is often used when students wish to engage in problem-solving negotiations but do not have time.</p>	<ul style="list-style-type: none">• Cool off. First, before problem-solving can begin, the students need time to calm down. ...• Share, listen, check. Students need to listen to each other share their issues, and then check that they understand them. ...• Take responsibility. ...• Brainstorm solutions. ...• Choose a solution. ...• Affirm, forgive, or thank.

I can statements..... Teamwork

An overview of the teamwork standards covering the Basic, Intermediate and Advanced criteria. These standards have been developed to support skills teaching in the Youth Social Action Project.

Basic	Intermediate	Advanced
I can work with others.	I can support others in my team.	I have the confidence to work with others and adapt to the situation
I can take responsibility for my tasks as a member of a team.	I have the confidence to work with others.	My team has a common goal for the project.
I can help members of my team if they need help.	Our team had clearly defined roles.	I was able to accept responsibility as an individual and as a member of my team.
	Overall, our team worked well together for the good of the team.	I worked well with my time for the good of the group as a whole.
	I can listen to others and take their ideas on board	Working as part of a team i was able to Improve my communication skills, e.g. listening, taking instruction and offering support and ideas
		I can play an active part in creating positive energy and atmosphere during the project
		I can support my classmates who need extra support, and take instruction well from team leaders
		I can manage conflict



Step 1.2 (Using this template, the young people can agree and set themselves rules they will follow as part of a team)

Student Names	Signatures	Date

We the above group members agree to abide by the following rules:

Example of rules

- Respect the views of others
- Everyone's opinion counts
- Shared responsibilities and workloads
- Prepare for meetings and set agendas
- Co-operate and compromise - be generous and inspiring - don't compete with each other!
- Meet deadlines and keep a record
- Respect the ground rules agreement - don't ignore it!

Step 2 Jobs to do... This template will allow the young people to assign role to the team members based on their job title.

Job Title/ Role	
List of all the tasks you will need to complete as part of the role:	

Job Title/ Role	
List of all the tasks you will need to complete as part of the role:	

Job Title/ Role	
List of all the tasks you will need to complete as part of the role:	

Agenda

Date	Time
Attendees	Apologies
Action items	
Agenda	
Notes	Date and time of next meeting

Minutes of Meeting

Date	Time
Attendees	Apologies
Notes	
Notes	Date and time of next meeting