Characteristics of a Good Team Leader

- Is energetic
- Is skilled at resolving conflict
- Is well organized
- Has experience as a group leader
- Is respected by group members
- Is reliable
- Is charismatic
- Is intelligent
- Is creative
- Possesses a sense of humor
- Is effective in achieving results

Topic for Expert Table 2
Influences others by involving them in the issue(s)
When listening, attempts to hear and interpret communication from other's points of view
"Owns" problems rather than blaming them on others
Trusts, supports, and has genuine concern for other team members
Involves others in the decision-making process
Shares openly and authentically with others regarding personal feelings, opinions, thoughts, perceptions about problems and conditions
Works for consensus on decisions

Characteristics of a Good Team Member
Characteristics of a Good Team Member, cont.

- Encourages the development of other team members
- Respects and is tolerant of individual differences
- Acknowledges and works through conflict openly
- Considers and uses new ideas and suggestions from others
- Encourages feedback on own behavior
- Understands and is committed to team objectives.
- Does not engage in win/lose activities with other team members
- Has skills in understanding what's going on in the group
Six Types of Team Decisions

As a team works at a task, or at team maintenance functions, decisions must be made. The quality of team decision making, and the extent to which a decision is accepted and implemented by team members, is greatly affected by the decision making process. The six most common team decision making patterns are:

1. Unilateral/Authoritarian
   One person makes the decision and imposes it upon the team. Often, there is very little input from team members, and acceptance/commitment is low.

2. Handclasp
   Two team members make a decision and impose it upon the team. This pattern sometimes looks participatory, but it still involves little input from the other members, who will have a low level of commitment to the decision.

3. Minority
   Several members make a decision and impose it upon the majority, who have been disenfranchised. In the hands of skilled practitioners, this may appear to be participatory decision making, but it is only a handclasp among a few members. Decision quality suffers because of the lack of input from the majority, and commitment to the decision is low among those outside the minority.
4. **Majority**
This is the popular, "democratic" default option. When a team is unable to resolve a conflict, there is almost always a suggestion to "take a vote, majority wins." Majority rule has the illusion of fairness, but it cuts off discussion, thereby reducing decision quality. Furthermore, there is no commitment to the decision from the losing minority. The "loyal opposition" is often a myth. Super-majorities of 2/3 or 3/4 do not solve the problems associated with voting.

5. **Unanimity**
Solves the problem of commitment, but is very cumbersome because now everyone has a veto. The U.N. Security Council is a classic example.

6. **Consensus**
Difficult to achieve, but results in the best decision quality and the highest level of commitment to the team decision. The alternatives are discussed and refined until a consensus is attained. That may mean that no one gets exactly what he or she wanted, but everyone is able to say, "I might take a different course of action if it were entirely up to me, but I commit my support to the plan on which we have all agreed." Achieving consensus involves compromise on the part of all members, but it is each member's responsibility to present her/his position as effectively as possible. Only then does consensus lead to high-quality decisions.
## Stages of Team Development (continued)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Major Processes</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Forming</td>
<td>Exchange of information; increased interdependency; task exploration; identification of commonalities</td>
<td>Tentative interactions; polite discourse; concern over ambiguity; self-discourse</td>
</tr>
<tr>
<td>(orientation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Storming</td>
<td>Disagreement over procedures; expression of dissatisfaction; emotional responses; resistance</td>
<td>Criticism of ideas; poor attendance; hostility; polarization and coalition forming</td>
</tr>
<tr>
<td>(conflict)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Norming</td>
<td>Growth of cohesiveness and unity; establishment of roles, standards, and relationships</td>
<td>Agreement on procedures; reduction in role ambiguity; increased &quot;we-feeling&quot;</td>
</tr>
<tr>
<td>(cohesion)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Performing</td>
<td>Goal achievement; high task orientation; emphasis on performance and production</td>
<td>Decision making; problem solving; mutual cooperation</td>
</tr>
<tr>
<td>(performance)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Adjourning</td>
<td>Termination of roles; completion of tasks; reduction of dependency</td>
<td>Disintegration and withdrawal; increased independence and emotionality; regret</td>
</tr>
<tr>
<td>(dissolution)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Topic for Expert Table 3
Recurring Phases (continued)

Some of the functions necessary for task performance are:
- Analyzing the problem or task structure
- Suggesting solutions
- Asking for information
- Summarizing
- Delegating
- Refocusing team on task
- Pushing for a team decision

Some functions necessary for team maintenance are:
- Telling a joke
- Mediating a conflict between team members
- Encouraging all to participate
- Showing approval
- Suggesting a break from work
- Reminding members of norms for cooperation
- Encouraging and modeling positive affect for team members
Recurring Phases (continued)

Team Maintenance

At various points in a team's history, there may be a need for team maintenance requiring various levels of intervention.

There are three levels of intervention.

- Prevention
  
  Set the teams up for success

- Mild Intervention
  
  Impersonal, group time

  Private, non-meeting time conversation

- Strong Intervention
  
  Private, non-meeting time confrontation

  Personal, group time