Unit 1: Handouts

Handout 1 – Team roles

Team roles describe how people behave, contribute and relate with other members of the team in their endeavour of achieving the same goal. Meredith Belbin identified the following team roles:

Shaper

The Shaper is a dynamic, outgoing member of the team; they are often argumentative, provocative and impatient. These traits may mean that they cause friction with other, especially people-orientated, members of the group. Due to the personality of the Shaper they push the group towards agreement and decision making, keen to remove barriers and embrace challenges.

Implementer

Implementers get things done – they have the ability of transforming discussions and ideas into practical activities. Implementers are conscientious, wanting things to be done properly. They are very practical and organised in nature hence their ability to get the job done. Implementers can be stuck in their ways, not always open to new ideas and way of doing things. Implementers would rather stick to old, tried and tested methods than to embrace change and innovation.

Completer-Finisher

The Completer/Finisher is a task-orientated member of the group and as their name implies they like to complete tasks. The Completer/Finisher can be an anxious person worried about deadlines and targets – they are perfectionists and have good attention to detail but also worry about delegating tasks. They would rather do something themselves and know that it was done properly than delegate to somebody else.

Coordinator/ Chairperson

The Coordinator is often a calm, positive and charismatic member of the team. Coordinators take on leadership or chairperson roles by clarifying goals and objectives, helping to allocate roles, responsibilities and duties within the group. The Coordinator has excellent interpersonal skills, being able to communicate effectively with team members through good listening, verbal and non-verbal communication.

Team Worker

The Team Worker helps by giving support and encouragement to the other members of the team. This team-oriented member is concerned about how others in the team are managing. Team Workers have sensitive, outgoing personalities and are happy to listen and act as the team counsellor.

Team Workers are usually popular members of the team, able to effectively negotiate and work towards the good of the group. Team Workers can, however, be indecisive in group decisions – torn between the welfare of members and the ability of the team to deliver.

Resource Investigator

The Resource Investigator is a strong communicator, good at negotiating with people outside the team and gathering external information and resources. Resource Investigators are curious and sociable in their nature they are open to new ideas and ways of accomplishing tasks. Being flexible, innovative and open to change, Resource Investigators are listened to by other team members. Sometimes, however, they are unrealistic in their optimism.

Plant

The Plant is an intellectual and individualistic member of the team. The Plant is innovative and will suggest new and creative ways of problem solving within the team. Sometimes the ideas of the Plant may be impracticable due to their highly creative nature – they may ignore known constraints when developing their ideas. Plants are often introverts who may have poor communication skills, they are loners and enjoy working away from the rest of the group.

Monitor Evaluator

The Monitor Evaluator is unlikely to get aroused in group discussions – they tend to be clever and unemotional, often detected from other members of the team. The monitor evaluator will critically evaluate and analyse the proposals, ideas and contributions of others in the team. Monitor Evaluators carefully weigh up advantages and disadvantages, strengths and weaknesses of ideas and proposals and therefore are usually good decision makers. Monitor evaluators are keen critical thinkers.

Specialist

The Specialist has expert knowledge in some area that is vital to the success of the group.

The specialist provides knowledge and skills in this narrow area. Dwelling on practicalities in their expert area the Specialist may have problems applying their expertise to the wider goals of the team. Specialists tend to be single-minded and professional.

Adapted from:

Skills you need - <http://www.skillsyouneed.com/ips/group-roles.html#ixzz3YWjvd0hC>

Belbin Team Roles - <http://www.belbin.com/rte.asp?id=8>

Handout 2 – Tips for maximizing teamwork results

1. Establish ground rules.

How will decisions get made? Who reports to whom?

2. Establish goals, priorities, deadlines, and processes as much as possible.

3. Be sure tasks and roles are clearly defined and assigned.

Which tasks will be shared? By whom? Who will be responsible for which projects? Who needs to attend which meetings?

4. Talk as a group about how the work will get done.

Agree on deadlines and a work plan.

5. Be fair.

Balance the needs of the group with individuals’ schedules, work loads, and responsibilities. Also, if workloads are perceived as unfair, resentments will build.

6. Discuss how differences will be expressed and resolved.

Establish and agree on ground rules together. For example, the team might agree that “we won’t sulk or go behind one another’s backs when there is a problem in the group. We will try to talk through our differences together”.

7. Respect each other and discuss matters freely and openly.

Adapted from:

Small Business Can: <http://www.smallbusinesscan.com/teamwork-maximize/>

Teamwork: Tips for Managers

<http://people.rice.edu/uploadedFiles/People/TEAMS/Teamwork%20-%20Tips%20for%20Managers%281%29.pdf>

Handout 3 – The four stages of team formation

In 1965, psychologist Bruce Tuckman, described the path that most teams follow on their way to high performance. The path comprises five stages, as follows:

1. Forming

In this stage, most team members are positive and polite. Some are anxious, as they have not fully understood what work the team will do. Others are simply excited about the task ahead. The leader plays a dominant role at this stage, because team members' roles and responsibilities are not clear. This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

2. Storming

People start pushing against the boundaries established in the forming stage. This is the stage where many teams fail. Storming often starts where there is a conflict between team members' natural working styles. It can also happen when team members may challenge the authority of the leader or jockey for position as their roles are clarified. Some may question the worth of the team's goal, and they may resist taking on tasks. Team members who stick with the task at hand may experience stress, particularly as they do not have the support of established processes, or strong relationships with their colleagues.

3. Norming

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect the authority of the leader. Now that team members know one-another better, they may socialize together, and they are able to ask each other for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it. There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

4. Performing

The team reaches the performing stage when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well. The leader can now delegate much of your work, and can concentrate on developing team members. It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

5. Adjourning

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring. Team members who like routine, or who have developed close working relationships with other team members, may find this stage difficult, particularly if their future now looks uncertain.

Adapted from: Mindtools - <http://www.mindtools.com/pages/article/newLDR_86.htm>

The University of Washington Research Resources – Change Models - <http://www.washington.edu/research/rapid/resources/changeModels/mc_team_development.pdf>

Handout 4 – Tips for developing your creativity

**1. Focus on your strengths.**  Pay attention to your strengths and interests; this is where it is easiest to tap your creativity.

**2. Learn to think freely to generate a big list of ideas** when faced with a challenge. This is known as divergent thinking.

**3. Learn to organize and structure those ideas to come to a solution that works.** This is known as convergent thinking.

**4. Develop confidence in your own creativity.** Train your brain with habits, thoughts, action and speech to develop a sense that you can master challenges.

**5. Be persistent**; creativity is about process. How you get there is as important as where you go. The patience and ability to work through a series of steps to figure things out is the foundation of a creative life.

**6. Surround yourself with role models.** This includes not only creative people but activities.

**7. Pay attention.** See the world with the wonder of a child and the care of a scientist. See the things around you with a fresh awareness.

**8. Absence of judgment.** This is learning to silence the voice in your head that filters your ideas before they get out.

Adapted from Centre of Imagination - <http://www.centerforimagination.org/wp-content/uploads/2011/03/10-Tips-to-Develop-Your-Creativity.pdf>

Handout 5 – Tips for fighting public speaking fears

**1. Prepare**

The more you prepare and the better handle you have on the material you are presenting, the better it will go.

**2. Practice**

Once you have prepared, practice early and often.

**3. Check out the room**

Familiarity breeds comfort. Is there a podium? What technology are you using and does it work?

**6. Remember the audience is on your side**

9 times out of 10, the audience is rooting for you to succeed, not waiting for you to fall flat.

**7.** **Take some deep breaths**

Relax and breath to calm down before a presentation.

**8.** **Come to terms with audience expressions**

Get used to the various facial expressions people might have (interest, boredom, worry, tiredness, curiosity etc.). Learn how to adapt without being intimidated.

Adapted from:

Princeton Public Speaking - <http://www.princetonpublicspeaking.com/tips/fear-of-public-speaking-25-tips.html>

Handout 6 – Presentation skills

**Before delivering a presentation, think about:**

a) The PURPOSE of the presentation: Why am I presenting?

b) The AUDIENCE: To whom will I be presenting?

(How many will they be? What will they expect? What is their knowledge level on the topic?)

c) The CONTENT of the presentation: What is the MESSAGE I want to transmit?

Each presentation should focus on the message and not on the data. The message is defined as the significance of the data: what the audience should know, believe, or do at the end of the presentation.

Each presentation is in itself a conversation. Pay attention to how your audience reacts and make sure that they can hear and understand you. Communicate with your audience: give them relevant information and emphasise the way these information benefit them.

**Body language:**

When delivering a presentation, pay attention to:

a) your POSTURE

- do not lean back (this suggests insecurity)

- do not let your shoulders down (again, this suggests insecurity)

- stand straight and confident (even if you are not)

b) the way you COMMUNICATE

- try to speak clearly, in full sentences, using key words which are well articulated

- make sure your ideas follow a logical structure

- make sure your audience can hear you

c) TONE and PACE

- avoid monotonous speeches

- emphasise ideas or key words when necessary

- be energetic without running through your presentation

d) GESTURE and FACIAL EXPRESSIONS

- make simple, common, ample gestures

- smile

- always make eye contact with your audience

**VISUAL AIDES**

- they are just aides, not the presentation in itself

- do not read your slides (this is considered by many to be disrespectful)

- use colours but do not overdo it

**GOLDEN RULES!**

Before presenting: calm down, breath in, smile and go conquer the world!

During the presentation: check the time, speak clearly, be energetic, and maintain eye contact.

And always: Prepare, prepare, prepare!!!

Bibliography: Kroeger, L. ( 1997), The Complete Idiot`s Guide to Successful Business Presentations, Alpha Books, New York

Handout 7 – 10 Golden Rules of Presenting

1. Dealing with Nerves

The key lies in control. Nerves need to be replaced by confidence - this can mean visualising your goal. Motivate yourself with the image of a confident and competent performer. Persuade yourself that you are a good speaker and your presentation skills will improve.

2. Put yourself in the audience's shoes

It's important to resist the temptation to convey all you know about a subject. Enhance your presentation skills by approaching your subject from your audience's point of view and what they want to hear. Refer to their concerns and give examples pertinent to their lives.

3. Keep it simple

The purpose of a presentation is to put across key messages, convince your audience of your competence and generate enthusiasm to take the next step. Garnish your presentation with examples, anecdotes, repetition and references to the audience's own experiences so that facts have sufficient time and supporting evidence to be remembered.

4. Signposts

You know where you are in your presentation. But unless you clarify your position and progress to your audience, they will have no idea. You will lose them. Competent presenters will always explain what they are going to cover - and how.

5. Words that win support

Persuasion is the object of every presentation. Your choice of words is crucial in achieving this. One of the most powerful words at your disposal is 'you'. It's astonishing the difference that arises between a passive statement of fact and its active personalisation. Peppering your presentation with 'you' and 'we' is inclusive and empathetic.

6. Visual aids that add value

Visual aids should do just that: help the audience visually. They are there to reinforce your message, provide cues for your presentation and in some instances make points with greater impact that words could achieve. What they must not do is take over.

7. Visual Impact

You can enhance your presentation skills by improving some of the fundamentals of presenting - good eye contact, natural hand gestures, a relaxed stance and an open manner. By doing this you will stand a much better chance of impressing and grabbing the attention of your audience.

8. Vocal Impression

Making the best use of your voice is as important as visual impact. Try to vary your tone as often as possible to add emphasis to what you say.

9. How to answer questions

Perhaps second only to the fear of drying up in a presentation is the fear of questions. Yet there are no impossible questions. If you know your subject, you will be able to respond to all sensible queries. If you don't know the answer, admit it candidly and calmly. Never guess, never waffle.

10. Practise - then practise more

The more time you spend on preparation, practice and developing your presentation skills, the more likely you are to give visual impact and vocal impression their due. You can never prepare too much and the effects of doing too little will always be evident to your audience. The more effort you put into the preparation stage the more confident you will be in the delivery.

Adapted from: Speak First - <http://www.speak-first.com/news/ten-golden-rules-for-presenting-in-public.aspx>

Handout 8 – The only 10 slides you need in a pitch

*Guy Kawasaki -* [*http://www.entrepreneur.com/article/244098*](http://www.entrepreneur.com/article/244098)