

# Principles of Effective Teamwork

- Prerequisites
- Interpersonal Skills

# Prerequisites to Effective Team Decision-Making

- Clearly articulated, shared goal
- Necessary and sufficient team members; we have everyone we need, we don't have anyone we don't need
- Team members are interdependent; either all fail or all succeed in achieving the goal

# Interpersonal Skills

- Active listening and clarifying ideas
- Supporting and building on ideas
- Differing and confronting constructively
- Involving the entire team

# Active Listening & Clarifying Ideas

## *Effective*

- Paying attention to the speaker
- Looking at the speaker
- Reviewing and summarizing the discussion
- Asking for clarification and more information

## *Ineffective*

- Engaging in more than one conversation at a time
- Interrupting each other
- Jumping from one subject to another
- Repeating statements (for those not listening)

# Supporting and Building on Ideas

## *Effective*

- Pointing out positive aspects of ideas
- Helping others express and articulate their ideas
- Redirecting attention to ideas and information that have been discarded
- Building on ideas of other members

## *Ineffective*

- Focusing exclusively on negative aspects
- Reacting with frustration
- Criticizing other members
- Using gestures and body language to express disagreement

# Differing and Confronting Constructively

## Effective

- Identifying differences
- Communicating differences in a non-judgmental manner
- Encouraging others to express conflicting views
- Accepting objections without defensiveness

## Ineffective

- Failing to question ideas
- Agreeing with the first idea
- Retreating rather than trying to explain
- Changing positions to reduce conflict

# Involving the Entire Team

## *Effective*

- Encouraging quieter members to speak
- Giving all members equal time and attention
- Protecting others from interruptions and attacks
- Summarizing decisions in terms of group consensus

## *Ineffective*

- Being dominated by one or two people
- Allowing a one-on-one argument
- Withdrawing from the discussion
- Deferring to the more aggressive members