Youth Employment Services - YES

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FUTURE SKILLS: FOSTERING COLLABORATION AND CONNECTION

Participant Workbook

**Fostering Collaboration and Connection**

**Overview and Purpose**

This workshop introduces the key concepts related to teamwork, why teamwork skills are important, teamwork skills at work, and the world of virtual teamwork. You will take part in activities to define and then explore how to build, improve, demonstrate and reflect on our teamwork skills.

**Time**

The workshop is between three and six hours long.

**Learning Outcomes**

At the end of this workshop you will be able to:

1. Understand concept of teamwork and why teamwork skills are important.
2. Identify the skills needed for positive teamwork to occur.
3. Recognize teamwork skills you can build before you start working.
4. Understand the stages of group development.
5. Identify different work archetypes (capability profile and examples shared with participants).
6. Identify ways that new teams can effectively engage.
7. Address conflict and struggle in teams.
8. Identify the value of adaptability in teams.
9. Understand how to make a good impression about teamwork skills in resumes and interviews.
10. Define the concept of virtual teamwork skills and best practices.

**Leading Questions**

As you complete this workshop, you will think about and answer the following questions:

1. What is teamwork?

2. Why are teamwork skills important to employers?

3. If you do not have a lot of work experience, how can you gain teamwork skills in other ways?

4. What type of worker (archetype) do you identify with?

5. How could you demonstrate good teamwork skills?

**Workshop Agenda**

Introductions and Workshop Overview

1. What Is Teamwork?
2. Why Are Teamwork Skills Important?
3. Teamwork Skills You Can Build Before You Start Working
4. Teamwork Skills at Work
5. Demonstrating Teamwork Skills
6. Virtual Teamwork Skills
7. Review and Wrap-Up

**1. What is Teamwork?**

***1.1 Teamwork***

**Teamwork** is the combined action of a group of people, especially when effective and efficient.

Source: Lexico powered by Oxford

**2. Why are Teamwork Skills Important?**

Teamwork is vital if you want to work well with colleagues and teammates.

The better you work with others, the more successful your team will be in achieving its goals.

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|  | Watch the video: *Teams Start with Human Connections*  <https://youtu.be/XVi-0a90XNA>  Why did the student’s approach have a positive impact on her success in finding a job?  In what ways could you take a similar approach in your job search efforts? |

**3. Building Teamwork Skills Before You Start Working**

* **Create a project** – Find opportunities to work in a group. Then make sure you contribute to the group and help others get involved.
* **Join a local group** - Lots of groups run in local areas for all kinds of interests including conservation, politics, special interests and team sports. Getting involved in a group is a great way to build your teamwork skills.
* **Understand how to work in a team** - Communication, planning, problem solving and negotiating are some of the skills you will need to develop. Work on these skills and your teamwork skills will improve too!

**4. Teamwork Skills at Work**

***4.1 Stages of Team Development***

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| **Stage** | **Description** |
| Forming | * Getting an understanding of the roles * Objectives are clearly communicated * Gaining an understanding of the goals to be achieved * Most members are polite and positive, some are anxious, and some may be excited about the task ahead |
| Storming | * Conflicts arise * Competition happens * Differences collide * Can be stressful * Important to stay positive |
| Norming | * Members communicate * Trust is building * Members know their role * Differences are resolved and appreciate each other’s strengths * More likely to ask for help |
| Performing | * High level of communication, understanding and trust achieved * Working together effectively and delegating tasks to achieve a common goal(s) * Group decision-making, motivation, effective development and collaboration is happening * Work leads to the achievement of the team’s goal |
| Adjourning | * Delegated roles have been completed effectively (or not) * Goal has been achieved (or not) * Team stays together or breaks up * Depending on the level of achievement, some members may go back to groups in earlier stages and/or some members may stay as a stable team and take on new or additional responsibilities * Team members who like routine or who have developed close working relationships with colleagues may find this stage difficult |

***Scenarios***

A team is stuck. They never seem to get anything done.

What stage are they at?

What happens when there is a change in your team?

A well-functioning team is working toward their goals and their budget gets cut. What stage would they go back to and what would they focus on?

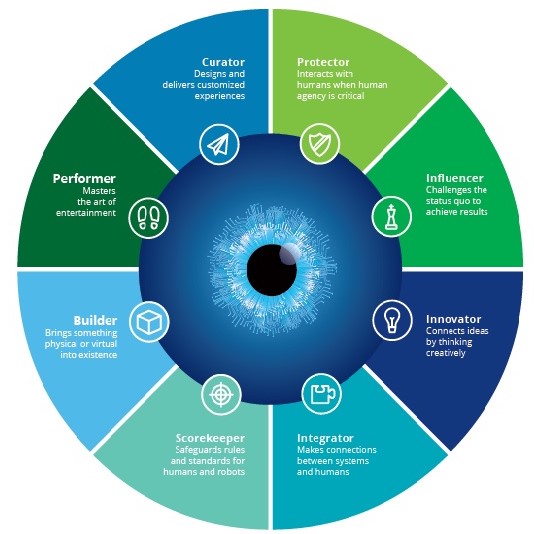
A well-functioning team with their relationship built around shared interests and trust experience a sudden change in personnel (one person leaves and a new person is assigned).

What stage will they go back to and why?

Understanding these stages can really help you be an effective team member. Recognizing the stage that your group is at is key in the process of moving toward achieving your goals.

***4.2 New Work Archetypes***

Research by Deloitte has identified the most critical capabilities workers will need in order to be successful at work in the future. The capabilities have been grouped to form a profile that they have a called an **archetype**.



Source: The Intelligence Revolution. Deloitte.

By understanding the characteristics that these archetypes possess you will be better prepared to work with these different characteristics in your co-workers.

**Protector** - Provides the human element machines cannot deliver, qualities like empathy and judgment, especially in stressful situations when trust is critical.

**Influencer** - Demonstrates the broad leadership capacity to inspire others, drive innovation, and challenge the current state.

**Innovator** - Is an idea-generator who can think creatively, thrive in uncertain conditions, and operate in rapidly changing workplaces.

**Integrator** - Connects systems and people to stay ahead of the competition and get results.

**Scorekeeper** - Develops and implements organizational policies, rules and standards that guide people toward organizational goals.

**Builder** - Implements the systems, programs, and processes to create both physical and digital assets for an organization.

**Performer** - Is a master of creative expression in all forms, using new technologies to deliver entertainment in new and creative ways.

**Curator** - Designs and delivers highly tailored, customer-focused experiences by relying on their deep understanding of customer needs and desires.

Review the descriptions of the different types of archetypes and choose an archetype that you feel best fits with your interests.

As you review the different archetypes make note of the others who have chosen the same archetype as you and to reach out during a break to get to know each other a little better. There may be an opportunity outside of this class for you to provide support to each other to develop your skills in this area further.

***4.3 Working with a New Team***

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|  | Review the questions below and brainstorm ways you could answer each as a group. |

1. Getting to know each other:  
   ***In what ways could a new team get to know each other?***
2. Understanding the rules of engagement:

***What are some rules of engagement that are important for new teams?***

1. Agreeing on how to work together:

***What are some of the things to think about when you are working on a project together?***

***4.4 Dealing with Conflict and Struggle***

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|  | Watch the video: *good teamwork and bad teamwork*  <https://youtu.be/fUXdrl9ch_Q> |

* **Control:** Keep your emotions in check. Stop, listen and think before responding. The moment emotions run too high you can very quickly end up taking things personally and not thinking about the team.
* **Communicate:** When approaching or resolving conflict, stick to the facts, and be clear, honest and respectful. This can take some practice. Emotions can very quickly take over. Practice what you want to say and write it down in a clear way. If you practice what you plan to say this will help you cover all you need to.
* **Deal with it:** Do not hide behind technology or simply hide from conflict. Instead, approach your team member face to face. Don’t tell everyone else what the problem is before you have approached the issue with the person (people) involved.
* **Focus on problem solving:** Recognizing and naming the issue is part of the process, but understanding how to resolve the issue helps you develop your skills and helps the whole team move forward.
* **Listen:** Active listening is a useful tool when facing a struggle or conflict. Pay attention, provide feedback, reserve judgment, and respond appropriately to your fellow team members.
* **Positive mental attitude:** It can be easy to let negative thoughts take over much faster than positive ones. It’s important to make an effort to include all of your team members and to keep in mind that everyone is working to make the team succeed.

Conflict can bring a team together, drive change, share different and creative ways of thinking and develop your skills.

Follow up with someone who you are interested in and search the internet, pick up their biography at the library or a bookstore and learn more about how they dealt with setbacks in their journey.

**5. Demonstrating Teamwork Skills**

***5.1 Adaptability***

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|  | Watch the video: *Adaptability in the workplace*  <https://youtu.be/rlmX1yWt_SI> |

**An adaptable team player …**

* Is flexible
* Has a positive attitude
* Focuses on the big picture
* Accepts multiple perspectives
* Is open to failure
* Asks for help
* Can be taught something new
* Doesn’t get defensive
* Has creative energy
* Thinks of others

**6. Virtual Teamwork Skills**

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|  | Watch the video: *7 Strategies for Virtual Teams and Remote Workers*  <https://youtu.be/AcxeMU0I1b4> |

Review the list below with your partner and choose a point that you feel is important as an employee when working in teams. Be prepared to share your answer with the group along with an explanation as to why you chose the point.

**Best Practices for Virtual Teams**

The following is a compilation of wisdom regarding virtual teams collected from various sources.

* ***Build relationships***
  + Be sure to take part in opportunities to get the team together physically early-on. It may seem backward to say when talking about virtual teams, but face-to-face communication is still better than virtual when it comes to building relationships and fostering trust, an essential foundation for effective team work.
  + Encourage your teammates to share their personality and presence by sharing a photo that you can keep on your desk or desktop during a project to remind you that you are working with real people. Look for opportunities to explore each other’s strengths, weaknesses, and natural tendencies of the team members during your team interactions.
* ***Build a team with rhythm***.
  + Commit to taking part in regular meetings, suggest to your group that meeting on the same day and time each week helps to create a regular schedule. Contribute to and ask that meeting agendas be shared in advance, understand what the agreements are for communication protocols, and starting and finishing on time.
  + Offer to share some examples of what your workplace or position is like and the culture of your location if people are connecting from different locations.
* ***Focus on communicating clearly.***
  + Make sure that your group has access to the most effective modes of communication. Research and suggest some appropriate technologies for your team’s interactions.
  + Make sure that you understand your group’s shared language. This is especially important when working with a cross cultural team.
  + Ask questions, virtual teams in particular need to be tuned in to questions their fellow team members might have, but are sometimes hesitant to reach out. Ask frequent questions to stay abreast of any developments that might affect you and the team. By asking short, specific, and frequent questions you can keep yourself and fellow team members informed and productive.
* ***Develop and use a communications management plan and team operating agreements.***
  + Make sure you are clear on what tasks and processes you are expected to do and what your role is.
  + Focus your attention on the details of the project and the processes that will be used to complete it.
  + Ask that guidelines be created on what type of communication methods to use and when, for example when to reply via email versus picking up the phone versus taking the time to create and share a document.
  + Demonstrate respect and consideration. Without visual cues, it’s all too easy for some members of the team to dominate a conference call, talking on and on without allowing anyone else to contribute. While active listening skills are of extreme importance here, it’s also vital that a structure is put in place to ensure that everyone has an opportunity to contribute to discussions. Knowing who you can speak to and when both prevents confusion and makes everyone feel welcome and involved.
* ***Intentionally plan meetings.***
  + Help your leader run effective virtual team meetings.
  + Follow the established expectations of behaviour when you are participating in virtual meetings, such as limiting background noise and side conversations, talking clearly and at a reasonable pace, listening attentively and not dominating the conversation, and so on.
* ***Communicate progress on goals.***
  + Since virtual teams don’t have much day-to-day interaction, it can sometimes be difficult for you to get a sense of what everyone is working on at any given time. It’s crucial that your interactions focus on measurable goals and accomplishments rather than just activity. Focus your conversations and interactions on what the team needs to accomplish to achieve success.
* ***Be a great team member.*** 
  + Actively take part in and seek out opportunities for unplanned interactions with your fellow team members.
  + Top performing virtual teams often schedule events like virtual coffee chats or virtual lunches to promote social interaction and strengthen relationships. Offer to organize one of these events for your team. If virtual meetups like these prove difficult to organize, simply ask your leader to take a few minutes before a conference call for team members to share what they are doing, what’s going well and what’s challenging. This practice can go a long way toward creating powerful emotional bonds that will hold the team together in the face of challenges.
  + Regular virtual team-building exercises are another way to inject a bit more fun into the proceedings. Offer to lead one of these exercises for your team during a meeting.

**7. Reflecting on Teamwork Skills**

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|  | A successful team is one where everyone’s unique skills and strengths help the team achieve a shared goal in the most effective way.  If you have good people skills you’ll make a good team player, and skills like communication and having a positive attitude make a team great.  Reflect on what we have covered in this workshop and write your responses below. |

Why are teamwork skills important to an employer?

How could you develop your teamwork skills? Name at least one example.

How could you demonstrate good teamwork skills? Name at least one example.

**7. Review and Wrap-Up**

*7.1 Workshop Review*

1. What is Teamwork?
2. Why are Teamwork Skills Important?
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*7.2 Ask any final questions.*

**8. Additional Resources**

**Deloitte – The Intelligence Revolution: Future-Proofing Canada’s Workforce** <https://www2.deloitte.com/ca/en/pages/human-capital/articles/intelligence-revolution.html>

This report examines the future of work in Canada.

**Harvard Business Review** - <https://hbr.org/>

This website shares articles and information about business topics.

**University of Waterloo – Centre for Teaching Excellence – Teamwork Skills: Being an Effective Team Member**

<https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/being-part-team/teamwork-skills-being-effective-group-member>

This webpage shares strategies for teamwork skills.

**Youth Employment – UK -** <https://www.youthemployment.org.uk/young-professional-training/>

Youth Employment UK is an independent, not for profit social enterprise founded in 2012 to tackle youth unemployment.