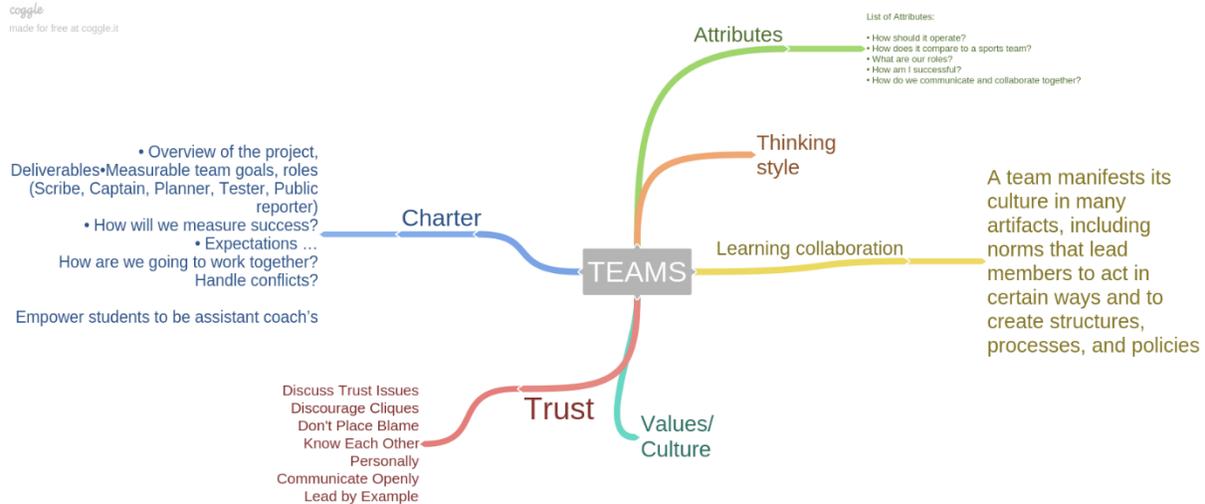


Team building: teaching students to work in teams is one of the most important goals of a twenty-first-century teacher.



<p>Definition:</p> <p><i>Turn groups into teams</i></p>	<p>Come together as a team to achieve a common goal. "he teamed up with the band to produce the album" synonyms:), collaborate, get together, work as a team to achieve a common goal.</p>
<p>Team Charter:</p> <p><i>Empower students to be assistant coach's</i></p>	<ul style="list-style-type: none"> • Overview of the project, Deliverables • Measurable team goals, roles (Scribe, Captain, Planner, Tester, Public reporter) • How will we measure success? • Expectations ... How are we going to work together? Handle conflicts?
<p>List of Attributes:</p> <ul style="list-style-type: none"> • How should it operate? • How does it compare to a sports team? • What are our roles? • How am I successful? • How do we communicate and collaborate together? 	<ul style="list-style-type: none"> • Trust among team members • Understand the skills of your team mate • Make your team mate a winner • Complementary skills I need • Enabling structure; roles, norm, culture • Common purpose <p>teamwork in sport is the commitment of individual players to one another and to a common purpose in the context of a shared athletic enterprise.</p>



Build collective knowledge through collaboration	<ol style="list-style-type: none"> 1. Prepare the teams 2. Insist on norms 3. Empower students to coach one another 4. Challenge the team to work with high quality (Value Beautiful Work)
<p>Have teams identify the skills necessary for success. Discuss problem solving, communication, listening, objectivity, empathy, and asking for help. My coach said: 'You never look better individually than when you play as a member of a team'</p> <p>Extras activities to build team spirit:</p> <ul style="list-style-type: none"> • Create a team logo, name 	

01/28/2017, billw@projectacademy.org

Team Culture: Getting Teams to Collaborate



Understand what team culture is and how it works. A team's culture is its shared values and assumptions, and it results from a [mix of elements](#): the organization, industry, geographic region and nation, and profession or function the team represents. Values are things we consider worth striving for, such as honesty, accountability, and compassion.

Assumptions are beliefs we hold about how the world works or how things are related. For example, you may assume that people generally want to do a good job, or that people are more committed to a decision when they are involved in making it. A team manifests its culture in many artifacts, including norms that lead members to act in certain ways and to create structures, processes, and policies. It's important to distinguish between a team's espoused culture and the one it operates from. The values that team members *say* they operate from are the espoused culture — which may or may not be what they actually operate from.

CULTURE?

THE SCHOOL WILL FOSTER A **TEAM/COMMUNITY** BASED CULTURE OF A LEARNING ENVIRONMENT, WITH ALL TREATED AS ADULTS AND WITH RESPECT.

KEY WORDS ARE:

RESPECT, EMPATHY, KINDNESS, TRUST, CURIOSITY, INNOVATION, PERSISTING, FLEXIBILITY, CONTINUOUS LEARNING, HUMOR, ACCEPTANCE, CARING AND TAKING RESPONSIBLE RISK.



[Roger Schwarz](#) is an organizational psychologist, speaker, leadership team consultant, and president and CEO of Roger Schwarz & Associates. He is the author of *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results*. For more, visit www.schwarzassociates.com or find him on Twitter [@LeadSmarter](#).

Create a Culture of Acceptance and Caring – Take a moment to examine your own approach to others. Are you accepting of family members? Neighbors? Colleagues? Friends? Do your conversations with your spouse include statements of understanding, compassion and empathy for those who are different or even who may challenge you? Whether you believe your child is listening or not, the perceptions of you and your partner are internalized by your child and become your family's culture.

Taking some time **to reflect on your own values** and how you communicate interpersonal problems among family members can set the tone for how your child deals with the outside world. Put yourself to the test. Notice when you are making judgements about another. Stop yourself and ask, "What can I learn from this person who is challenging me?" Reframe your discussion in terms of your own learning with self-awareness

On culture: What you want is to build a culture of inquiry not advocacy
~[@AdamMGrant#StanfordETL #WednesdayWisdom](#)

What is Culture?

- Definition
- – a "way of life" of a region
 - Social Structure
 - Government
 - Religion
 - Customs and traditions
 - Language
 - Arts
 - Economies




Motivation Is Inseparable from Culture

Engagement is the visible outcome of motivation, the natural capacity to direct energy in the pursuit of a goal. Our emotions influence our motivation. In turn, our emotions are socialized through culture—the deeply learned confluence of **language, beliefs, values, and behaviors** that pervades every aspect of our lives.



For example, one person working at a task feels frustrated and stops, while another person working at the task feels joy and continues. Yet another person, with an even different set of cultural beliefs, feels frustrated at the task but continues with increased determination. What may elicit that frustration, joy, or determination may differ across cultures, because cultures differ in their definitions of novelty, hazard, opportunity, and gratification, and in their definitions of appropriate responses. Thus, the response a student has to a learning activity reflects his or her culture.

From HBR 3/2017

This Spotlight package focuses on the personality types that make up a team--and how to get the best from any combination. In "Pioneers, Drivers, Integrators, and Guardians," Suzanne Johnson Vickberg and Kim Christfort of Deloitte discuss strategies for making the most of cognitive diversity on teams. When teams fall short of their potential, it's often because leaders don't know how to spot and manage the differences in how people approach their work.

To help organizations claim this lost value, Deloitte developed a framework for identifying and managing four primary working styles.

- "Pioneers" value possibilities, and they spark energy and imagination on their teams.
- "Guardians" value stability, and they bring order and rigor.
- "Drivers" value challenge and generate momentum.
- "Integrators" value connection and draw teams together.

Every person is a composite of these four styles, though most people are closely aligned with one or two. To get the most from the styles on their teams, leaders should

- pull opposite types closer together to generate productive friction,
- give more visibility and voice to people with nondominant perspectives,
- take extra care to get input from sensitive introverts, who risk being drowned out but have valuable contributions to make.

The Importance of Trust

One definition describes trust as a "reliance on the character, ability, strength, or truth of someone or something."

Think about that definition for a moment. Trust means that you rely on someone else to do the right thing. You believe in the person's integrity and strength, to the extent that you're able to put yourself on the line, at some risk to yourself.



Trust is essential to an effective team, because it provides a sense of safety. When your team members feel safe with each other, they feel comfortable to open up, take appropriate risks, and expose vulnerabilities.

Without trust there's less innovation, collaboration, creative thinking, and productivity, and people spend their time protecting themselves and their interests – this is time that should be spent helping the group attain its goals.

Trust is also essential for knowledge sharing. A study published in the "Journal of Knowledge Management" found that trust was a key element in a team's knowledge acquisition. Put simply, if your team members trust one another, they're far more likely to share knowledge, and communicate openly.

Strategies for Building Trust

As a leader, what can you do to create a culture of trust within your team?

1. Lead by Example

If you want to build trust within your team, then [lead by example](#), and show your people that you trust others. This means trusting your team, your colleagues, and your boss. Never forget that your team members are always watching and taking cues from you – take the opportunity to show them what trust in others really looks like.

2. Communicate Openly

Open communication is essential for building trust. You need to get everyone on your team talking to one another in an honest, meaningful way, and you can use several strategies to accomplish this.

First, create a [team charter](#) to define the purpose of the team, as well as each person's role. Present this charter at the first team meeting, and encourage each team member to ask questions, and discuss his or her expectations.

Next, consider organizing [team building exercises](#). When chosen carefully and planned well, these exercises can help "break the ice" and encourage people to open up and start communicating.

Note:

It's useful to help your people understand that other people's approaches and insights can be as valid as their own. This is where psychometric instruments such as [Myers-Briggs Personality Testing](#) and the [Margerison-McCann Team Management Profile](#)



can help people understand and appreciate those that they work with, even when these people have quite different approaches.

Meet regularly, so that all team members have a chance to talk about their progress, and discuss any problems that they're experiencing. This time spent face-to-face is an important part of getting to know each other. It also creates opportunities for team members to talk, and to help one another solve problems.

Make sure that you "walk the talk" here: whenever you have important or relevant information to share, do so immediately. Demonstrate that open communication is important to you by consistently sharing with the group. The more you share with your team members, and thereby prove that you have no hidden agenda, the more comfortable they'll feel trusting you and each other.

3. Know Each Other Personally

One way to build trust is to encourage your team members to see their colleagues as people. Think about creating situations that help them share personal stories, and bond.

Do this by asking sensitively about their family, or about their hobbies. Start by sharing some personal information about yourself, and then ask someone else about a hobby, or a musical interest.

Another way to get the team acquainted, and to form stronger bonds, is to **socialize after work** or at lunch.

For example, you could set aside time each week for informal group discussions. Consider asking team members to put forward suggestions on topics you could all cover. To start with, you could start a discussion around **values**. Share some of your own values, and encourage others to share theirs. Values are important to most people, and starting a conversation that allows people to share them highlights your team's humanity.

Note:

Use your own best judgment when asking team members or colleagues personal questions – don't invade their privacy!

4. Don't Place Blame

When people work together, honest mistakes and disappointments happen, and it's easy to blame someone who causes these. However, when everyone starts pointing fingers, an unpleasant atmosphere can quickly develop. This lowers morale, undermines trust, and is ultimately unproductive.



Instead, encourage everyone in your group to think about the mistake in a constructive way. What can you all do to fix what happened, and move forward together? And how can you make sure that this mistake doesn't happen again?

5. Discourage Cliques

Sometimes, cliques can form within a team, often between team members who share common interests or work tasks. However, these groups can – even inadvertently – make others feel isolated. They can also undermine trust between group members.

Start an open discussion about this with your team members, and see what they think about cliques and their effect on other group members. Only by addressing the issue openly can you discourage this damaging behavior.

6. Discuss Trust Issues

If you manage an established team that has trust issues, it's essential to find out how these problems originate, so that you can come up with a strategy for overcoming them.

Consider giving team members a questionnaire to fill out anonymously. Ask them about the level of trust within the group, as well as why they think there's a lack of trust. Once you've read the results, get everyone together to talk about these issues (but make sure that you respect the anonymity of the survey!)

