



# Leading Practice

## 2.0 Working as a team

social care  
institute for excellence



# 2.1 Why teams?

- Higher customer expectations
- More complex markets
- Greater commercial uncertainty
- Increased pressure from competition, legislation and environmental issues

Teams, rather than individuals, can hold the necessary range of skills, experience and disciplines

Team working, rather than groups of individuals, can enable these to function together effectively

## 2.2 Teams

- A number of people who cooperate in such a way that they achieve more than the sum total of the individuals' achievements
- A group of people united by a common purpose
- A level of interdependence – members need each other to achieve the common goals effectively

*(Bailey, G. and Currin, L. 2005)*<sup>1</sup>

## 2.3 Groups vs teams

### Groups

- People work together
- Feelings aren't part of work
- Conflict is accommodated
- Trust and openness are measured
- Information is given on a 'needs to know basis'
- Goals/objectives are either personal or unclear

### Teams

- People trust each other
- Feelings are expressed openly
- Conflict is worked through
- People support one another
- Information is shared freely
- Objectives are common to all

## 2.4 Team potential

**Teams of people working effectively together can:**

- Achieve better results than individuals
- Be more flexible than larger groups
- Take more risks and explore areas that individuals may avoid
- Generate a wider range of ideas than individuals
- Help each other grow in skill and confidence
- Demonstrate commitment to the task and each other
- Motivate themselves

# 2.5 Managing vs leading

## **Managing is about:**

- Making plans and working out details
- Setting up a structure so that plans can be met
- Monitoring progress against plans
- Producing the results that others are expecting

## **Whereas leading involves:**

- Developing a vision for the future and where we want to be
- Getting people on board and giving them direction
- Motivating, inspiring and energising people to overcome any barriers
- Producing change in work methods and service delivery and provision, to stay competitive and effective

## 2.6 5 Stages of team development

1. Forming
2. Storming
3. Norming
4. Performing
5. Mourning

*(Tuckman 1965/1975)*

# 2.7 Progress through the stages

**How long it takes a group to move through the stages depends on factors such as:**

- How well people in the group get on with each other
- Values
- The amount of training and help that the group receives
- The ability of the leader to recognise what's happening and take appropriate action at every stage