



**S . O . L . E**  
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# SOLE – why do you need to work in teams?

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# All your life, both professionally and personally, you will work in teams to get jobs done

- Because you can share the workload
- Because you can benefit from the skills of others
- Because you can only develop leadership skills by interacting with others (shared leadership)



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**Now, I want you to think about a team you have worked in the past that didn't succeed. Are you able to think of a reason for it's failure?**



# Hands up for:

1. The team wasn't given enough support?
2. The team wasn't skilful or knowledgeable enough?
3. The team had too much to do in the time allotted?
4. The team spent too much time at the pub
5. It was your fault?
6. It was a team member's fault?



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**Did you know that you have just engaged in reflection, which is important for self and social awareness?**

# Research has determined the common reasons why teams fail to achieve?

1. Members don't have the right knowledge or technical skills base. Team members need to complement one another
2. Teams are not adequately resourced or supported
3. Members don't have the right behavioural (interpersonal skills) That includes you!

# Of the three, what do you think is most important?

1. Members don't have the right knowledge or technical skills base. Team members need to complement one another
2. Teams are not adequately resourced or supported
3. Members don't have the right behavioural (interpersonal skills) That includes you!



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# Members don't have the right behavioural (interpersonal skills)

SOLE - EI Model -Relational  
Competence and Social Awareness -  
Teamwork



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**Now think of a reason why you or team members helped the team to succeed (ie a behavioural skill – relational competence)?**



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# Hands up for:

1. I'm a born organiser and always take the heaviest load
2. I was willing to listen and include team members in decision making
3. Team members listened to me and included me in all aspects of the project
4. Team members made the process fun
5. The team talked out differences of opinion

# What behavioural skills are recognised as being needed for team success?

- An awareness of how you operate in a team (through ‘getting on the balcony’ and reflecting on your performance – self awareness leading to relational competence) – **knowing me**
- Active listening and empathy for other member’s needs (social awareness leading to relational competence) – **knowing you**
- Good oral and written communication skills
- A willingness to have the difficult conversations when the team is not going well (self management)



# If you develop the right behavioural skills how does it help the team?

- You can decide on a common goal more easily when there is honest and open communication
- Trust and respect is a natural outcome as you are always looking for solutions that benefit **all** (win-win – GET THE BALANCE RIGHT)
- Everyone gains confidence because they feel valued. Shared leadership is being practiced



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## All these people can't be wrong about teamwork?

### ■ Max DePree

The key elements in the art of working together are how to deal with change, how to deal with conflict, and how to reach our potential...the needs of the team are best met when we meet the needs of individuals persons.

### ■ Margaret Carty

The nice thing about teamwork is that you always have others on your side.

### ■ Norman Shidle

A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others.

### ■ Robert Yates

It is amazing what can be accomplished when nobody cares about who gets the credit.