

Goodman
School of Business

Goodman
Group

Brock University



@GSBGoodmanGroup



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GSB Goodman Group

Welcome to Business Breathers

The Power of Teamwork

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Associate Professor, Goodman School of
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Taking businesses, careers and ideas to the next level

The Power of Teamwork

“Sticks in a bundle are hard to break.”

Kenyan proverb

**“Gettin’ good players is easy. Gettin’em to
play together is the hard part.”**

Casey Stengel, Hall of Fame Major League
Baseball manager

Team Lessons Learned

■ Who are you now?



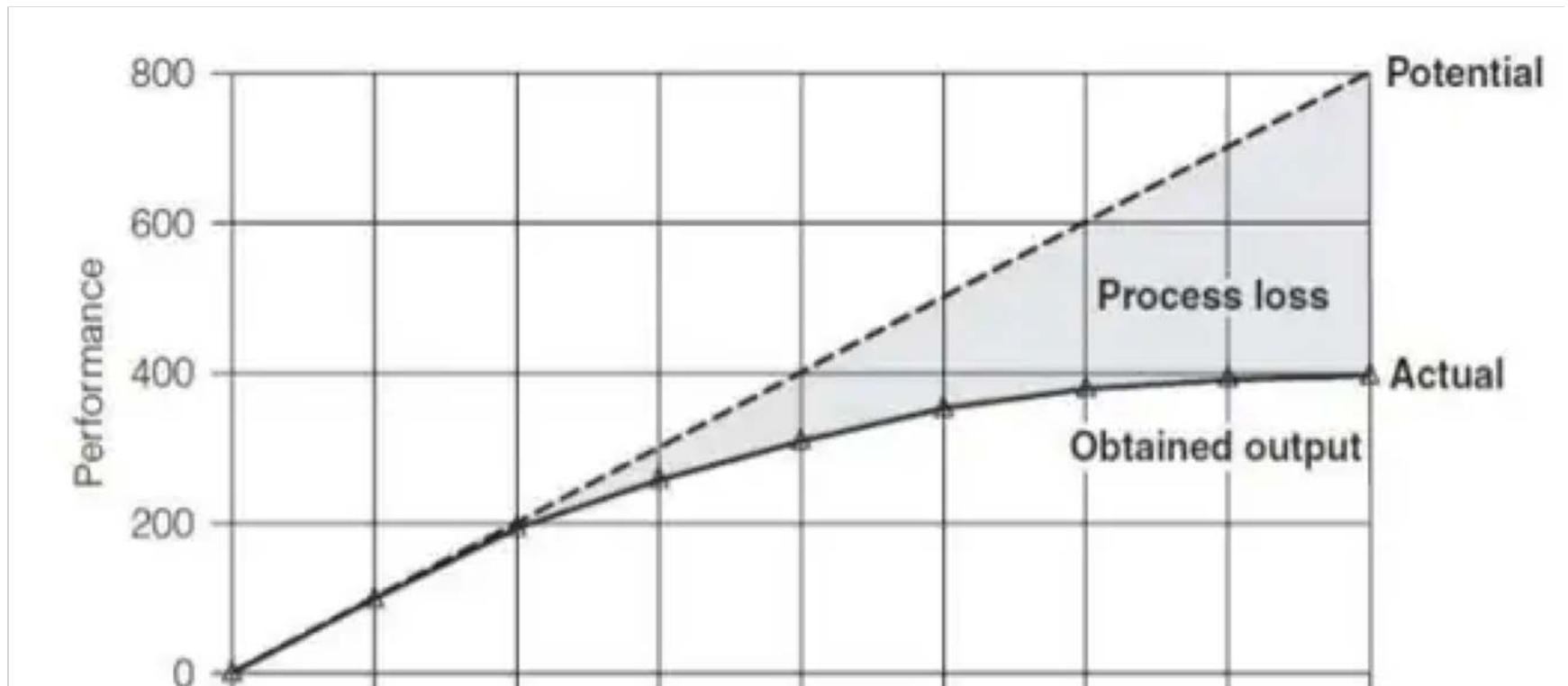
■ Business Breather (Stimulator)

■ Objective for today: Three TLLs

Question: Do I need a team?

Maximilien Ringelmann Effect

Group member's individual contribution to group outcomes



EVERY GROUP PROJECT



DOES 99%
OF THE WORK

HAS NO IDEA
WHAT'S GOING
ON THE
WHOLE TIME

SAYS HE'S
GOING TO
HELP
BUT HE'S
NOT

DISAPPEAR
AT THE VERY
BEGINNING AND
DOESN'T SHOW
UP AGAIN TIL
THE VERY END

Question:
Do I need a
team?
Answer: It
Depends



- Performance gains through synergy
- More resources for problem solving
- Improved creativity and innovation
- Improved decision-making quality
- Greater member commitment to tasks
- Increased member motivation
- Increased satisfaction of members

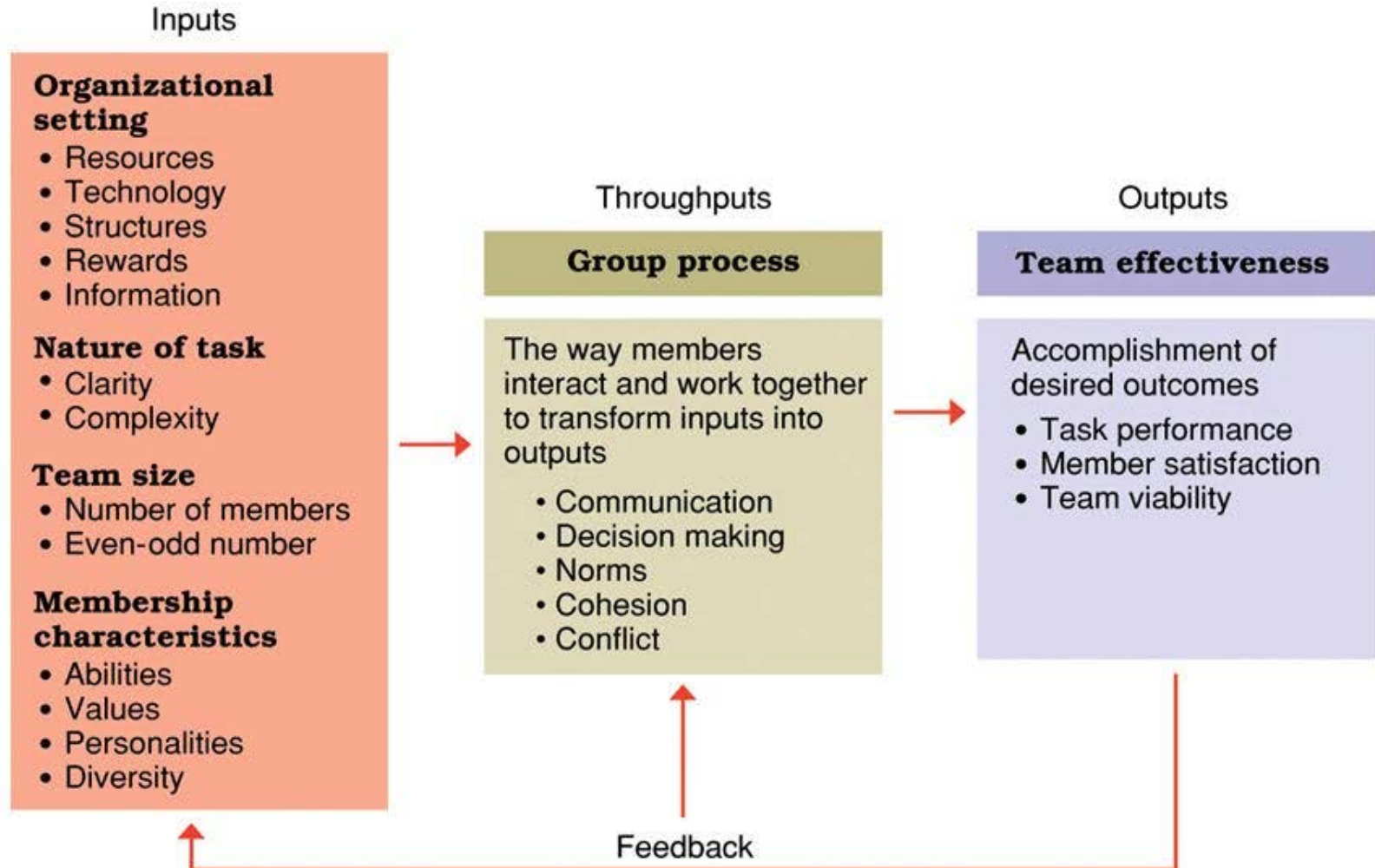
Backdrop for today

New Task Force: It's time to get the task force up and running.

Role: Leader or Teammate



Open-systems Model for Team Effectiveness



Team Effectiveness

Questions to ask at the start ...

Team Inputs

- PEOPLE: abilities, values, personalities, diversity
 - SETTING: resources, structure, culture, rewards, information, speed
 - TASK: clarity, complexity
- When the world is predictable you need smart people.
- When the world is unpredictable you need adaptable people. Henry Mintzberg
- TEAM SIZE: number

BLUE	GOLD
emotionally driven seeks harmony in groups enthusiastic creative sympathetic	loyalty driven respects rules and authority responsible organized appreciative
ORANGE	GREEN
short-term driven welcomes change and variety adventurous competitive impulsive	logically driven independent thinker focused efficient analytical

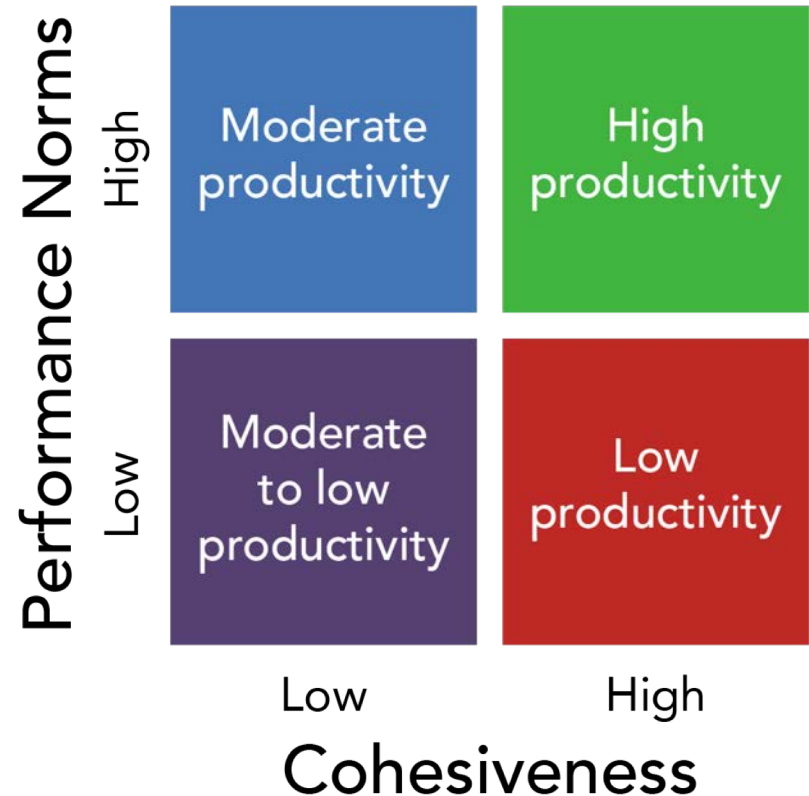
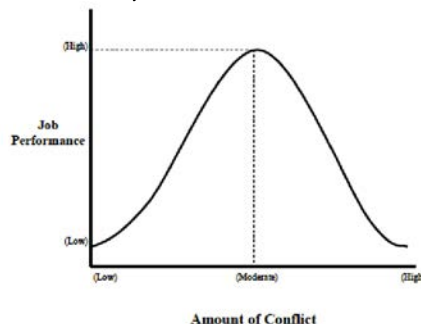


Team Effectiveness

Questions to ask at the start ...

Team Processes

How will team members work together: **Norms**, **Cohesion**, Decision-making (where you stand determines your view - **deBono**), Roles, Communication, **Conflict**



Team Effectiveness

Questions to ask at the start ...

Team Accomplishments

- Task Performance: **Begin with the end in mind**
If you never had a dream - how can you have a dream come true
- Member Satisfaction: Future viability

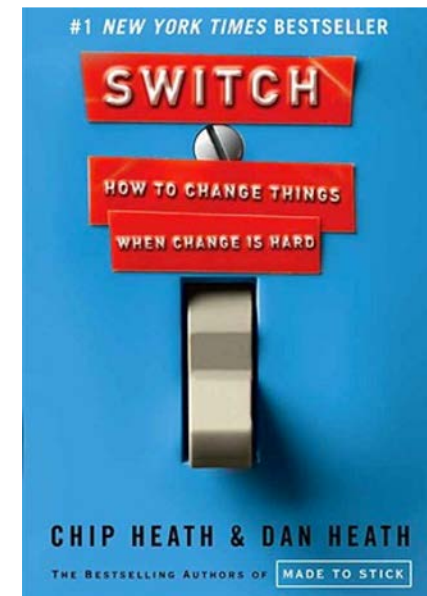


Vision: Glimpses of Possibility & Find the Feeling

Henry Mintzberg strategy should involve intuitive glimpses of possibility: the **Anticipatory Principle** - ongoing projection of a future image (vision)

- Where are we going? What are we doing?
 - A Healthier Niagara (Niagara Health)
 - A Leading Business School in Experiential Education and Scholarly Practices (Goodman at Brock University)
 - Inspire. Transform. Unify. (Niagara 2022 Canada Summer Games)

Chip and Dan Heath
Find the Feeling
Analyze - Think - Change
See - Feel - Change

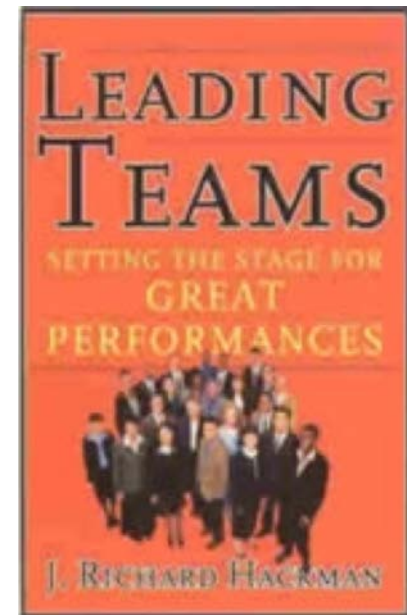


Team Effectiveness

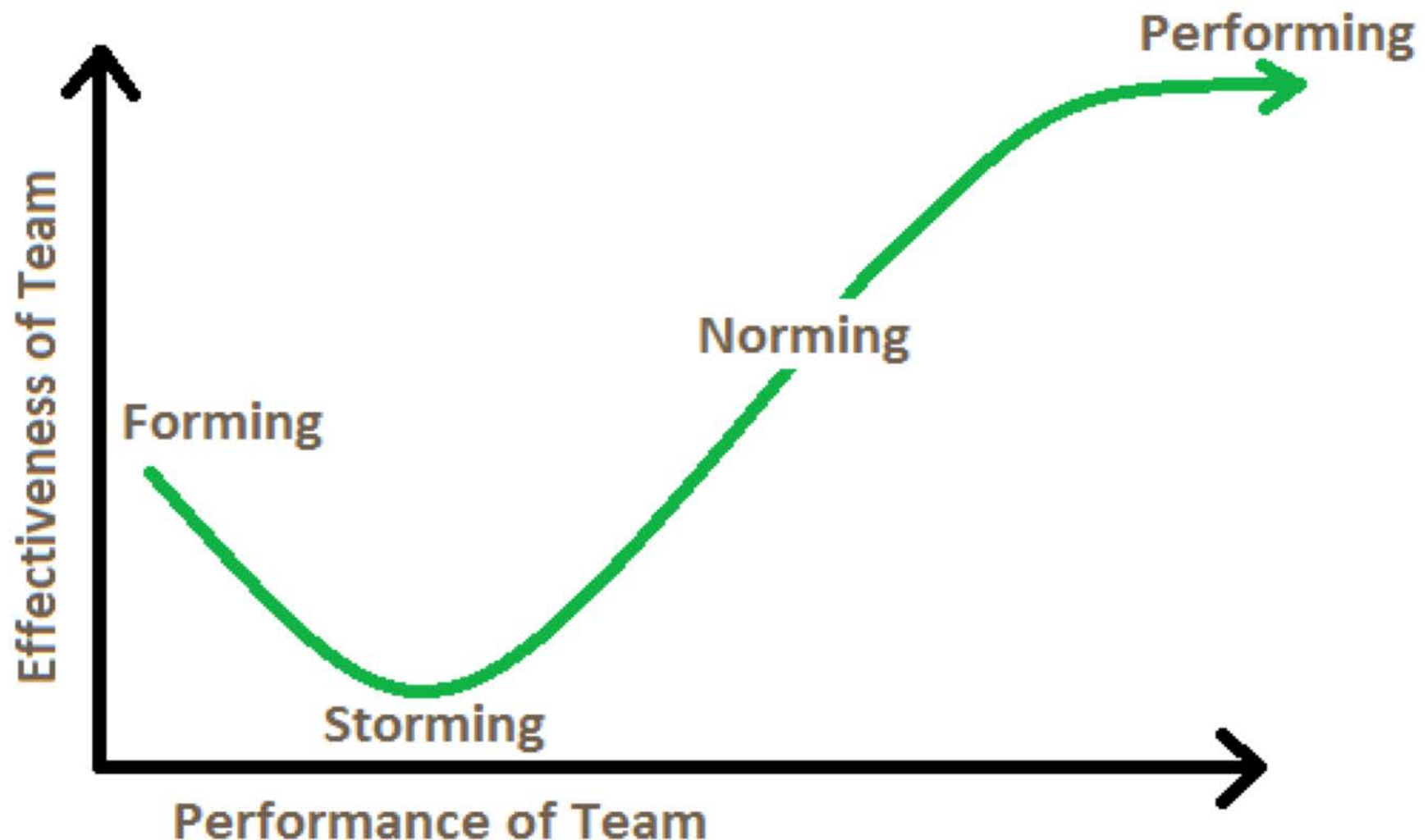
Questions to ask at the start ...

Richard Hackman's success conditions

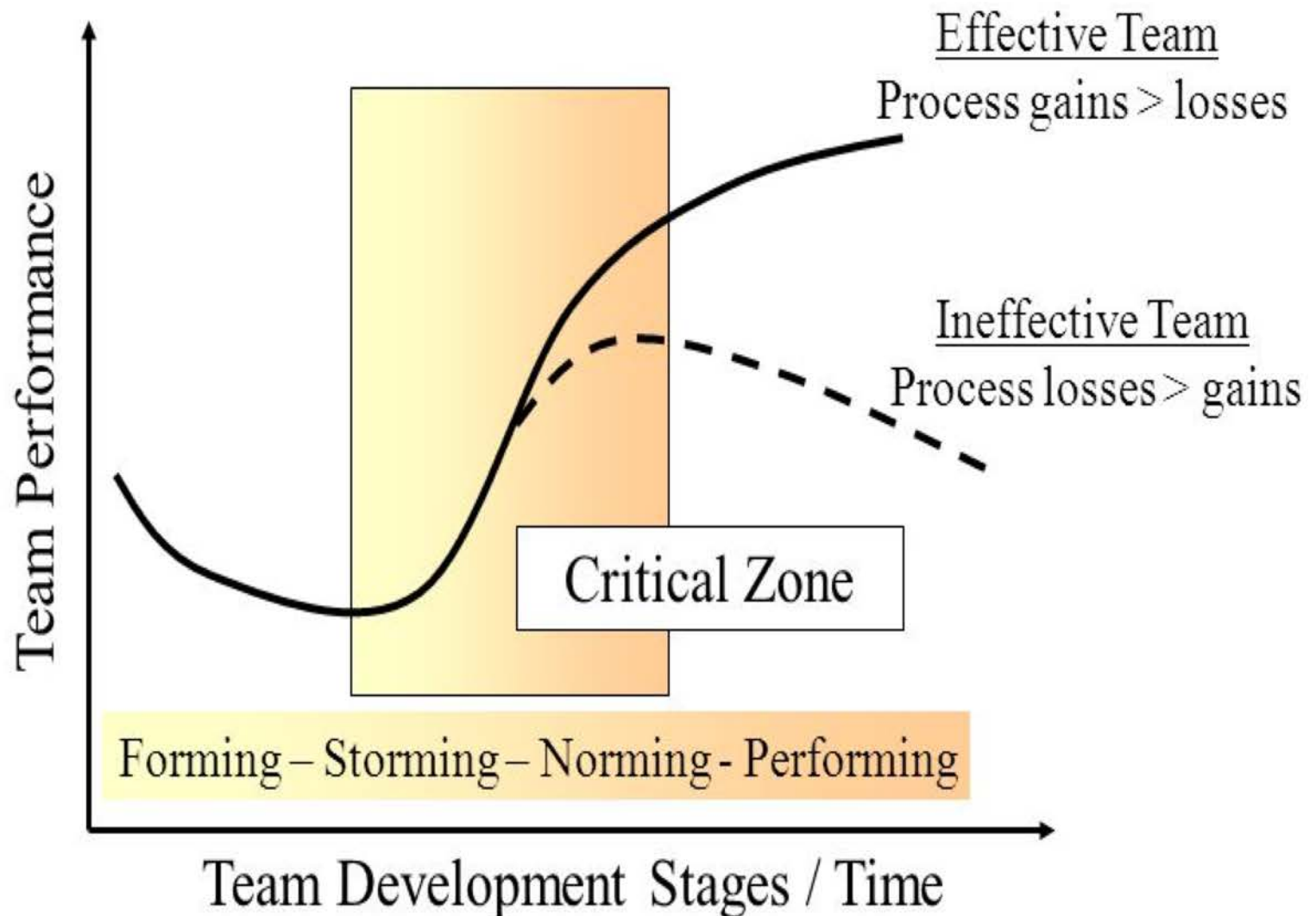
- **Direction:** that energizes, orients and engages team members.
- **Structure:** right members, right processes, right norms.
- **Context:** right rewards, right information, right training
- **Mindset:** common identity and common understanding



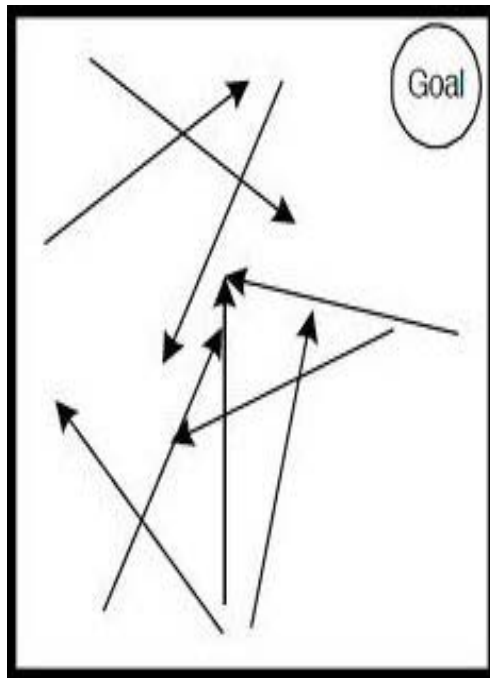
Tuckman's Team & Group Development Model



DIVERSITY & TEAM PERFORMANCE



Theory (Tuckman+), Power of Story (TC72) and Practice (Summit Simulation)



Team
Chaos



Team Canada 1972
Your Team 2021

Team Research: Dysfunctions

Dysfunctional: 70% of workers say they have been on dysfunctional teams as a result of:

- absence of trust,
- high conflict,
- lack of commitment,
- low accountability,
- inattention to results



The Five Dysfunctions of a Team



Drucker's Old Fashion Team Leadership



"Thanks, Pop, but today's kids don't want money, they want leadership."

- Surround yourself with talented people.
- Accept leadership as a responsibility, not a rank (trusted teammate).
- Define and communicate a clear vision.
- Don't blame others when things go wrong (3 envelop story - where does the buck stop).
- Keep your integrity; earn the trust of others. (DWYSYWD)
- Don't be clever, be consistent (trust).

The Power of Teamwork

Who are YOU now?

What are your THREE TLL?

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“Never doubt that a small group of thoughtful, determined people can change the world, indeed, it’s the only thing that ever has.”

Margaret Mead, anthropologist

Taking businesses, careers and ideas to the next level

Teamwork - Lessons from the Summit

Program Details:

- Online Instructor-Led
- June 7 to June 11 (noon to 1:30 p.m.)
- Price: \$1,495 + HST
- 15% early-bird discount till April 16
- Register: brocku.ca/goodman-group

Questions?

- Contact prodev@brocku.ca



Taking businesses, careers and ideas to the next level

Thank you for joining us.
Next Business Breathers is April 28 with
Peter McAtamney on
Wine Business Bounce Back - How Wineries
are using COVID to Accelerate Positive
Change

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