

- Welcome to the workshop

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An overview

- Introduction: what is teamwork?
- Why teamwork
- Warmer with your team
- Reflection: can you see the benefit of teamwork training in your workplace/classroom? What would it involve?
- How teamwork training was developed at CET
- Three aspects of team building
- An application of each aspect
- Reflection on the value of teamwork for classes and peers

What is teamwork?

Teamwork

- * relies on personal versus positional power
- * assumes all members can assume all roles in a group
- * relies on consensus
- * encourages individual motivation and interdependence
- * challenges traditional hierarchical power structures++

1. The current workplace:

- a. competition
- b. resource depletion
- c. skill and knowledge transfer

2. The value of teamwork:

- a. focus on work role
- b. shared workloads
- c. mentoring and team teaching

Why teamwork for teachers?

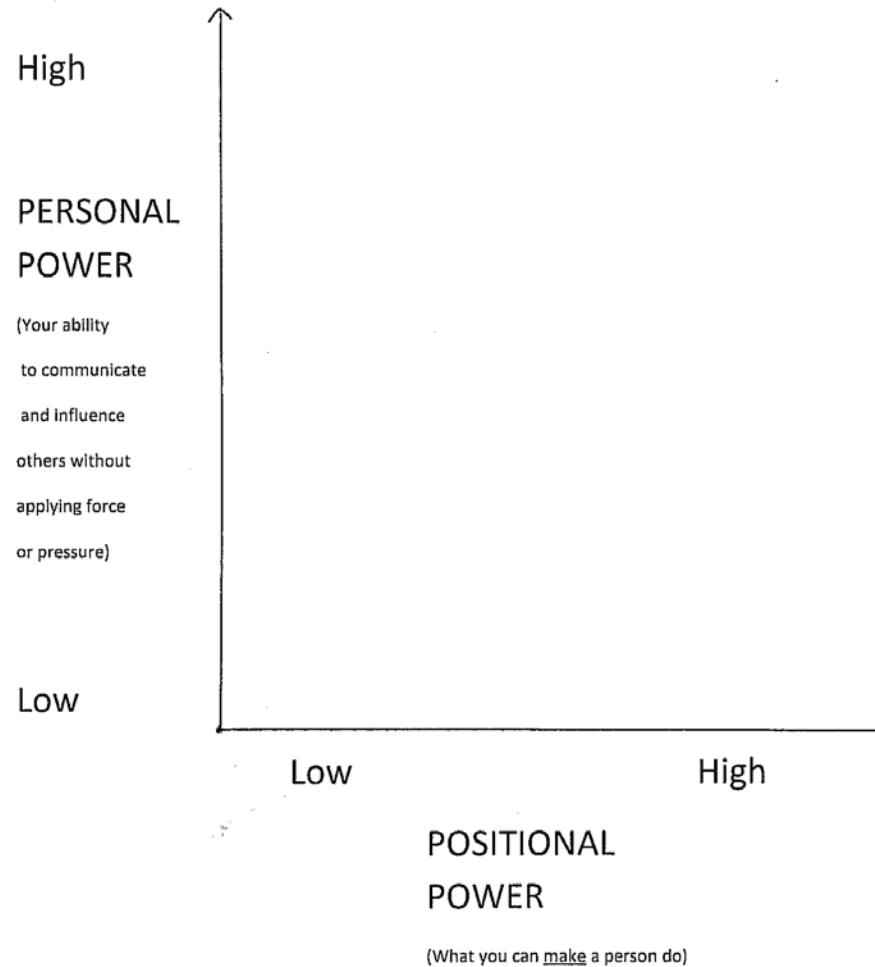
- Applications in the workplace and in the classroom

- Workplace:
 - creates a learning environment

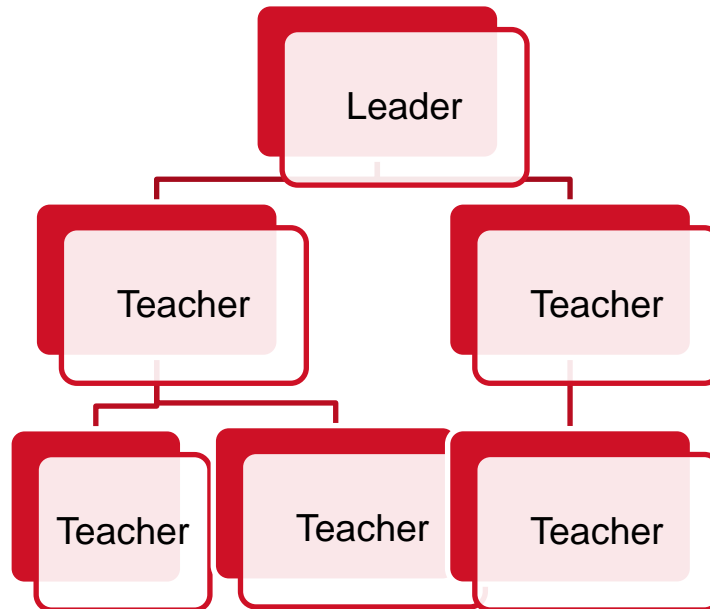
- Classroom:
 - university graduate attributes



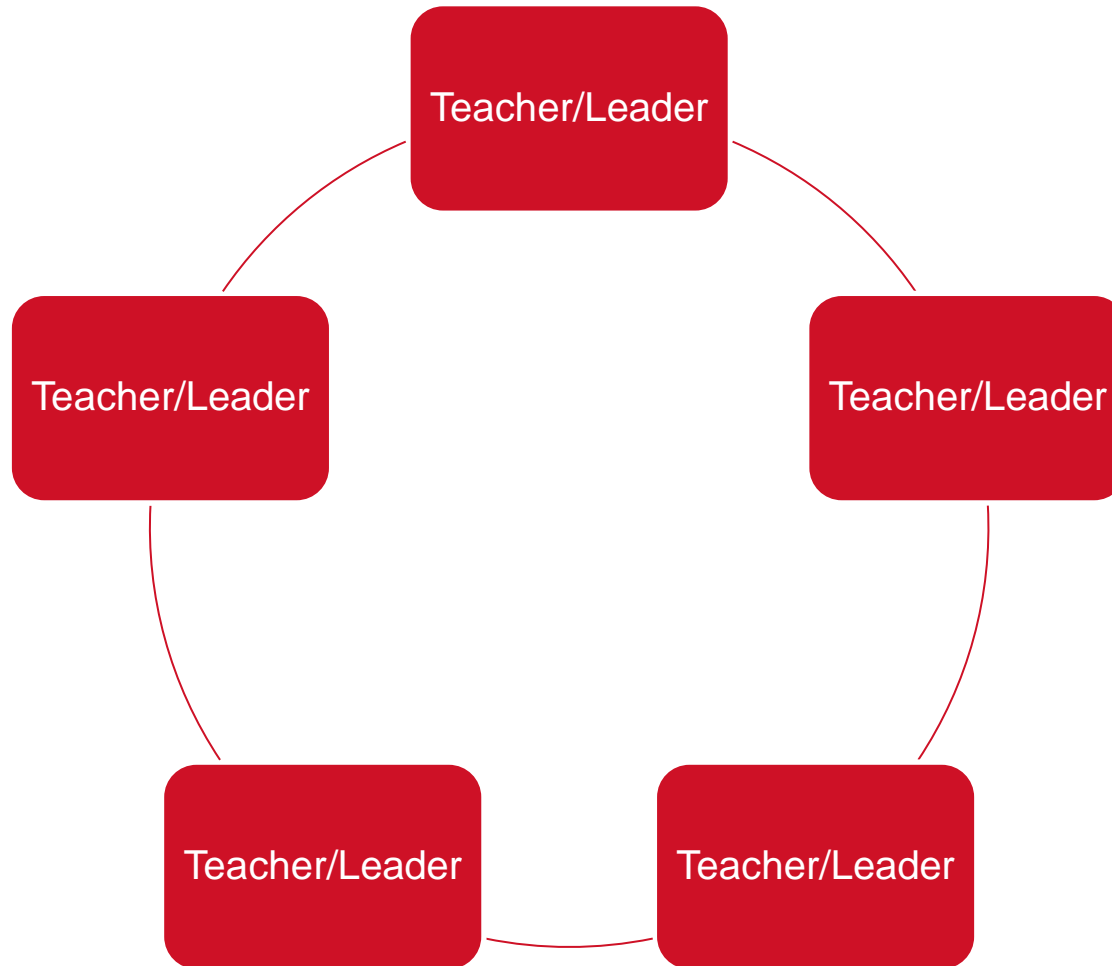
Personal versus Positional Power



Hierarchical structure



Team structure



3 Stages of Development

- 1. Personal growth (Covey)
- 2. Interpersonal growth (Listening Theory)
- 3. Social growth (De Bono)



Stephen Covey's Theory

Dependence



Independence



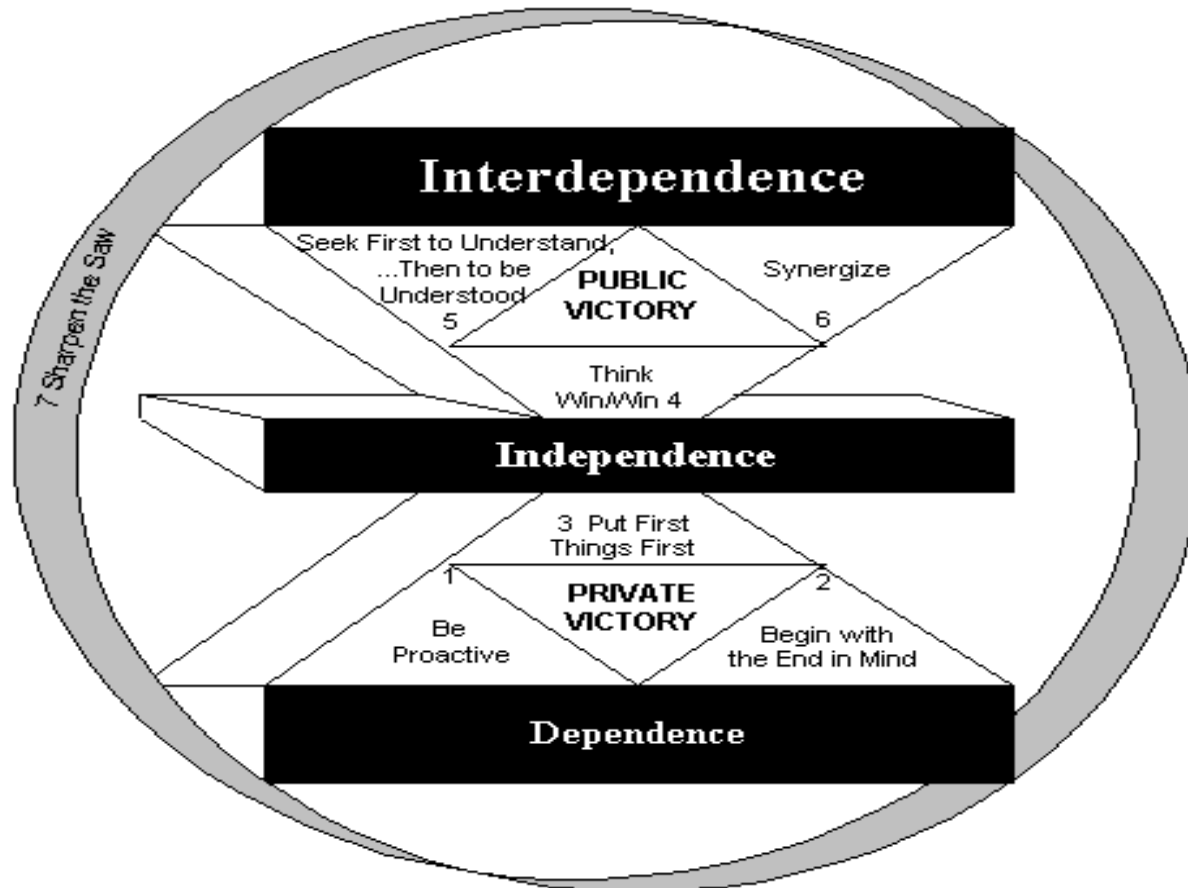
Interdependence

To improve the effectiveness of teamwork by:

- * Learning about and reflecting on Stephen Covey's habits of highly effective people
 - * discovering personal growth strategies
 - * creating personal and interpersonal effectiveness
 - * exploring how we can more efficiently delegate our time

Overview of Covey's Theory

Private Victory precedes Public Victory



Habit 3: Put First Things First

	Important	Not important
Not urgent	II. Effectiveness	IV. Waste
Urgent	I. Necessity	III. Deception

Habit 3: Put First Things First

Identify what's important to head to your destination

Fill in the Proactive Time
Management
Worksheet

	Urgent	Not Urgent
Important	I ACTIVITIES: Crises Pressing problems Deadline-driven projects	II ACTIVITIES: Prevention Relationship building Recreation New opportunities
Not Important	III ACTIVITIES: Interruptions Some phone calls Some mail Some meetings Popular activities	IV ACTIVITIES: Trivia Some mail Some phone calls Time wasters Pleasure activities

Habit 3: Put First Things First

■ Moving into Quadrant II.:

- It's OK to say 'No'. Say 'Yes' to important Quadrant II priorities – these are more fundamental, highly important things. Say 'No' to other activities
- Prioritise time spent on activities which will help you to achieve your mission statements
- Balance the various roles in your life
- Organise weekly, adapt daily

Moving from independence to interdependence

- Interdependence is desirable because by working together we can accomplish more
- 3 habits to achieve interdependence
- Moving from “I” to “we”

Active listening and giving feedback



“Communication is
managing
miscommunication.”

What is listening?

- Listening versus hearing
- Active listening
- Learning to listen
- Listening for:
 - Enjoyment
 - Information
 - To help/ to give feedback



What are the obstacles to effective listening?

“ Most people don’t listen, they just take turns to speak”



How to listen effectively

- Remove distractions and maintain focus on the speaker
- Actively participate both verbally and non-verbally
- Paraphrase to check
- Ask questions
- Sometimes just listening is good enough
- Remember and recall later
- Sometimes feedback is required

How to listen to the message

- Understand the content of the statement
- Respond to the feelings underlying the statement

- EXAMPLES

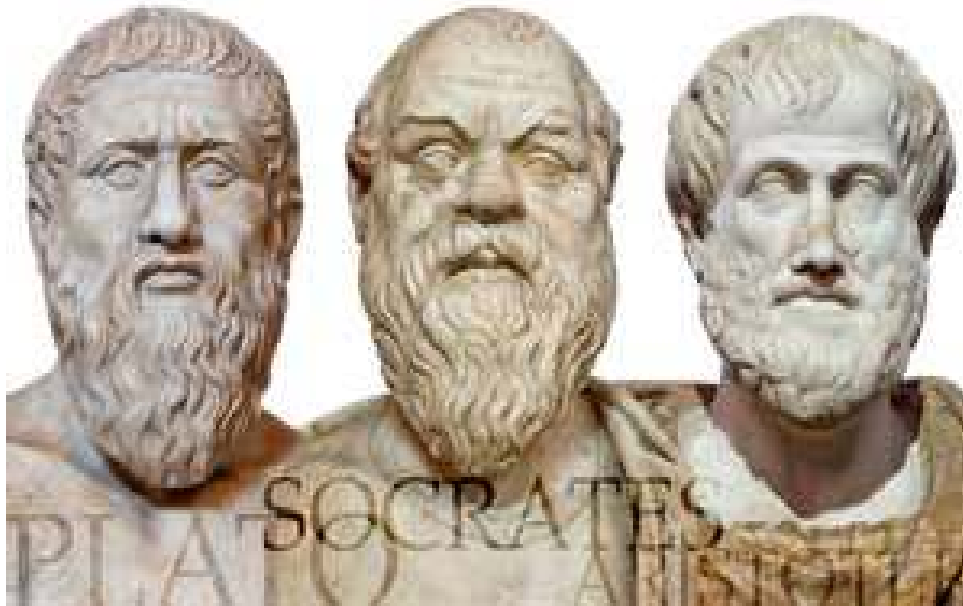
- A + B: Focus on content
- Ask questions and paraphrase
- Questions for elaboration: What else? Tell me more.
- Questions for detail: Yes/No questions. Wh- questions
- Paraphrasing: What you're saying is... You mean...



- Role play

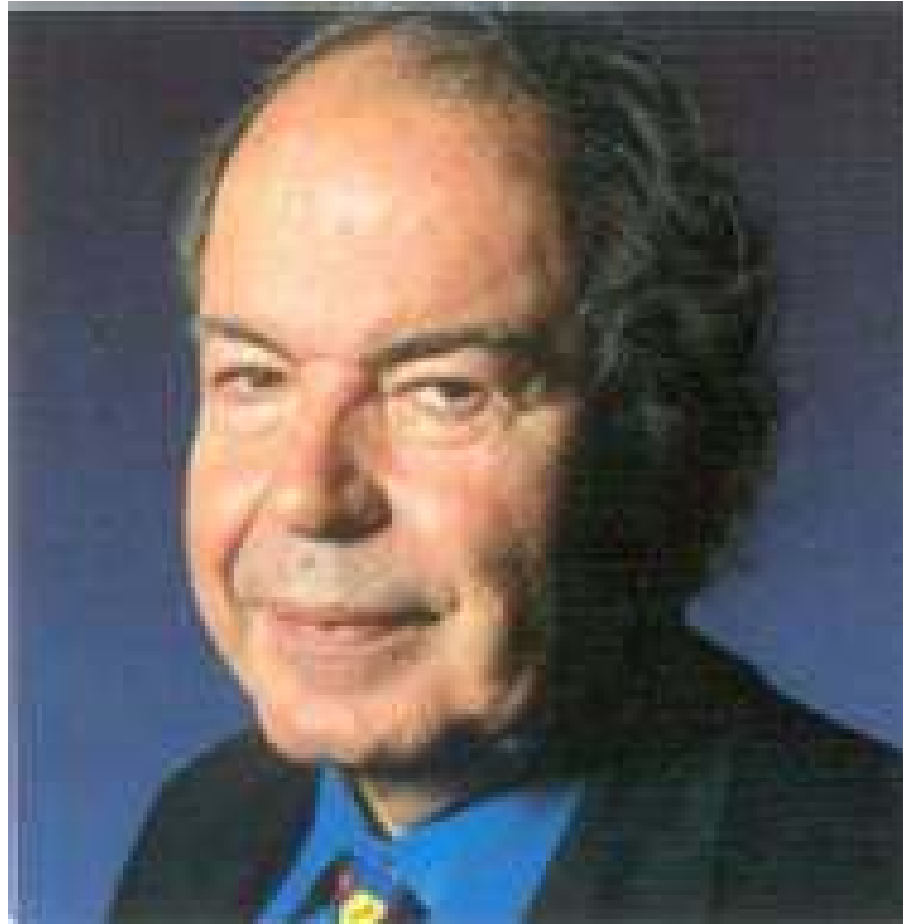
Traditional Thinking

- Developed 2,400 years ago by Plato, Socrates and Aristotle



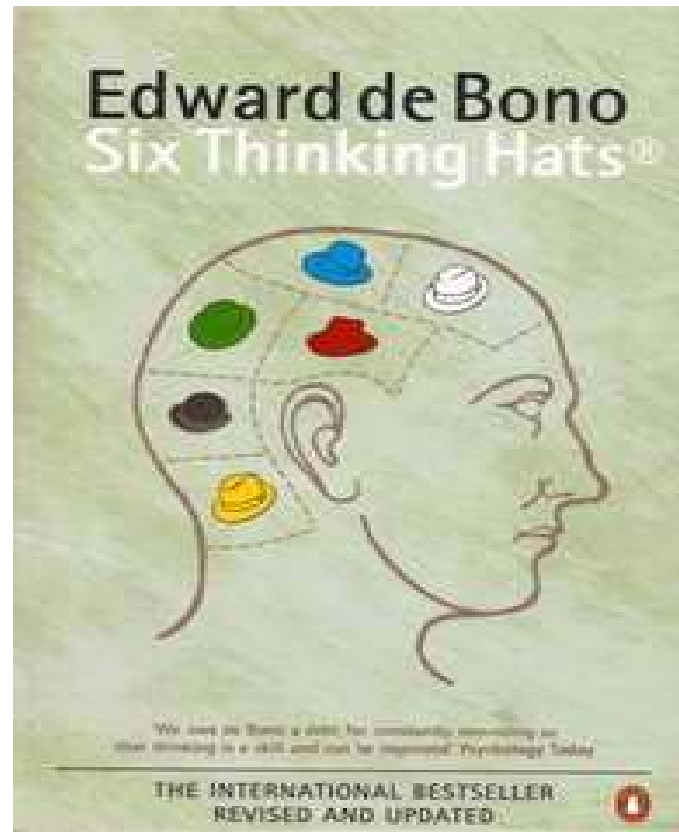
Edward de Bono (1933 -)

The Father of Lateral Thinking



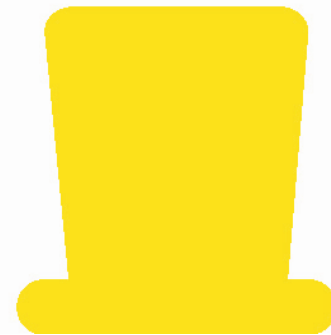
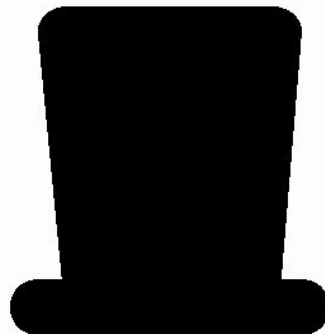
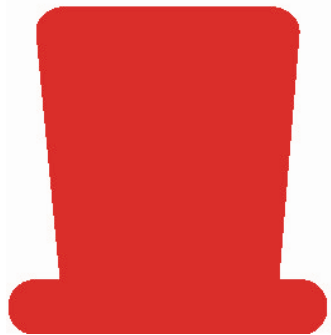
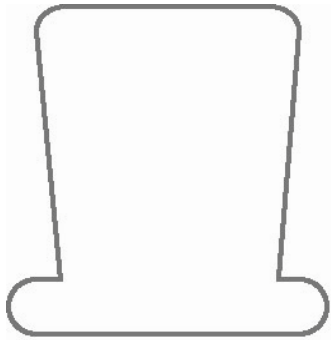


Six Thinking Hats (1985)





Parallel Thinking



- Reflect on the benefits of teamwork in your workplace and share this with your group.

Final reflection

- What is the value of teamwork for teachers?

- Thanks for listening
- Good luck with your team building!

- **References:**
- De Bono, E. (1985) **Six Thinking Hats.** Penguin. London England
- Covey, S. (1989) **The Seven Habits of Highly Effective People.**
Retrieved from www.change-management-coach.com/stephen-covey.html
- De Vito, J.A. (1992) **The Interpersonal Communication Book.** Harper Collins.N.Y.