

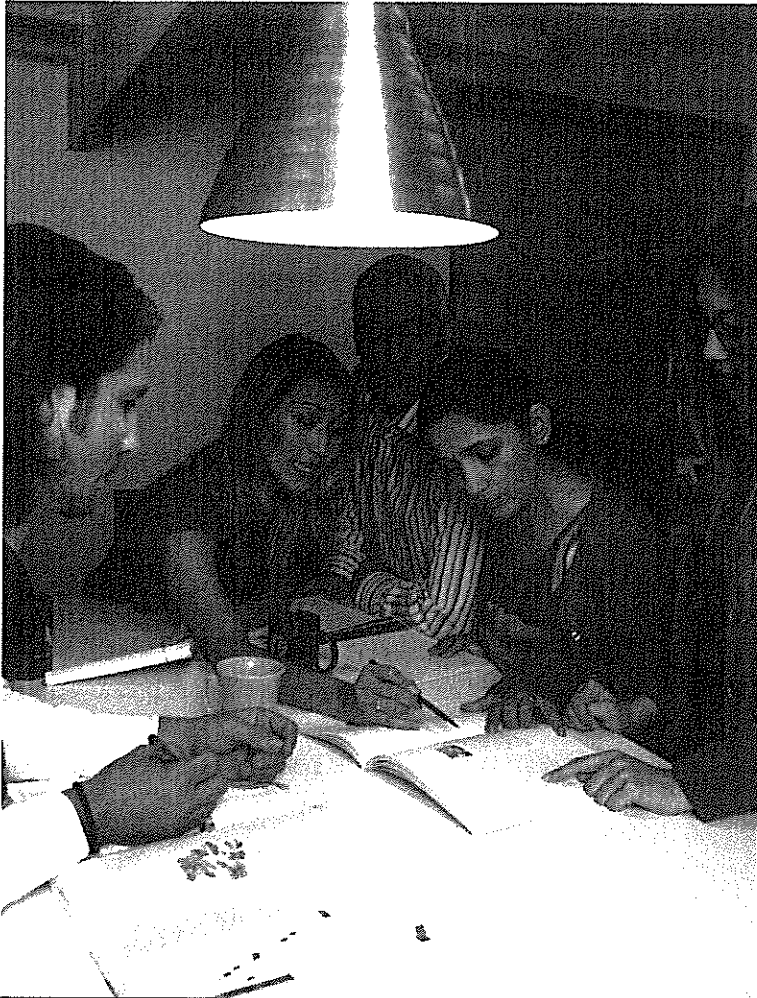
LEADERSHIP, PART III:  
WORKING IN THE  
**TEAM ENVIRONMENT**

Workbook



**WHERE LEADERS  
ARE MADE**

Success  
**LEADERSHIP**  
Series



## Success **Leadership** Series

"Leadership, Part III: Working in the Team Environment" is a module of Toastmasters International's *Success/Leadership Series* made possible by the Ralph C. Smedley Memorial Fund.®

# LEADERSHIP, PART III: WORKING IN THE TEAM ENVIRONMENT

Workbook

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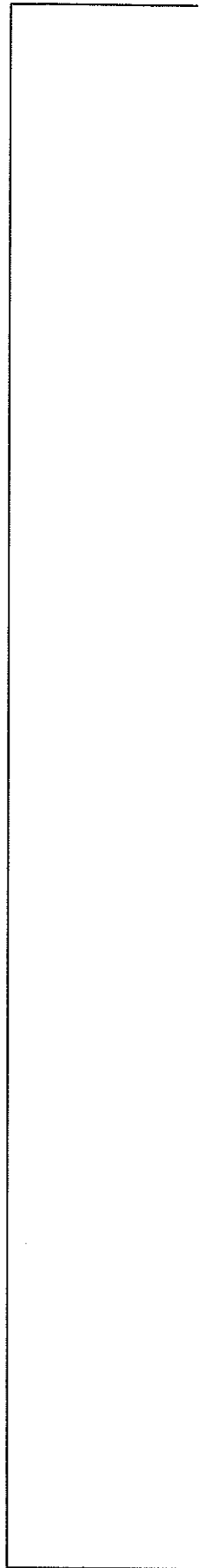
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**WHERE LEADERS  
ARE MADE**

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# WORKING IN THE TEAM ENVIRONMENT

Today in businesses and other organizations, people are working in teams. Decisions are made and problems are solved by teams, not by individuals. In team environments, groups of people work together to determine goals and plans and share the work. Working in teams has been found to improve the quality of work life, increase productivity, reduce costs, and enhance product or service quality. In Toastmasters, working in teams can produce stronger, healthier clubs.

This is your workbook for helping you work in a team environment or even lead a team. It contains exercises and information that correspond to the lesson and activities to be presented by your session coordinator. This workbook is yours to keep, so use it for your own personal benefit.

As you listen to the session coordinator, make notes in this booklet about what you hear. Write down key points, important concepts, and useful ideas you discover. Make a conscious effort to remember them and make them a part of your everyday life.

When your session leader asks you to do so, do the exercises in the workbook.

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## TEAM BENEFITS

- ▶ Individual members
- ▶ The leader
- ▶ The organization

## AUTHORITARIAN LEADERS

- ▶ Feel responsible for everything
- ▶ Make all the decisions
- ▶ Tell everyone what to do
- ▶ Avoid conflict
- ▶ Discourage commitment

## TEAM LEADERS

- ▶ Share responsibilities
- ▶ Facilitate group problem-solving
- ▶ Ask others for input
- ▶ Encourage three-way communication
- ▶ Address conflict
- ▶ Foster commitment

## DEVELOPING TEAM RELATIONS

Team members must feel confident that they

- ▶ Belong
- ▶ Have power
- ▶ Have access to resources
- ▶ Can speak freely

## ENCOURAGING COMMITMENT

Leaders can encourage commitment by involving team members in

- ▶ Goal setting
- ▶ Planning how to achieve goals
- ▶ Problem-solving

# EXERCISE 1:

A. Acme Company has been losing money on its products for the past two years. Other companies are producing the same products with better quality at a lower cost. Acme Company is planning one last effort to improve its market position. Your division leader has asked for you and a select group of employees to tackle the problem of producing one product – widgets – that will be of better quality at a better price than others on the market.

Why is it in your best interest to commit to your team and its goal? List the reasons below.

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B. The quality of your Toastmasters club meetings has declined in the past few months. Only nine or 10 members attend regularly, and often those scheduled for meeting roles don't even show up. Programming is weak. Your club leaders have asked you and the other club members to help the club improve its meetings.

Why is it in your best interest to commit to your team and its goal? List the reasons below.

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# FOSTERING COLLABORATION

Communication is important in teamwork. Successful teams communicate in three ways:

- ▶ They share information
- ▶ They provide feedback
- ▶ They encourage participation

Tips for team communication:

1. Communicate directly
2. Keep it simple
3. Explain
4. Use the right medium

Providing Structure

1. Ensure authority matches responsibility
2. Establish roles and accountability
3. Define boundaries
4. Identify expectations



# BUILDING TRUST

In teams, trust must occur

- ▶ Among team members
- ▶ Between the leader and team members

Team members build trust for each other by

- ▶ Communicating openly and honestly
- ▶ Listening to and respecting others' opinions
- ▶ Demonstrating commitment
- ▶ Displaying loyalty

Team leaders earn the trust of the team by

- ▶ Communicating openly and honestly
- ▶ Listening to and respecting others' opinions
- ▶ Being loyal
- ▶ Being decisive
- ▶ Being fair
- ▶ Being consistent

# RESOLVING CONFLICT

Conflict occurs when people have

- ▶ Differing needs, objectives, or values
- ▶ Differing expectations
- ▶ Differing perceptions
- ▶ Unwillingness to resolve the conflict

Conflict can be approached in five ways:

1. Avoidance
2. Accommodation
3. Win/Lose
4. Compromise
5. Consensus

Certain conditions must exist before any conflict can be resolved and both parties accept the solution. There must be

1. Understanding of the problem
2. Joint responsibility
3. An opportunity to speak
4. A binding quality
5. Something gained
6. Receptiveness

Reaching a Consensus

1. Encourage everyone to speak
2. Emphasize agreements
3. Determine seriousness of objections
4. Continually sum up agreement areas

## EXERCISE 2

- A. A team of Acme Company employees recently developed a new production process for widgets. Using the new process, the company can produce better quality widgets at a better price in less time than other manufacturers. The first shipment of widgets is scheduled to be delivered to distributors in four days. However, today a member of the production team discovered that under a certain condition the widget will fail, resulting in costly damage to machinery. Some team members want to stop delivery of the widgets. Other team members want to deliver the faulty widgets as scheduled since missing the delivery date will cost the company hundreds of thousands of dollars. You are on the production team, and the team has been asked to resolve the problem.
- B. Your Toastmasters club has 35 members, with 30 attending meetings regularly. The club meets weekly for an hour at noon, and each meeting features three prepared speeches. In the past few months several members have been giving speeches that were not based on manual projects. Other members who are trying to complete the *Competent Communication* manual and begin working in the advanced manuals have complained. The members who prefer giving non-manual speeches claim they have a right to give any type of speech they want. The members who are working in the manuals say that only manual speeches should be permitted, since everyone joined the club to learn speaking skills and the manuals help them do so. The club executive committee has asked all club members to resolve the problem.

# NOTES