

Team Work  
&  
the Essential  
Shift of Mind  
with  
Dr. Janet Mills

A group of ten skydivers in red and grey suits are floating in a circle in the sky, holding hands. They are positioned around a central point, with their arms extended towards each other. The background shows a vast, green landscape with a large, curved structure on the left side, possibly a stadium or arena. The sky is a clear, light blue.

# Chief Assumption for Team Building

If we know what we're doing,  
we can do it better!

The essential shift of mind...





## Work Groups

- Grouped for administrative purposes
- Independent; autonomous production
- Focus on own tasks
- Goals and marching orders come from above
- Individual accountability
- MYOB; do own thing; no access to big picture

## Teams

- Grouped for output purposes
- Interdependent; joint production
- Focus on own tasks + team's overall performance
- Mission comes from above; team sets goals, hammers out approach
- Individual + team accountability
- Understand team member's roles, tasks; good grasp of big picture

## Work Groups

- Real understanding of work unit is difficult, so *play it safe*
- Training is task specific
- Members do not have to trust co-workers
- Often conflicts cannot be addressed at the level they occur
- Success = gain power by acquiring turf and territory

## Teams

- Team members create their work unit and *take risks together*
- Cross training is very useful
- Trust is crucial among team members
- Most conflicts can be transformed into problems to be solved
- Success = performance and achievement

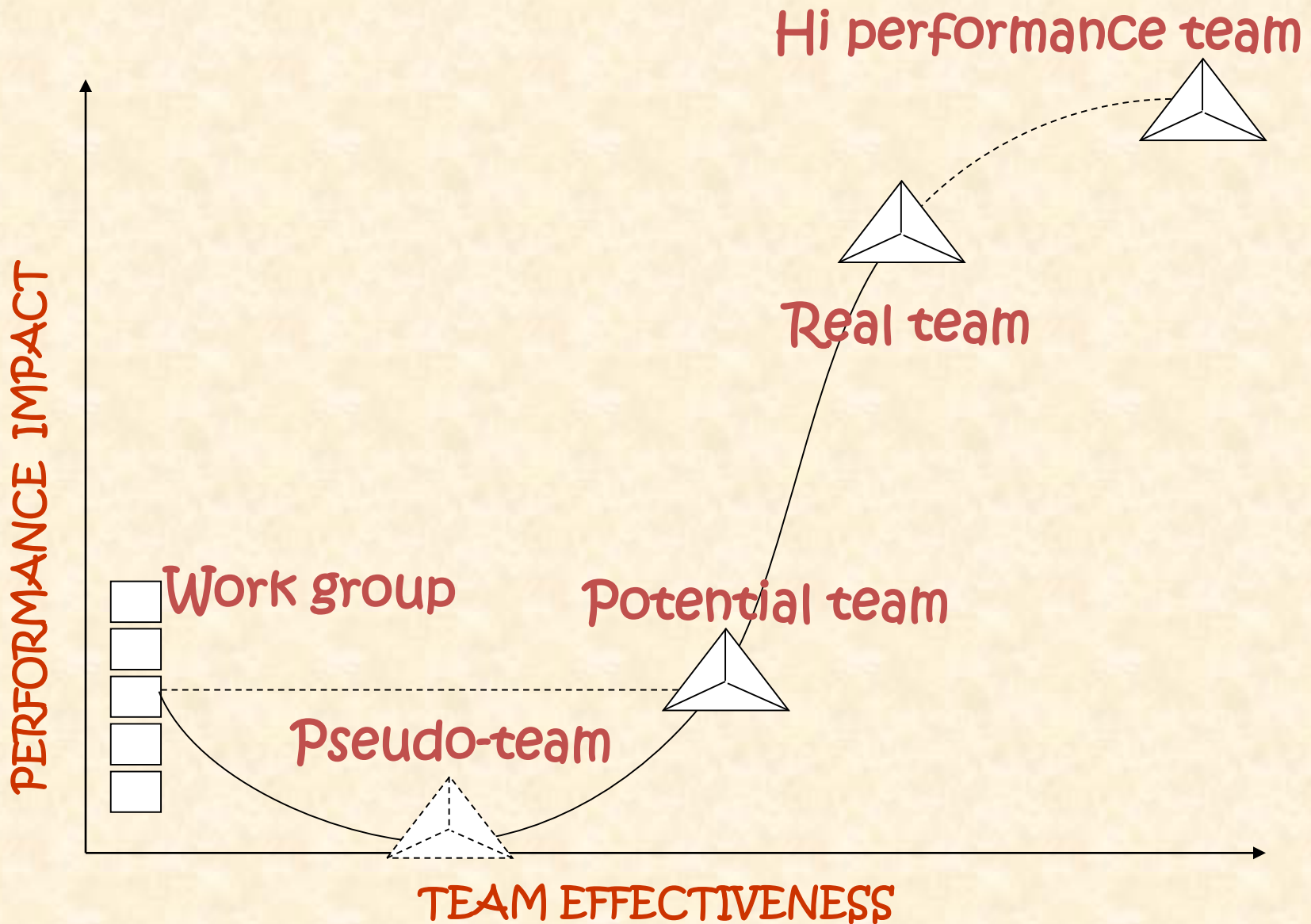
## Leadership in Work Groups

- Autocratic, command and control
- Leader has legitimate authority
- Top-down decision making
- Accountable to boss
- Competition and “looking out for number one”
- Win-lose mentality
- Followers: Just tell me what to do and I’ll do it...

## Leadership in Teams

- Democratic, diffuse leadership
- Leader has relevant expertise
- Participative, shared decision-making
- Accountable to team
- Cooperation and collaboration
- Win-win commitments
- Followers: Here’s my best thinking on this...

# Team Performance Curve



A close-up photograph of several hands stacked on top of each other, creating a sense of unity and teamwork. The hands are illuminated with a warm, orange-red light, and the background is dark. The text is overlaid on the center of the hands.

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**Thank you!**