

## Topic 16.4. Employment: Teamwork

- co-operate (co-operates, co-operating, co-operated) VERB
- co-operation N-UNCOUNT
- collaborate (collaborates, collaborating, collaborated) VERB

When you **co-operate** or **collaborate** with someone, you work or act together or jointly for a common purpose.

*Ed Miliband has written to the big six energy firms urging them to co-operate with his plan to impose a 20-month price freeze.*

- strategy N-COUNT

A **strategy** is a plan of action designed to achieve a long-term or overall aim.

*The NHS is launching a new sustainability strategy today setting out a joint approach to sustainability*

- facilitate (facilitate, facilitating, facilitated) VERB
- facilitator N-COUNT

When you facilitate an action or process you make it easy or easier. A **facilitator** is someone who helps a group of people understand their common objectives and assists them to plan to achieve them without taking a particular position in the discussion.

*The way that gangs have emerged very strongly in the past few years has been **facilitated** by the use of social media.*

- hinder (hinders, hindering, hindered) VERB
- hindrance N-COUNT

When you hinder an action or process, you make it difficult or more difficult.

*The chief constable said the MP's allegations had hindered the murder inquiry because senior officers had had to spend time investigating matters which proved to have no substance*

- motivate (motivates, motivating, motivated) VERB

When you **motivate** someone, you provide them with a reason for doing something

*He was primarily motivated by the desire for profit.*

- group dynamics N-VAR

Group dynamics refers to the way groups and individuals act and react to changing circumstances

*Knowledge of the subject being discussed is less important than an understanding of **group dynamics** and a knack for resolving conflict*

- long term goal N-COUNT
- short term goal N-COUNT

A **goal** is a desired result a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. **Long term goals** require a longer time frame than **short term goals**.

*Ashley and his colleagues have been working to realign MVI's strategy toward an ambitious long-term goal: the eventual elimination of malaria.*

- resolve [conflicts] VERB
- conflict resolution N-COUNT

**Conflict resolution** can be defined as the methods and processes concerned in facilitating the peaceful ending of conflict.

*Indigenous people need access to mechanisms for peaceful **conflict resolution**.*

- consensus N-UNCOUNT

When people come to an agreement about something they have reached a **consensus**.

*Opposition leader Bill Shorten has said it is a fantasy to think consensus can be reached with the Abbott government on industrial relations after union leader Paul Howes called for an end to the "blood sport".*

- mediate (mediates, mediating, mediated) VERB
- mediator N-COUNT

When you **mediate** a conflict, you intervene in the dispute in order to bring about an agreement or reconciliation. The person who mediates is called a **mediator**.

*African leaders meet in South Sudan to try to mediate the conflict that has left thousands dead after nearly two weeks of fighting.*

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1. Read the text and answer the questions that follow.

[An understanding of group dynamics ] has become central to good management practice. A group with a positive dynamic is easy to spot. Team members trust one another, they work towards a collective decision, and they hold one another accountable for making things happen. As well as this, researchers have found that when a team has a positive dynamic, its members are nearly twice as creative as an average group. In a group with poor group dynamics, people's behavior disrupts work. As a result, the group may not come to any decision, or it may make the wrong choice, because group members could not explore options effectively.

<http://www.mindtools.com/pages/article/improving-group-dynamics.htm>

- a. What 4 features characterise a group with a positive dynamic?
- b. What 3 features characterise a group with a poor dynamic?
- c. Why is an understanding of group dynamics important in management practice?

2. Use the terms in the box to complete the text.

co-operation (2x)	goals (2x)	conflict	collaboration
conflicts	motivations	consensus	team

When people work together, the \_\_\_\_\_ must have some level of \_\_\_\_\_ for the team to accomplish its objectives. In fact, the performance of the team depends in part on the degree of \_\_\_\_\_ that team members achieve. Hostile relationships among team members can lead to \_\_\_\_\_, which disrupts the team's efforts to achieve specific \_\_\_\_\_. In turn, supportive relationships lead to \_\_\_\_\_ and compromise and the greater likelihood that team members will manage their \_\_\_\_\_ and accomplish their \_\_\_\_\_.

...

Handling conflict in a positive way can build trust, \_\_\_\_\_, inclusiveness and honesty among team members. If you gain an understanding of the \_\_\_\_\_ of team members and company policies, you can diminish the frequency of disagreements between group members.

<http://everydaylife.globalpost.com/teamwork-conflicts-4330.html>

3. Match each sentence on the left with an appropriate continuation on the right.

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|--|---|
| i. The profession itself needs to reevaluate its position on practice development.                 | a. Collaborative teamwork is a strategy for action that supports interprofessional working.   |
| ii. Brainstorm the forces at work.   | b. So whether you manage employees or clients or both, it's critical to learn the art of bringing harmony out of conflict.  |
| iii. In a world where relationships matter more than ever, mediation skills matter more than ever. | c. On the left side, list the forces that are helping drive the group towards the goal or could facilitate this. On the right side, list the forces that are hindering the situation, or could get in the way of reaching the goal. |
| iv. Goal setting and planning ("goal work") promotes long-term vision and short-term motivation.   | d. It focuses intention, desire, acquisition of knowledge, and helps to organize resources.   |