

Co-operantics

People skills for co-operatives

TEAM BEHAVIOUR: Task and Process

(it's not what you do, it's the way that you do it ... – Bananarama)

Sometimes we focus so much on the task in hand, we may have a tight deadline or a large workload, that we forget to pay attention to *how* we are working together. Is everyone participating? Are there skills or experience in the team that we are not aware of because we didn't stop to ask? The questionnaire below will help you identify whether there is a good balance of task and process behaviour in your team, and if there isn't, what you can do about it.

Questionnaire: My team behaviour

Each of the following items describes an aspect of your behaviour in the team. In the space next to each item, write 5 if you *always* behave that way, 4 if you *frequently* behave that way, 3 if you *occasionally* behave that way, 2 if you *seldom* behave that way and 1 if you *never* behave that way.

When working as a member of my team:

- _____ 1. I offer facts and information and give my opinions, ideas, and feelings in order to help the group discussion
- _____ 2. I encourage other members of the group to participate. I am open to their ideas. I let them know I value their contributions to the group
- _____ 3. I ask for facts, information, opinions, ideas and feelings from other group members
- _____ 4. I help group communications by using good communication skills. I help other members understand what others say
- _____ 5. I help to give direction to the group by planning work, calling attention to the tasks that need to be done & the allocation of tasks
- _____ 6. I tell jokes and suggest interesting ways of doing the work in order to reduce tension and increase the fun we have working together
- _____ 7. I pull together related ideas or suggestions made by group members
- _____ 8. I observe the way the group is working and use my observations to help discuss how the group can work together better
- _____ 9. I give the group energy. I encourage group members to work hard to achieve our goals
- _____ 10. I promote the open discussion of conflicts and mediate conflicts amongst members if necessary
- _____ 11. I ask others to summarise what has been said in order to check my understanding
- _____ 12. I express support, acceptance, liking and praise for other members of the group

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Analysis: My team behaviour

TASK

- _____ 1 Information and opinion giver
_____ 3 information and opinion seeker
_____ 5 direction and role definer
_____ 7 summariser
_____ 9 energiser
_____ 11 checker for understanding

PROCESS

- _____ 2 encourager of participation
_____ 4 communication facilitator
_____ 6 tension reliever
_____ 8 process observer
_____ 10 interpersonal problem solver
_____ 12 supporter and praiser

_____ **TOTAL TASK SCORE**

_____ **TOTAL PROCESS SCORE**

The ideal team behaviour would produce a more or less equal score on both the above columns.

If your score is lower for one column, try to increase the behaviour in which your score is lowest, eg if you score low on "supporter and praiser" try giving someone a "pat on the back" from time to time, when something has gone well. You'll be surprised how effective that can be!