### SESSION PLAN

**COURSE:** ABE Level 4 Dynamic and Collaborative Teams

**ELEMENT:** Element 2 - The benefits of team working

## **LEARNING OUTCOME 2**

**Describe the principles and benefits of effective team working and how collaborative working can be fostered (Weighting 10%)**

2.1 Explain the commercial and social benefits of effective team working

2.2 Recommend how collaborative working could be fostered to overcome the potential difficulties that teams face working in modern organisational structures, including virtual environments

**NUMBER OF SESSIONS:** Two - approximately 4-5 hours in total. LO2 RESOURCE PPT; Activities 1-6

**SESSION TOPICS:** Session 6: The commercial and social benefits of effective team working

Session 7: Fostering collaborative working and overcoming difficulties

**Note to tutors: These are the recommended session outlines for Learning Outcome 2 of the ABE Level 4 Dynamic and Collaborative Teams. You should follow the plan, using the resources (referenced as ‘slides’) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 6: The commercial and social benefits of effective team working (3 hours)

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| **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| Introduction to session and learning outcomes | Use file: **LO2 RESOURCE**  Assessment Criterion 2.1 | 1-2 | Listen |  | |
|  | Facilitate Feedback on **Homework Activity 16 from LO1**:  If outsourcing has such a negative effect why would an organisation to pursue an outsourcing strategy?  Emphasise the need for cost efficiency, economic pressure and economies of scale. Also highlight that when it works well, outsourcing can be very beneficial, tapping into a wealth of expertise and knowledge that would be expensive to hire on a permanent basis. Also removes a lot of admin and process heavy tasks which can be handled with technology. | 3 | Contribute to discussion  Listen, ask questions and makes notes |  | |
| Commercial and social benefits of effective team working | Background   * Organisations needs to develop a coherent, aligned response to the competitive environment * Sum of individual parts able to provide a more competitive, efficient and effective response to organisational challenges * Combines team member skills, knowledge and experience * Human cooperation and group effort is valuable * Individuals benefit from feelings of satisfaction and achievement * Team as whole benefits from positive interaction, sharing work and workload and the development of team spirit * Organisation benefits from increased levels of creativity, innovation and a supportive environment   Refer to Study Guide | 4 | Listen, make notes and ask questions as necessary |  | |
|  | Facilitate **Class Discussion** drawing out:   * That team working can deliver commercial and social benefits but they are not guaranteed. | 5 | Contribute to discussion:  Richard Hackman said:  *“I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary, a collective creation of previously unimagined quality and beauty. But don’t count on it.“*  What do you think he was referring to? Listen and makes notes |  | |
| Commercial benefits | The Commercial Benefits of Effective Team Working   * Shared values, strong sense of purpose * Productivity and profitability * Effective use of organisation resource * Higher levels of efficiency * Increased responsiveness and flexibility * Cycle of continuous improvement * Respond positively to competitive pressures * Powerful unit of collective performance * Reduced absenteeism and staff turnover   Refer to Study Guide | 6 | Listen, make notes and ask questions as necessary |  | |
| Brief **Paired Activity 1**  Watch YouTube video [The POWER of a TEAM - Together Everyone Achieves More](https://www.youtube.com/watch?v=xevQ2yTyK9Y)  Imagine that the Hare and the Turtle worked in a fast food restaurant which sells sandwiches and salads. What commercial benefits could they deliver to the organisation? Think about customer service, quality, etc.  Facilitate discussion on commercial benefit and answer questions as necessary. | 7 | **Individual Activity 1**  Working in pairs imagine that the Hare and the Turtle worked in a fast food restaurant which sells sandwiches and salads. What commercial benefits could they deliver to the organisation? Think about customer service, quality, etc.  Make notes of key points. Contribute to class discussion. Listen and makes notes | **E2 LO2 Activity 1**: Commercial benefits of teams | |
| Social benefits | The Social Benefits of Effective Team working   * Self-actualisation and human fulfilment * Greater levels of motivation * Satisfying psychological and social needs * Individual’s sense of responsibility and personal worth * Sense of belonging * Increase levels of trust * Individual makes full use of their talent capacities   Refer to Study Guide | 8 | Listen, make notes and ask questions as necessary |  | |
| Brief **Paired Activity 2** (extension of Activity 1)  Thinking again about the POWER of a TEAM - Together Everyone Achieves More Video  What social benefits does the final race deliver to the Hare and the Turtle?  Facilitate discussion referring back to slide 8 and the idea that together not only can we achieve a team goal, but we can be fulfilled personally too and answer questions as necessary. | 9 | **Paired Activity 2**  Thinking again about the POWER of a TEAM - Together Everyone Achieves More Video  What social benefits does the final race deliver to the Hare and the Turtle?  Make notes of key points. Contribute to class discussion. Listen and makes notes | **E2 LO2 Activity 2**: Social benefits of teams | |
|  | Brief on **Homework Activity 3**  Conduct your own research into Maslow’s Hierarchy of Needs. How would this theory explain the behaviour of people in a team you have been part of? | 10 | Listen and ask questions as necessary  Individual activity as homework | **E2 LO2 Activity 3**: Explain why people behave how they do in teams |
| Review of session and learning outcomes |  | 11-12 | Listen |  |

### SESSION 7: Fostering collaborative working and overcoming difficulties (2-2.5 hours)

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| **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** | |
| Introduction to session and learning outcomes | Use file: **LO2 RESOURCE**  Assessment Criterion 1.2 | 13-14 | Listen |  | |
|  | Debrief on Homework Activity 3  Conduct your own research into Maslow’s Hierarchy of Needs. How would this theory explain the behaviour of people in a team you have been part of?  Draw out the fact that people who are struggling with personal problems, such as debt or family troubles have no energy to expend on purposeful endeavour, instead they focus on ‘flight or fight’ which can lead to negative team behaviours. Encourage students to understand that not all behaviours are because someone is not able to perform or contribute to team work, but they might be struggling in other areas, not related to the team work, which are affected their personal performance. | 15 | Contribute to discussion  Listen, ask questions and makes notes |  | |
| Fostering collaborative working to overcome difficulties | Fostering Collaborative Working to Overcome Difficulties   * Requires individuals to combine their talent towards the achievement of a common team goal * Collaborative working delivers both commercial and social benefits * Requires a change of focus from individual to team accomplishment * Need to encourage cooperative behaviours   Refer to Study Guide | 16 | Listen, make notes and ask questions as necessary |  | |
| The importance of collaborative working | Facilitate **Class Debate** to bring out the following points:   * Most jobs, even the ones we do on our own, relies in some part on other people * Collaborative working is an essential part of organisational life * As organisations have become more complex collaborative working is more essential than ever before. | 17 | **Class Debate**  Split class into two groups  10 minutes to prepare arguments  “This house proposes that no job is truly individual. All work requires collaborative working with others.”  Contribute to discussion  Listen, ask questions and makes notes |  | |
| Methods to foster collaborative working | Getting to Know Each Other   * Calling a group of individuals a team doesn’t automatically create cohesion * Team members benefit from taking time to get to know each other * Discuss individual strengths and weaknesses * Understand what skills are on offer * Communication and personal insight an integral part of the collaborative process   Refer to Study Guide | 18 | Listen, make notes and ask questions as necessary |  |
| Brief **Group Activity 4**  Each person in the group must make three statements about themselves, one of which isn't true.  Each individual will make their statements and the rest of the group must vote on which statement they believe is the tale.  The purpose of this activity is to enable the group to experience communication and personal insight in a ‘getting to know you’ process as part of the wider group.  Debrief activity | 19 | **Group Activity 4**  Devise and share three statements about yourself, one of which isn't true. Vote on which statement they believe is not true. | **E2 LO2 Activity 4:** Methods to foster collaborative working |
| Clearly Defined Goals   * Requirement for clearly defined and measurable goals * Clarity over role responsibilities * Accountability for contributing to team objectives * Agreement on task priorities * Developing timelines for delivery * Keep performance goals front of mind   Refer to Study Guide | 20 | Listen, make notes and ask questions as necessary |  |
| Brief **Paired Activity 5**  Review the Study Guide Case Study: Developing collaborative working relationships. Working with a partner write five SMART Team Goals for the project Team that Jamie was working with.  Facilitate discussion, review the goals and determine whether they are SMART. Discuss how people feel about these goals versus not having a goal at all, or a goal which is vague. Remove sections of the SMART goal (e.g. the time or the measure) and ask how the students see the goal now. | 21 | **Paired Activity 5**  Review the Case Study: Developing collaborative working relationships. Working with a partner write five SMART Team Goals for the project Team that Jamie was working with.  Make note of key points. Contribute to discussion  Listen, ask questions and makes notes | **E2 LO2 Activity 5**: SMART team goals |
| Communication   * Essential for collaboration to become a reality * Communicate organisation and team expectations * Can take place virtually using IT * Remote teams need to respect different time zones * Clarity on what needs to be accomplished   Using Technology   * Aid sharing of information * Removes barriers of time and geography * Real time meetings can take place regardless of location * Enables improved communication and free exchange of ideas * Contributes to knowledge development, innovation and creativity   Refer to Study Guide | 22-23 | Listen, make notes and ask questions as necessary |  |
|  | Brief on **Homework Activity 6**  Read Case Study: How do you solve a problem like Lucinda? (This document will be available from the online student resources.)  Imagine you were advising Derek Duke. What recommendations would you make to help foster collaborative working among the hotel staff? | 24 | Listen and ask questions as necessary  Individual activity as homework | **E2 LO2 Activity 6**: Fostering collaborative working |
| Review of session and learning outcomes | Refer to summary in Study Guide | 25-26 | Listen |  |