

**‘Elbows’ 2000**  
***Team effectiveness is a winning way***  
**‘...no one, not any one of us, is as good as all of us’**

***Values***

- Identify how we will go about things
- To work must be shared , agreed
- Determine behaviour
- What behaviour / attitude will be acceptable for an individuals identity
- And, for them to retain individuality whilst interacting in the team
- The team goals
- And, the individuals goals as part of the team, note this
- Review of goals and values is a priority

***A GREAT TEAM or an expert team***

- Expects to win
- Has respect for / from others
- Hard working
- Challenged by experimenting with approaches to high performance
- Focused and sets goals
- Trains diligently
- plan, perform, reviews and evaluates training and performance
- Excellent skills
- strong leadership
- clear roles & responsibility
- Trust of/ in others
- Collectively mentally tough
- Honest communication

***When expert teams do best.....***

Team Effectiveness & teamwork

i.e. these ***superior*** teams combine knowledge of others game and skill for their job/ role/ attitude; it is not sufficient to be technical experts for teamwork; the team has to have members who interact so as to lead to a coordinated team action

***Team adaptation and decision making***

***superior*** teams are adaptable and make timely decisions in most if not all situations, even if, competition situation appears unsure and decision for best outcome is necessary

***good*** teams have practical decision making so in the competition they have the ability as members to gather and integrate information, use sound and practical judgement, quickly weigh up alternatives, select the best and preferred decision for the required outcome.

All sounds good but now we are under stress.

In ***good*** teams, status team members (say skips), are known to seek input from other members but these members tend to withdraw in the stressed situation. So attention to team tends to narrow, tunnel in on yourself. And then communication between members drops off.

But the ***superior*** team, despite experiencing the above, has the members who maintain skill level, have internal behaviour tools to cope in this period of stress. Hence they perform adequately till they return back to superior performance.

***Shared cognition***

essentially they share – mental approach, team situation awareness, member interaction, mutual performance monitoring (my job, your job), support and back up

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## ***Team effectiveness is a winning way***

### ***Team leadership***

the impact of leaders on team effectiveness is prime – Tom Harley – if our leadership is brittle we are brittle. Leadership, not always a skip, is the one who

sets the objective; prescribes the performance level; structures solutions;  
solves the social/ emotional issues; coordinates mutual effort;  
shares and rewards; communicates.

Shared leadership is valued to show how the team leadership can contribute to expert team performance.

### ***Share leadership***

is transference of that leadership function among the team members or 4 skips in a team. It takes advantage of each members strength, knowledge, skills, character, attitudes, perspective or time in the case of the lead player. The leader of the team can lead the team more effectively simply by creating a climate of team by mutual and equal inclusion without anyone foregoing their prime role for performance.

### ***Team Belief – a psyche state***

how strong is the belief within the team, within each member. The climate created influences that belief. Belief is only ever in question in perceived times of stress. Stress and its solutions can be trained for, contended with sometimes even solved or erased. Losing is a transitory state, it is not failure. Having lost is a lesson to learn from the experience – it is not failure.

### ***Team cohesion – the coach as influence***

- Seek and foster leadership within the team
- Acquaint each player with other's responsibilities as bowls team
- Take the time to learn more about each individual bowler
- Develop pride within sub teams, e.g. front end of a fours
- Develop ownership for the players
- Set team goals and exude sheer joy for their effort and success
- Know their role and take pride in the contribution that role provides the team
- Don't expect total harmony, bowlers are human first
- Avoid cliques or at least their adverse impact on the team
- Develop team drills and mix everyone around to remind all they are peers
- Highlight progress or positivity though we lost
- Have a plan/ game plan but allow flexibility where circumstances require
- A reminder bowlers have issues at times
- Have an environment where challenge, risk, irritation, fun,etc are all acceptable
- Develop their commitment using tools such as goals, records, plans
- Feedback is two way, encourage
- Performance is a process that needs monitoring
- Confront issues, standards and remember confrontation is honesty and trust
- Confrontation like feedback is an aspect of communication, keep at it
- Respect like feedback is a two way street
- Participation and collaboration with decisions and plans is valuable
- The invisible team – all others apart from the players – are invaluable
- Walk the talk

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