TITLE: **Teamwork and Team Leadership**

MODULE: **No: 03**

Objectives: Participants of this module. . -

- will be able to build an effective team to achieve their objectives
- will understand what is the team leader's responsibility in building team and what makes an effective team leader
- will find out what conditions make a team effective and how to motivate teams
- will be able to resolve team conflict and contribute constructively to their resolution
- will be able to communicate effectively and clearly.

Participants: agricultural advisors (approximately 15) Trainers: Slađan Stanković PhD (SS), second CECRA trainer

Location: IPN, Bulevar despota Stefana 68b, Belgrade, Republic of Serbia

Day 1, from 10.00 to 18.00

Time	Phase/Step	Objective	Details and methods	Materials/ Visualisation	Responsible (Who?)	Comments
10.00	Introduction	Welcome: Overview on CECRA 3 (objectives, programme outline), Introduction of the participants, Distribution of participants in groups, Forming a final team.	Introduction of trainers. Introduction of the participants: - Each participant have to choose object – animal toy and to explain why decided for this toy and what are his/her positive qualities, - Each participant has to explain his/her expectation of the seminar, summary. Trainers present the content and objectives of the module.	Posters (goals, programme), Cards with participants' names.		

11.00	Model - team development Ability to be a "team player"	Understanding the concept of team and team work. What does it mean to have a role in a team and why being a good team player is needed. Learning about the value of teamwork and becoming an effective member of the team. Personal understanding of teamwork.	Exercise: The concept of team. Difference between team and group. Structural elements of the team. Benefits of the team (idea, start talking, support, different skills, distribution of work, creativity, faster achievement). Team values and team standards.	Pin board, Flipchart. Role play		
11.30	Coffee break					
11.45	Team roles	Understanding of the roles that different people play in a team and the importance of each role.	Five large pieces of paper, each with one of the following drawn shapes – square, rectangle, circle, triangle and squiggle. Participants walk to the shape they like best or find most appealing. Trainer explains that each shape represents participant's personality. Discussion in the group about: - Why it is important that different shapes work in the same team, - Do you think it is easy or difficult for different types of personalities to work together?	Poster, Paper, Drawn shapes.		
12.30	Team roles	Understanding of the roles that different people play in a team and the importance of each role.	Exercise: Team values and different roles in team work. Who am I in the team? Belbin test. Discussion – different types of "team players", their advantages and disadvantages.	Pin board, Flip chart.		

13.30	Lunch break					
14.30	Energizer	Activate trainers and participants.	Fun activity.		Energizer team	
14.45	Motivation	Appreciating the motivating factors.	Presentation of motivation theories (trainers input) - Maslow's Hierarchy of needs theory, Douglas McGregor: Theories X and Y, Motivating factors- work in groups. Motivation meter.	Flipchart, Poster , Paper, Markers, Cards.		
16.00	Coffee break					
16.20	Leadership	Understanding the term "leadership". Leadership styles. For participant is clear what makes a great leader.	Photo (different types of leadership). Visualisation (poster – cook leadership styles). - Brainstorming (card survey): differences between boss and leader and how to become a leader. - Collection of findings on a flipchart. - Feedback. Exercise: Individual work (journaling activity – what type of leader you would like to be/explain your choice	Photos, Poster, Pin board, Cards Role play		
17.30	Summing up and conclusion	Interim evaluation.	Brief personal impressions (What did I learn about – team, team work and team leadership?).	Cards, Pin board, Flipchart, Mood meter.		

Day 2, from 10.00 to 18.00

10.00	Introduction	Contents of the first day are presented.	Wrap up team prepares first day presentation in an innovative way.		Wrap up team	
10.15	Team group practice	Participants acquire experience of team work. Integration of new knowledge during practice.	Exercise: Roles (teamwork in the job) Discussion in the group: - What was the real problem in the group?	Volunteers to act/copies of scenario, Cards, Pin board.		

			➕ What the members of the group could have done differently? Work in the group, each group has observer, cards, presentation. ➕ Bad and good experience in team group.	Role play		
11.00	Coffee break					
11.15	Barriers to the team success	Engage participants in the discussion of barriers and strategies they may be able to put in place to create positive outcomes.	Exercise: Teamwork (Is teamwork always easy? Reasons why not.) – flip chart. Work in smaller groups (4 groups). Presentation. Discussion.	Flipchart.		
12.15	Conflict	Examples of team conflict and some advise how the leader can react properly.	Exercise in group: Identification of different types of conflicts. How to deal effectively with various conflicts. Feedback and questions.	Carts, Clear floor PowerPoint Flip chart Pin board		
13.15	Lunch break					
14.15	Energizer	Activate trainers and participants.	Fun activity.		Energizer team	
14.30	Communication and listening	Engage participants in discussion of principles of effective team communication.	Discussion. Presentation. Questions, comments.	Poster PowerPoint Flip chart Pin board		
15.05	Coffee break					
15.30	My role in the team. Self-reflection.	Participants reflect on their role in the team. Understand the contribution of each member of the team.	Different roles in groups (presentation on a flipchart). Brainstorming “which roles you are most likely to take and which ones are not part of your natural style”. Findings shown in a flipchart. Feedback and questions.	Flipchart, Markers PowerPoint Flip chart Pin board Role play		
16.30	Establishing a team	Integration of knowledge and an example of establishing a team.	Exercise: Establishing a team, Definition of goals,			

			Distribution of roles, Development of action plan.			
17.30	Seminar evaluation	Participants evaluate on the base of topic, methods, module goals and environment.	Assessment of the goals. Discussion.	Posters, Flipchart, Markers.		
17.45-18.00	Seminar end	Thanks, farewell and exchange of information to keep in touch.		Flip chart Pin board Mood meter	All	

Literature review for Module 3

- Participatory Learning and Action: A trainer's guide, Jules N Pretty, Irene Guijt, John Thompson, Ian Scoones, London, 1995, web page www.iied.org/participatory-learning-action
- Facilitation – the art of making your meetings and workshops purposeful and time-efficient. Ernst Bolligerm Tonino Zellweger, Agridea, 1995
- Adviser Facilitation Handbook, Teagasc
- Handout from CECRA Train the Trainer Seminares

Websites:
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https://leaderchat.org/2015/07/16/4-types-of-team-conflict-and-how-to-deal-with-each-effectively/
https://www.slideshare.net/hareeshkodanghat/leadership-motivation-and-teamwork
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http://theproductivitypro.com/blog/2015/10/where-you-fit-understanding-your-role-on-the-team/