

# **WHOSE RESPONSIBILITY IS THAT?**

**A Discussion on Equitable Task Sharing**

# HELLO!



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## OBJECTIVES

- Understanding Team Dynamics
- Setting up a Team for Shared Tasks
- Making a Natural Work Team Work



- The University of Michigan Library is one of the world's largest academic research libraries and serves a vibrant university community that is home to 19 schools and colleges, 100 top ten graduate programs, and annual research expenditures approaching \$1.5 billion.



15.7 million books

4.4 million visits

11 buildings





## MISSION STATEMENT



- Our mission is to support, enhance, and collaborate in the instructional, research, and service activities of the faculty, students, and staff, and contribute to the common good by collecting, organizing, preserving, communicating, sharing, and creating the record of human knowledge.



## OUR LIBRARY'S VALUES



- **Excellence**
- **Engagement**
- **Diversity**
- **Interdependence**
- **Humanity**



# Interdependence



Embrace interdependence and cultivate opportunities to collaborate internally with each other (One Library), locally with campus partners and with our peers nationally and internationally.

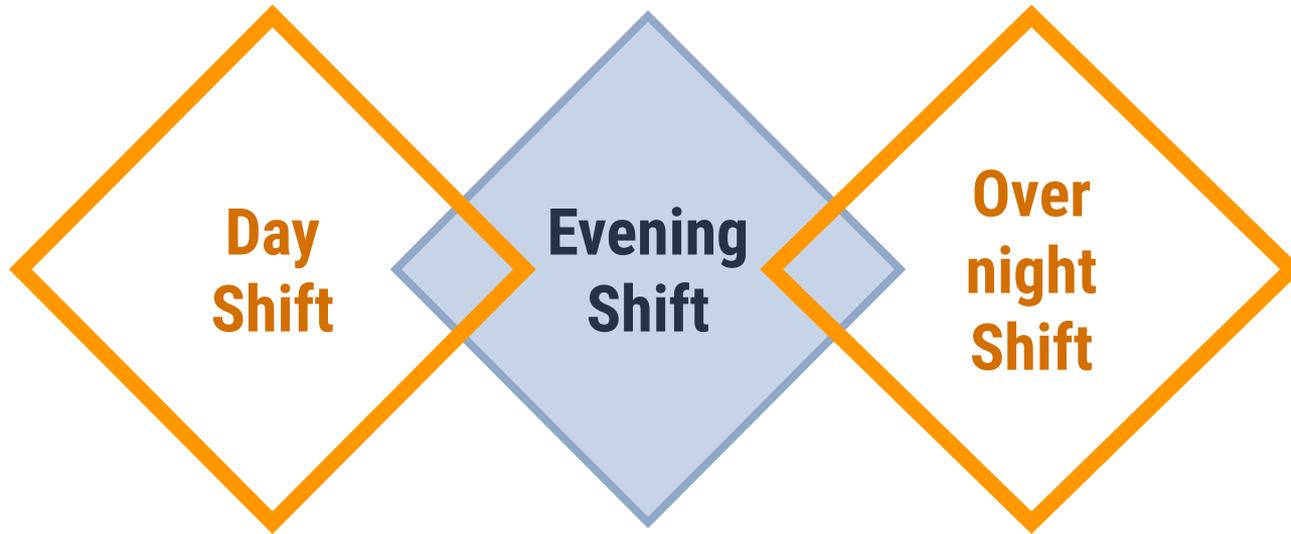


# Humanity

Embody integrity, compassion,  
empathy, equity, and ethical behavior.



# SHAPIRO INFORMATION SERVICES





## SHARED TASKS

- **Patron Inquiries Sent to a Team**
  - ▷ Room Schedulers, Footprints, Lobby Team
- **Multi-Step Processes**
  - ▷ Course Reserves, Hold shelf maintenance
- **Committee Work**
  - ▷ Diversity Council, Staff Forum Board

# 1

## Understanding Team Dynamics

The Importance of Relationships



## THE COMMON THREAD

Interdependence

Humanity

Teams

# Relationship

“*When teams work together well, members can concentrate on their primary goals. However, teams often underestimate the need for building relationships, ultimately wasting time on struggles for control and endless discussions that lead nowhere.*”



## CULTIVATING RELATIONSHIPS

- Being invested in each other's success
- Thinking about what another might need
- Observing differences in experiences
- Sharing food and holding space



# STAGES OF RELATIONSHIP-BUILDING ON TEAMS

**Based upon:  
The Team Handbook, Third Edition**



## FORMING

- Get to know one another
- Be clear in charge and scope
- Create a plan together





## STORMING

- Establish ground rules
- Subvert power struggles
- Structure meetings to encourage collaboration, not isolation





## NORMING

- Maximize use of team's skills
- Adjust ground rules
- Continue to encourage collaborative work





## PERFORMING

- Update processes and methods
- Monitor progress and celebrate achievements
- Tell others about the team



Run the Jewels 14.. (2018, January 21). [digital image].  
Retrieved from  
<https://www.flickr.com/photos/hamley1980/38906991115/>

# 2

## How to Set Up a Team with Shared Tasks



## TEAM ROLES

- Team Members
- Team Leaders
- Coaches
- Sponsors



## FIVE CHARACTERISTICS OF SUCCESSFUL TEAMS



Clarify Expectations  
and Set Goals



## CLARIFY EXPECTATIONS AND SET GOALS



- Team wide
  - ▷ Get on the same page
  - ▷ Create boundaries
- Individual goals
  - ▷ Pull out strengths
  - ▷ must align with team



## FIVE CHARACTERISTICS OF SUCCESSFUL TEAMS



Communicate  
Effectively



## COMMUNICATE EFFECTIVELY

- Share Share Share!
- Remember to Listen
- Email vs. Chat vs. verbal
- Use interfaces to your advantage

1. Hold Request Information	2. Item Match Filter
Author of Part:	<input type="text"/>
Title of Part:	<input type="text"/>
Pages to Copy:	<input type="text"/>
Hold Request Note	AA 35107 FA 2019 0001
Hold Request Note	1st email sent 9/28 LD
Requester Name:	<input type="text"/>



## FIVE CHARACTERISTICS OF SUCCESSFUL TEAMS

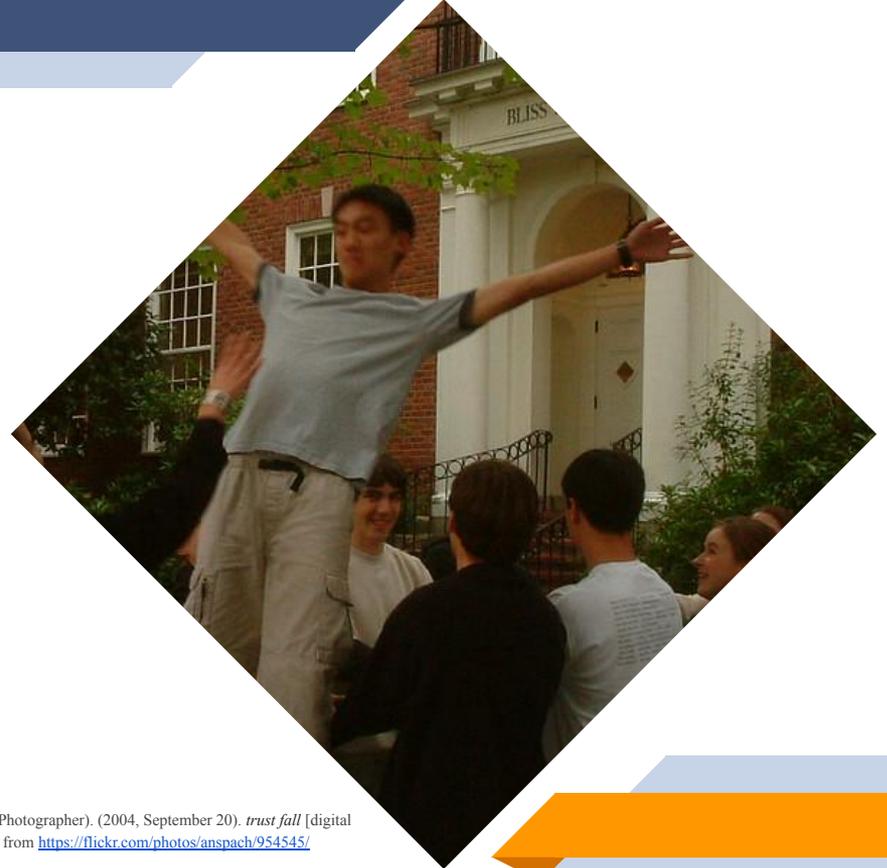


Build Trust



## BUILDING TRUST

- Get input from coworkers
- Assist outside of regular duties
- Be vulnerable
- Own mistakes
- Don't gossip



Anspach, Barret (Photographer). (2004, September 20). *trust fall* [digital image]. Retrieved from <https://lickr.com/photos/anspach/954545/>



## FIVE CHARACTERISTICS OF SUCCESSFUL TEAMS



Accountability



## ACCOUNTABILITY

- Responsible for outcome: good or bad
- Lack of accountability can cause social loafing
- Empowerment turns it into a positive
- Stop the Blame Game!
  - ▷ Use “I” and “how” statements



## FIVE CHARACTERISTICS OF SUCCESSFUL TEAMS



Recognition/Feedback



## RECOGNITION / FEEDBACK



- Increases job satisfaction
- Encourages staff to be accountable
- Be constructive and direct with feedback



## TOOL: RESPONSIBILITY MATRIX

TASK	Team Leader	Team Members	Coach	Sponsor
Course Reserves	<b>A</b>	<b>CDE</b>		<b>Z</b>
Room Schedulers	<b>A</b>	<b>CDE</b>		<b>Z</b>
Lobby Team	<b>B</b>	<b>DF</b>	<b>Y</b>	<b>Z</b>

Scholtes, P. Joiner, B., and Streibal, B. (2003). The team handbook. Oriol, Inc: Madison, WI

# 3

## Making a Natural Team Work



## WHAT IS A NATURAL WORK TEAM?

A group of people who work together everyday on a common purpose, product or function to improve performance and individual skills through their collective skills and experience.



## HOW TO SUSTAIN A NATURAL TEAM

Once a team has:

- put time and energy into getting to know each other
- learned each other's interests and strengths
- built trust and a group identity



# THE IMPORTANCE OF COMMUNICATION





## 9 EFFECTIVE COMMUNICATION SKILLS

1. Active listening
2. Non-Verbal communication
3. Asking questions
4. Being clear and succinct
5. Clarifying and summarising
6. Being empathetic
7. Providing feedback
8. Developing trust and rapport
9. Being present



## 5 BARRIERS TO EFFECTIVE COMMUNICATION

1. Judging the other person
2. Not paying attention to the person you are talking to
3. Using technical language
4. Giving solutions or unwanted advice
5. Avoiding the concerns of others



## EXAMPLES OF INEFFECTIVE COMMUNICATION

- You did \_\_\_\_\_. (Accusatory)
- When you did \_\_\_\_\_, I felt \_\_\_\_\_.  
(Blaming)



## EXAMPLES OF EFFECTIVE COMMUNICATION

- I notice that \_\_\_\_\_.
- It seems like \_\_\_\_\_.
- Am I understanding you correctly,  
\_\_\_\_\_.
- I want to talk to you about \_\_\_\_\_.



## BENEFITS OF COLLABORATION

- Creates a pool of talents and strengths
- Develops individual skills
- Fast-tracks troubleshooting and problem solving
- Increases efficiency
- Enhances employee retention and job satisfaction

## 6 SIMPLE TIPS FOR EFFECTIVE TEAM MANAGEMENT

1. Be transparent
2. Keep communicating
3. Provide valuable feedback
4. Encourage collaboration
5. Trust your team to do their job
6. Prevent team burn-out



## TEAM BUILDING ACTIVITIES

- Take-an-employee-to-work day
- Provide comfortable spaces to collaborate
- Use icebreakers at meetings
- Group mentoring
- Plan off-site events or activities



## 5 ADVANTAGES OF HAPPY EMPLOYEES

- Improved productivity
- Better employee retention
- More harmonized work environment
- Better relationship with patrons
- Increased confidence



## UNANSWERED QUESTIONS

- How do natural teams handle people leaving the team for new opportunities?
- How do natural teams bring new members into an established group?
- How is leadership expressed within the group?
- How does the group continue to develop and increase its skills and tools?
- If everyone is responsible, is it okay if I don't do it? (Group and individual accountability)

# THANKS!



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