



Grainne Carroll

Team Tool



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OER Description

Team Tool is an open educational resource (OER) designed to support equitable, effective teamwork in higher education. It was developed in response to persistent challenges in collaborative work, including uneven contribution, lack of accountability and student dislike and anxiety around group projects.

Team Tool provides a structured framework that allows users to navigate the key aspects of teamwork in an easy to use accessible and interactive environment. Within each lesson, learners engage in multiple interactive activities, including multiple-choice knowledge checks, video segments,

branching scenarios / role-play simulations, quizzes, and self-reflection prompts.

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About Team Tool



Lesson One - Introduction to Teamwork



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Lesson Three - Coordination & Collaboration



Lesson Four - Conflict



Lesson Five - Characteristics



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Quiz



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About Team Tool

Team Tool is an interactive workbook to help you improve your teamwork skills in a college setting. This workbook will take you through some of the important skills that can help you improve your ability to work in a team. Each lesson will begin with information about its topic, with some interactive sections to ensure you pay attention. At the end, after a brief review of each lesson, there is a quiz. You must achieve at least 85% to pass, although you can try as many times as you want.

Follow along with Charlotte, Isi, Rory, and Nathan, first-year college students navigating teamwork in a college environment.



Lesson One: Introduction to Teamwork



2:46

1x



Please select the play icon to have the content read to you. It does not include quizzes or videos, these need to be selected separately.

What is teamwork?

Teamwork is the combined action of a group towards a common goal.

What is the difference between a team and a group?

Both share the same approach, working towards a common goal,
so what makes them different?

What is a team?

A team is a collection of people who must interact, share, and work

What is a group?

A group is a collection of people working towards similar goals. **The**

Examples of groups and teams



A good example of a team is in sports —a group of people, the players, working together towards a **common goal**, winning.

Photo by [Vince Fleming](#) on [Unsplash](#)



A good example of a group is people working in the **same department of a company**.

Their success isn't dependent on one another, but they are still in the same environment and have similar goals.

Photo by [Brooke Cagle](#) on [Unsplash](#)

Key characteristics of a group and team

Group	Team
Individual goals	Shared Goals
Individual accountability	Individuals and mutual

	accountability
Individual success or failure	Collective success or failure

A team has a collective identity – people all working together, sharing ideas and working for collective success. With teams, one person's success depends on the rest of the group.

As we will learn in the coming lessons, there is no such thing as a “perfect” team. But there are practices we can implement to help improve teams.

Lets define some of the terms used!

- **Individual responsibility:** In a group, responsibility is wholly dependent on individual members being linked to their work.
- **Share accountability:** In teams, members share collective responsibility. The task's success or failure depends on the entire team, which promotes collaborative efforts.

Now that we know what a team is, what makes a good team?

In this course, you will be taken through the things that go into a good team and given scenarios for which you will have to work out the best answer.

But before that...

Test Time!

Drag the characteristics into the correct box below

Group

Individual goals

Individual accountability

Individual success and/or
failure

Team

Shared goals

**Individual and mutual
accountability**

**Collective success and/or
failure**

Nearly there...

Watch the video below to learn more about team work from some other sources! The TEDx Talk below was presented by a college student and he shares his own experiences with teamwork in college.

 **YOUTUBE**

What it means to be a team player | Matthew Ken

TEDx Talks



Watch on

What it means to be a team player | Matthew Kenny | TEDxLakeTravisHigh

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What three words did Mathew use to define teamwork and being a team player?

- ☐ Adapt, shift, perform
- ☐ Communicate, shift, delegate

☐ Adapt, collaborate, delegate

☐ Adapt, shift, delegate

SUBMIT

CONTINUE

Lesson Two: Communication



7:16

1x



Please select the play icon to have the content read to you. It does not include quizzes or videos, these need to be selected separately.

Communication

- What is it?
- Tips
- Advice for Meetings
- Active Listening
- Practice Scenarios



Hi, I'm Charlotte!

I'll be teaching you about how to communicate effectively in a team. In this lesson we'll be covering what communication is, tips to help with communication, how to have a good meeting and more!

What is Communication?

- Communication is the exchange of information between team members through verbal and online channels.

- It is one of the most crucial parts of teamwork, without communication a team cannot work together.
- Communication can help teams to understand each other's strengths, weaknesses, workflows and thought processes.

Tips for team communication

- 1 Keeping the speed of your speech understandable.
- 2 Thinking before you speak - **has** this point been brought up already? **Does** this point need to be brought up? Will it **add** to the discussion?
- 3 Check non-verbal signals - are you frowning? Are you crossing your arms?
- 4 Keep it simple - use clear and straightforward language.
- 5 Respect your team members! Be friendly and try to foster trust in your team.

Sort the following examples into "good" and "bad" communication

Good Communication

Speaking clearly and concisely

**Asking questions when you
don't understand**

Actively listening to your team

Bad Communication

**Speaking fast to make the
meeting shorter**

**Repeating what has already
been said**

**Not listening when others are
speaking**

Meetings



Meetings are an important aspect of keeping communication open within a team. Having set time to discuss the project with your team helps keep everyone focused and on track.

How do meetings impact communication?

Meetings are a fantastic way to interact with your team members. Familiar teams exhibit a stronger relationship between communication and performance, whether in-person or online.

How to have a good meeting

Below is a list of positive behaviours for you to implement before, during and after meetings:

Before a meeting —

- Have a clear and communicated purpose for the meeting.
- Collaborate on meeting times which suit everyone.
- Choose an easily accessible location.

During a meeting —

- **Deliberating and discussing:** respond to other people; don't simply push your agenda regardless of the others in your team; engage them by agreeing and extending what they say or by respectfully disagreeing with it and offering reasons.
- **Keeping the discussion on task:** bring the team back onto task if the conversation drifts and ensure the agreed upon length of time for the meeting is honoured.
- **Engaging different viewpoints:** ask people who haven't spoken what they think about the task/issue.
- **Offering feedback (when required):** if a particular part of the project is not up to the agreed standard, talk about it productively and let the other person explain – you don't always know what's happening with other people. Also, express appreciation when required.

- **Take meeting minutes:** this can allow you to keep documentation of what is expected of everyone and share what was discussed in the meeting with people who couldn't make it.

After a meeting —

- Plan any needed follow-up meetings.
- Share meeting minutes/summary with all team members, including people who couldn't make it.
- Ensure that everyone knows their deadlines, goals, and responsibilities.

Active Listening

An important aspect of communication is listening to your team members. Active listening requires people to focus on the speaker and what they are saying, maintain eye contact, and ask clarification questions afterwards.

One of the best ways to promote active listening is to do the behaviours yourself. People are likely to copy people who are already showing active listening behaviours.

Some more active listening behaviours.

- Nodding along to whoever is speaking.
- Asking open-ended questions.
- Avoiding distracting movements.
- Keep your body language open.
- Demonstrate empathy when needed.

Good Body Language:

- Open Posture
- Eye Contact
- Smiling



Bad Body Language:

- Closed Posture
- Avoiding Eye Contact
- Tense Face



Remember!

Good communication relies on **respect** and **clarity** when communicating with your team members, you're all in this together!

Which of these behaviours are active listening behaviours

-
- ☐ Maintaining eye contact
 - ☐ Being on your phone
 - ☐ Body turned towards the speaker
 - ☐ Interrupting to add to the story or discussion

SUBMIT

**Let's see how you would solve this scenario,
knowing what you do now!**

Read these two scenarios and think about how you would handle these situations.



Scenario 1

Difficulty making progress in a team brainstorming session

You're in a group project with 2 other people in your class who you're not very close to. During a brainstorming session, there is not much talking or any ideas being talked about, so you decide to end early and try again the next day. Do you have any ideas about how to help break the ice or help the other feel more comfortable sharing?

Possible solution to scenario 1 —

To break the ice and encourage more participation in the next brainstorming session, start by creating a relaxed, low-pressure environment. Begin with a quick casual check-in (e.g., "How's everyone doing today?") to get to know each other a bit. Then, suggest a structured brainstorming method, like round-robin (where each person shares one idea at a time), or a silent brainstorming session (where everyone writes down ideas quietly before sharing). This reduces the pressure and encourages everyone to contribute. Make sure to create an open, non-judgmental atmosphere by affirming all ideas positively, no matter how rough.

Scenario 2

Problems communicating ideas

You're in a team, and one of your teammates is trying to communicate their ideas, but the rest of the team is struggling to understand. Your teammate is getting frustrated because no one understands their ideas. How would you approach this situation?



Possible solution to scenario 2

To address this situation sensitivity and empathy is key. Your teammate needs to feel acknowledged and supported. Consider the following statement, "I can see you're passionate about this idea. Let's try to clarify it together." Then, gently suggest that the team asks specific questions to better understand their point. You could say, "Let's break it down step-by-step" or "Could you give us an example?" If necessary, offer to help rephrase or summarise their

idea to make it clearer. This shows that you're all committed to understanding and working together, and helps prevent further frustration.

More information

Below is a TEDx talk about why communication is valuable in the workplace and how these skills can help you both in college and outside of college.

 YOUTUBE

Teams Start with Human Connections | Matt Eng

TEDx Talks



Watch on

Teams Start with Human Connections | Matt Eng | TEDxSanAntonio

Building teams requires more than matching skill sets. We need to focus on connecting us by our natural motivations to leverage our instincts to help each other. Matt is a product design. He has worked with companies such as IBM, AT&T, Alcatel-Lucent, Ogilvy, and Symantec.

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Lesson Three:

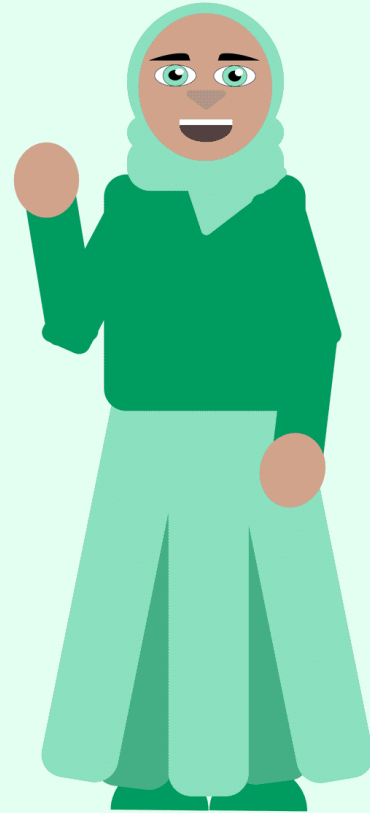
Coordination and Collaboration

 5:39 1x  

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Coordination & Collaboration

- What is it?
- What is the difference?
- Positive Interdependence
- How to encourage coordination and collaboration
- Practice Scenarios



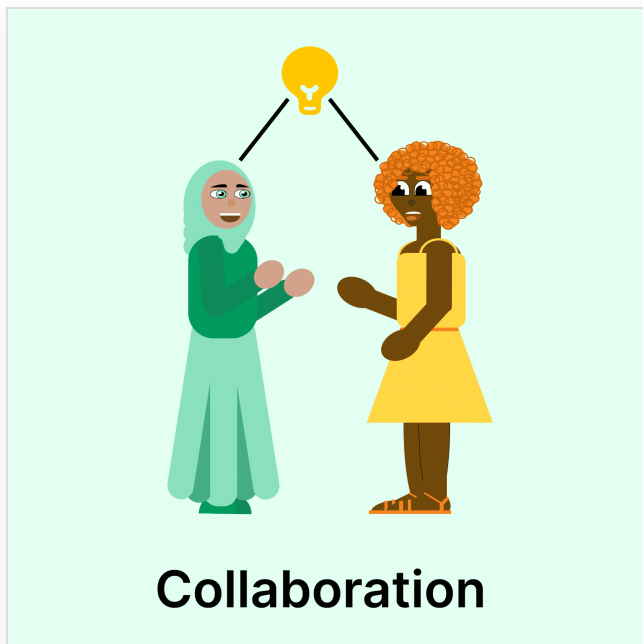
Hello, I'm Isi!

Today we'll be learning about coordination and collaboration. This lesson will teach you about the two terms, their differences, how to encourage coordination and collaboration and what positive interdependence is.

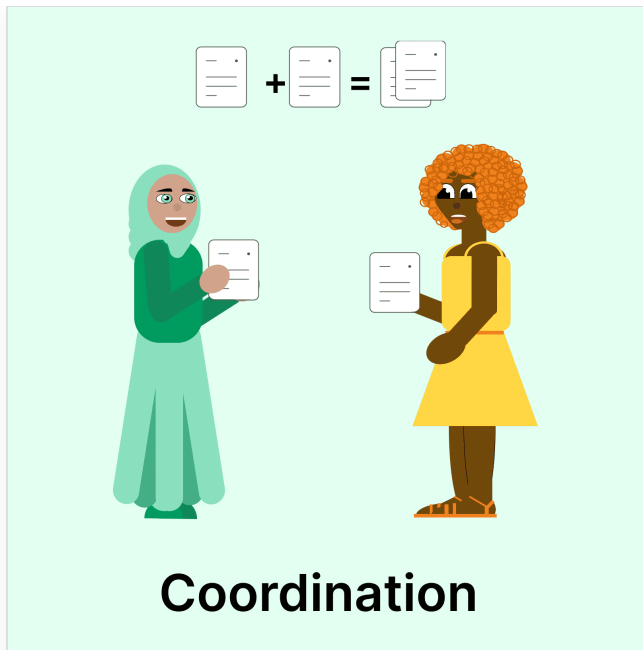
What is coordination and collaboration?

- **Coordination:** the organisation of people or groups so that they work together properly and effectively.
- **Collaboration:** the action of working with someone to produce something.

What's the difference between collaboration and coordination?



Collaboration involves sharing knowledge, resources, and skills.



Coordination involves lining up tasks, timetables, and activities.

Why is collaboration and coordination so important for teams?

Improved Efficiency and Productivity —

- When team members coordinate their efforts, tasks are divided logically and completed faster, reducing duplication and wasted effort.
- Clear coordination ensures everyone knows their responsibilities and deadlines, which keeps projects on track.



Better Problem-Solving and Innovation: —

- Collaboration brings together diverse perspectives, skills, and experiences.
- This variety helps teams generate more creative ideas, identify potential issues early, and develop stronger solutions.



Stronger Team Cohesion and Morale: —

- Working collaboratively fosters trust, mutual respect, and a sense of shared purpose.
- When team members communicate openly and support one another, it builds a positive team culture that enhances motivation and satisfaction.



Image 1: Photo by [Isaac Smith](#) on [Unsplash](#) | Image 2: Photo by [Icons8 Team](#) on [Unsplash](#) | Image 3: Photo by [Antonio Janeski](#) on [Unsplash](#)

“The whole is greater than the sum of its
parts.”

- Aristotle

Positive Interdependence

- The Merriam-Webster dictionary defines interdependence as "the state of being dependent upon one another."
- Positive interdependence plays an important role in coordination and collaboration.
- It is the heart of collaboration and helps turn group work into teamwork by motivating the members to use each other's strengths to achieve the best results.
- Positive goal interdependence is a type of interdependence with the belief that each team member can reach their goals only when the team's goals are met.



Example of positive goal

interdependence: You are assigned a group presentation in college, and everyone wants to get a good grade. Since you are being graded as a group, and you all share the same goal of achieving the same grade, you make sure to learn the material of the presentation and help your team learn their parts of the presentation.

Can coordination and collaboration both be helpful for teamwork?

Short answer: yes! Both skills have different benefits that can enhance and improve your teamwork and improve your end result. Below are just some of the activities: coordination and collaboration are the primary skills.

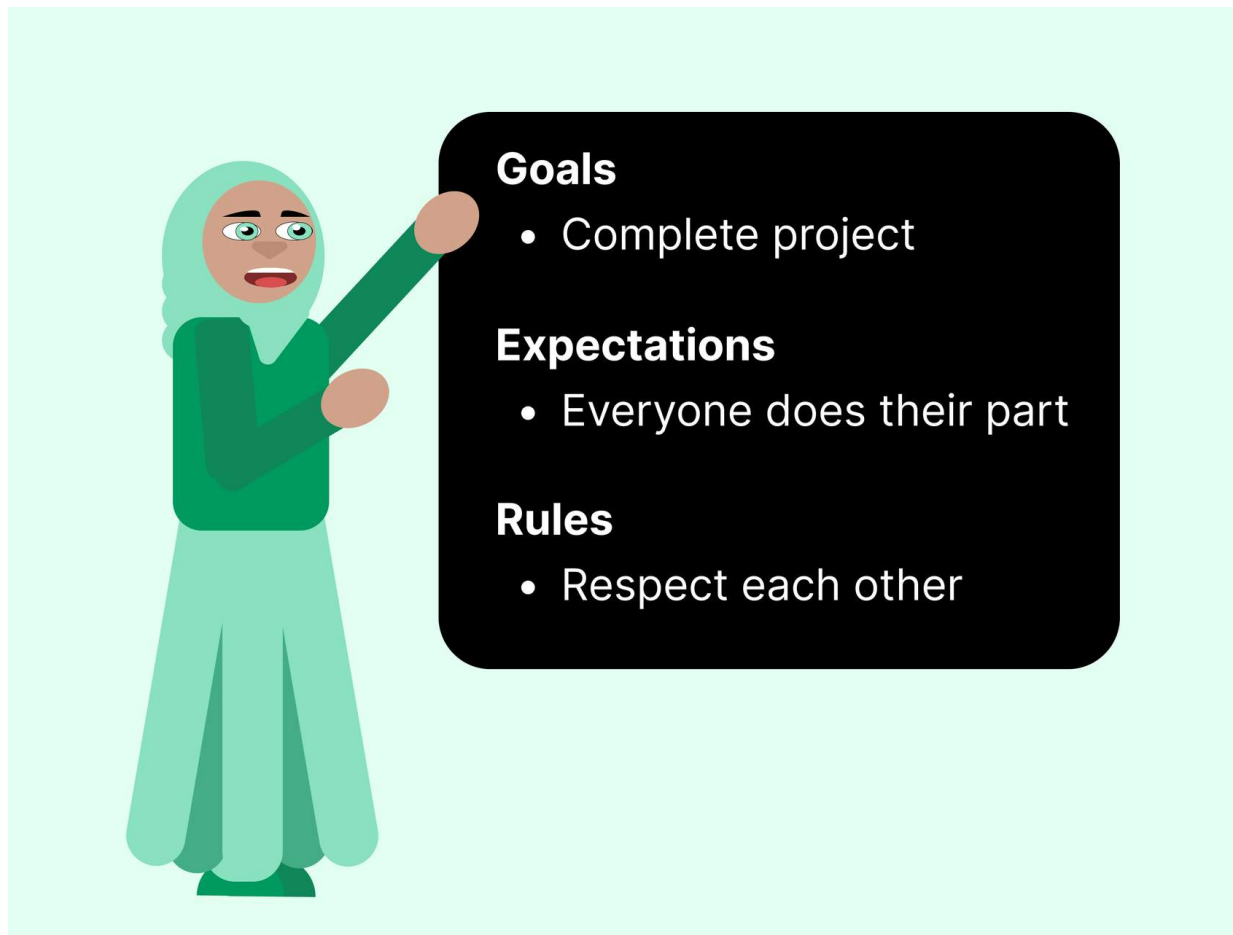
Coordination

Collaboration

Project planning	Brainstorming
Decision making	Problem-solving

Examples of collaboration in the classroom.

- Think-pair-share.
- Peer teaching.
- Small group discussion.
- Peer editing.



How can you encourage cooperation and collaboration in your teams?

- Effective communication within the team (covered in the communication lesson).
- Define a common vision.
- Define clear goals, expectations and rules within the team.
- Utilise team strengths.
- Encourage feedback within the team.

Let's see how much you remember!

Drag the characteristics into the correct box below

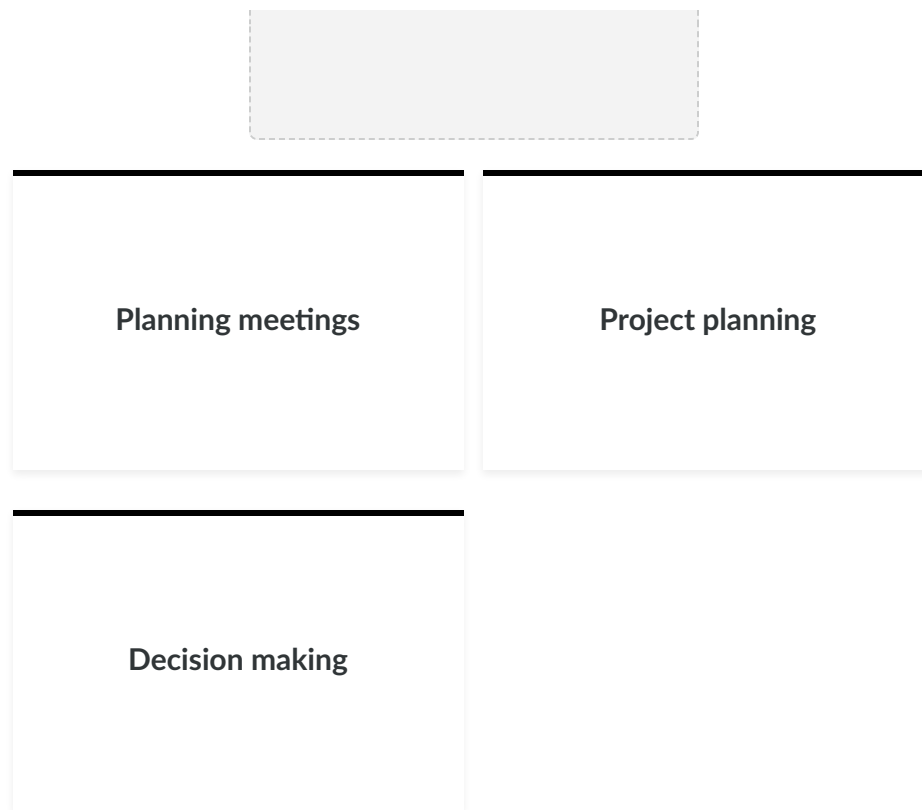
Collaboration

Brainstorming

Sharing knowledge

Problem-solving

Coordination



Match the words to their definitions

⋮ Interdependence	the organisation of people or groups so that they work together properly
⋮ Collaboration	the action of working with someone to produce something
⋮ Coordination	the state of being dependent upon one another

SUBMIT

**Now that we've covered coordination and collaboration,
let's see what you would do in the scenario below**

Read this scenario and think about how you would handle this situation.



Scenario 1

Working collaboratively to get work done fairly and effectively

You are in a group project with three classmates. You've been asked to read and analyse a research paper with the following sections: abstract, introduction, method, results, discussion and conclusions. You have to write a summary of each section. The paper is too long for one person to read within your deadline. How would you approach this collaboratively to complete the assignment in time?

Possible solution to scenario 1 —

To tackle this collaboratively, divide the paper into sections, assigning one section to each person: one teammate reads the **abstract** and **introduction**, another handles the **method** and **results**, and the third takes on the **discussion** and **conclusions**. After reading, each person should write a brief summary of their assigned sections. Then, meet to share your summaries and discuss key points to ensure everyone understands the full paper. Finally, compile your summaries into a cohesive document. This way, you divide the workload and can still meet your deadline effectively.

Almost there!

Watch the TEDX talk below on "The Power of Collaboration".

 YOUTUBE

The power of collaboration: Dr. Sh

TEDx Talks



Watch on

The power of collaboration: Dr. Shelle VanEtten de Sánchez at TEDxABQWomen

Over the past 12 years as the Director of Education at the National Hispanic Cultural Center, Dr. Shelle VanEtten de Sánchez learned indispensable lessons about the power of collaboration in situations of limited fiscal resources, staffing, and time. Collaboration, although rarely the easiest way to accomplish a goal, can turn a small idea into something that far surpasses its original potential.

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Which of these were some of Dr Shelle VanEtten's 5 lessons of collaboration

☐

Practice makes perfect

☐

Chose your own limits

☐

Be the leader

☐

Teamwork does not always equal collaboration

SUBMIT

CONTINUE

Lesson 4: Conflict



11:41

1x



Please select the play icon to have the content read to you. It does not include quizzes, these need to be selected separately.



Hey, I'm Rory!

This lesson will cover conflict and how to manage and prevent it. Using the methods in this lesson, you should be able to reduce conflict within your team. There will be practice scenarios at the end of the lesson for you to practice your skills.

How does conflict affect teams?

Conflict is inevitable, and while it may not happen to every team you join, there will likely be at least one team you join that has a conflict. That's not always bad, as conflict has some beneficial uses. Conflict can help raise and address issues within the functioning of the team and can help people learn how to recognise differences and work as a team despite them. Many teams go through a "form, storm, norm and perform" period, with the "storm" stage where any role or personal conflicts become apparent within the team. In the "norm" stage, these conflicts are sorted out, and objectives and rules are set.

Conflict only becomes negative when it is stagnant. Aka, your teams does not progress to the "perform" stage, which hinders your productivity and performance.



The "**form, storm, norm & perform**" theory was developed by Bruce A. Tuckerman in the mid-1960s. This theory explains the stages of project team development.

"**Form**" is the initial formation, when the team is just starting and purpose is being established. "**Storm**" is when conflict arises as people establish themselves in the team. "**Norm**" is when the team reaches an agreement on roles and goals for the team. "**Perform**" is the final stage, where the team can complete the task.

Bruce A. Tuckerman

What causes conflict?

Conflict can arise from a multitude of reasons.

1. Poor communication,
2. Ill-defined goals,
3. Roles conflicts,
4. Personality clashes,
5. Cultural differences,
6. Poor management.

As well as there being different causes of conflict within teams, there are also different types of conflicts within teams.

Task Conflict —

This type of conflict involves disagreements over differences in ideas, viewpoints, and opinions related to the group's task.

It often centres on the content of the work and can manifest as debates or discussions about the best approach to a problem.

Relationship conflict —

Also known as affective conflict, this type stems from interpersonal incompatibilities among group members.

It includes affective components such as feelings of tension and friction, which can lead to personal clashes and emotional outbursts.

Process conflict

This refers to conflict about how work should be divided, delegated, and accomplished within the group.

It involves disagreements over the process of getting work done, which can include issues with scheduling, decision-making, and the allocation of resources.

Managing conflict.

Effective conflict management can reduce the negative impact of conflict and lead to more desirable outcomes. Teams that focus on the content of interactions, discuss decisions openly, and assign work based on expertise are more likely to maintain high performance and satisfaction over time.

What are the types of team members in a conflict?

A team member's attitude in a conflict is based on many things, but two of the most common measures are their level of assertiveness and cooperation.

How willing are they to get their point across? Are they willing to compromise or go with someone else's idea if it works better?

Below are some types of people in a conflict and their likely levels of assertiveness and cooperation.

Compromising

Moderate in assertiveness,
moderate in cooperativeness.
Compromisers are willing to "give
and take" to resolve conflict.

Collaborative

High assertiveness and high
cooperativeness. These team
members are active and
productive problem solvers.

Avoiding

Low in assertiveness and cooperativeness. Avoiding people who are detached and indifferent to conflict.

Competitive

High in assertiveness and desire to outperform others within the group. Can create tension if not combined with a spirit of collaboration.

Accommodating

Low in assertiveness and high in cooperativeness. These team members are easygoing and willing to follow the team's decisions.

Social loafing

A big cause of conflict is social loafing. Social loafing is the idea that since there are multiple members within a **group, one or more people reduce their efforts, and if the group is graded as one**, as opposed to individual grades, they can capitalise on their group's success.

Some tips you can try to reduce the likelihood of a team experiencing social loafing are;

1. Maintaining a moderate size group.
2. Checking individual contributions.
3. Arrange regular meet-ups.
4. Peer review at the end of the project.

What are some strategies to ease conflict?

Everyone has their skills when it comes to resolving conflict. This is a skill that they have practised throughout their lives in different ways. Whether it is beneficial or potentially non-beneficial, everyone has a basic understanding of how to resolve conflict. However, below are some practices you can adopt in a conflict that can help bring your team back on track:

- **Self-reflection:** Self-reflection is very important in resolving conflict. Ask yourself, "Am I allowing the conflict to continue unchallenged? Am I potentially aiding those causing conflict?". Nobody is perfect! Conflicts happen for loads of different reasons.
- **Support and challenge:** Giving support and constructively challenging team members during a conflict can be beneficial in helping the person or team examine their behaviour. This could be showing support for a team member whose ideas may get lost or asking another team member to consider more people's ideas.
- **Learn as you go:** Every team conflict is different, and while they might follow similar themes or ideas, there will always be differences between them. It's important to take the knowledge you've gained from previous experiences with you to improve your skills in conflict resolution.



What are some strategies that can be put in place to prevent conflict?

As mentioned, conflict is not always bad, but knowing how to prevent conflict from becoming stagnant and not allowing the team to develop is crucial in preventing the long-term effects of conflict. Below are some things you and your team can do to keep the team performing.

Rotating meeting roles —

This involves assigning different responsibilities to group members on a rotating basis. **For example**, different members might take turns leading meetings or reviewing work. This approach helps distribute the workload and ensures that everyone can contribute and take on leadership roles.

Set expectations for decision making —

An example of this is **majority rules**. Majority rules mean that most team members must agree on a topic or decision. This can be carried out through voting or making polls in a group chat; it can even be done anonymously. Establishing a decision-making process can help prevent conflicts before they escalate by providing a structured way to make choices.

Dividing work fairly —

This is about finding an appropriate way for all members to contribute, no matter their circumstances. It combines accommodating, collaborating, and compromising to achieve performance goals and high individual member satisfaction. **Remember!** Everyone has

different things that work for them, and discussing this before a deadline is important so everyone feels heard.

Be willing to compromise —

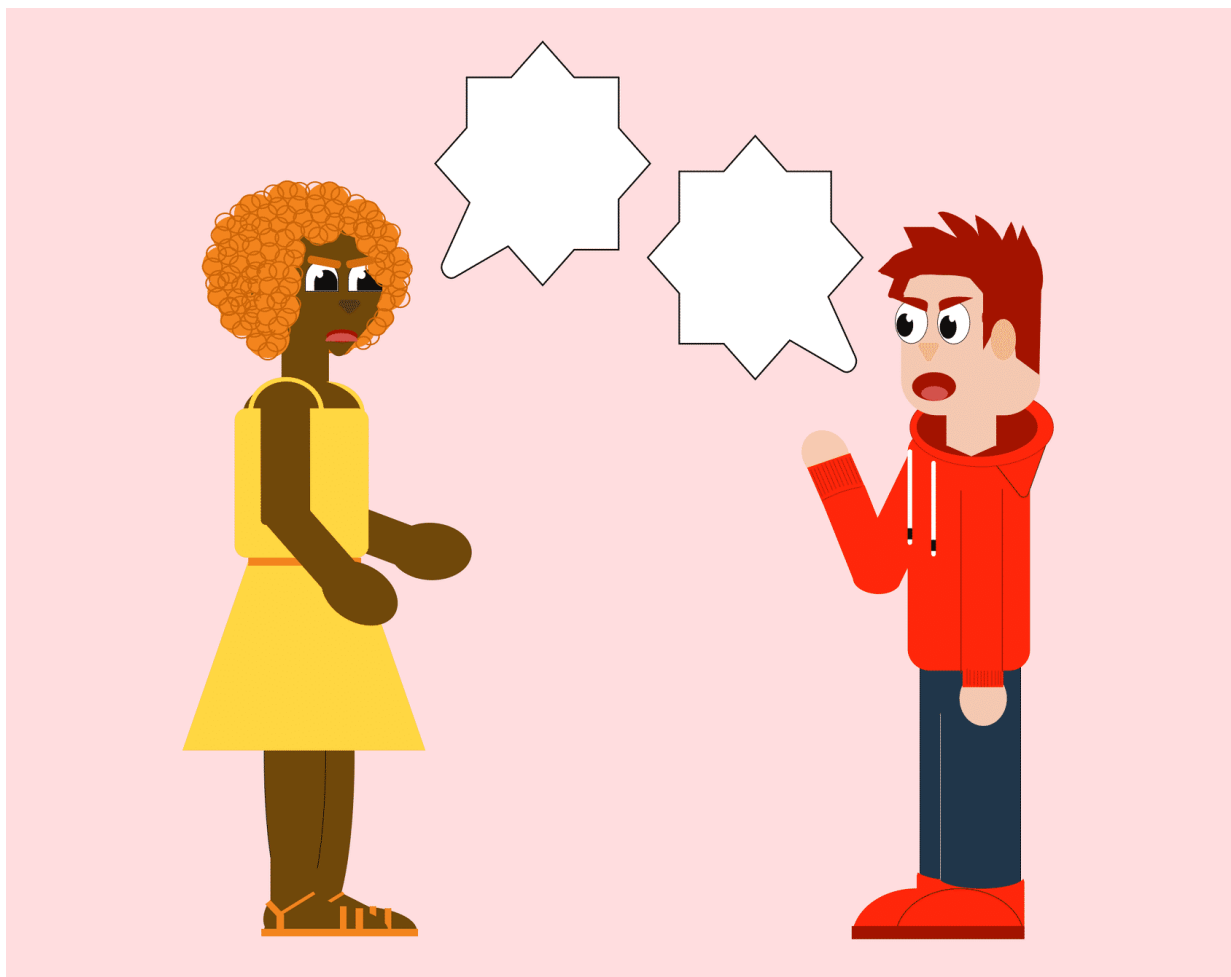
This involves finding a middle ground or reaching an agreement that all members can accept, which is an important part of preventing conflict. You've already learned about **good communication skills**, so applying those skills to get your point across is crucial for preventing conflict. It's about negotiating and finding solutions that satisfy everyone's needs as much as possible.

Discuss goals and deadlines —

This involves coming together and setting a clear and fair schedule for when people will complete their work and what standard of work is expected from everyone. **For example**, if everyone finishes their contribution a few days before the deadline, the team has time to put everyone's work together and practice presenting if needed.

The scenarios

Read these two scenarios and think about how you would handle these situations



Scenario 1

Difficulty agreeing on an idea

You are on a team, and two of your teammates are not able to agree on an idea for your project. During one of your discussion sessions, the two members get heated, and communication breaks down. What are some of the ways you can resolve this conflict?

Possible solution to scenario 1

To resolve the conflict, stay calm and intervene as a neutral mediator. Acknowledge both sides of the disagreement by saying something like, "I see both of you have strong points, let's find a way to combine your ideas." Encourage each person to express their concerns and listen actively. If needed, suggest a brainstorming session where each person presents their idea, followed by a discussion of pros and cons. Alternatively, propose a compromise or vote on the best approach to move forward. Ensuring that everyone feels heard and respected is key to de-escalating the situation and finding a solution.

Scenario 2

Clearing the air with an annoyed teammate

You're in a team with 3 other people, and you've missed the last two classes. One of your teammates has been making passive-aggressive comments about your absences to the other members and in the group chat. How can you approach this teammate to clear the air?



Possible solution to scenario 2 —

To clear the air, approach your teammate privately and calmly, acknowledging their frustration without getting defensive. You could say something like, "I noticed you've mentioned my absences a few times, and I just wanted to check in with you. I understand it may have caused some issues, and I'm sorry for that. Maybe we can talk about how I can catch up and contribute more effectively moving forward." This shows that you're taking responsibility for your actions, while also opening the door for

constructive dialogue. Keep the conversation focused on resolving the issue and improving the team's collaboration.

Match the type of conflict with the scenario that fits it best.

⋮ One of your classmates isn't doing their work, and it's falling to you to do	Task Conflict
⋮ One of your classmates won't let another classmate speak in your team meetings.	Relationship Conflict
⋮ Two of your classmates cannot decide what topic to base your project on.	Process Conflict

SUBMIT

Which of these are strategies that can be put in place to prevent conflict

☐

Defined Roles and Responsibilities

☐

Very Competitive Culture

☐

Unequal Workload or Recognition

☐

Collaborative Decision-Making

SUBMIT

CONTINUE

Lesson 5: Characteristics



5:26

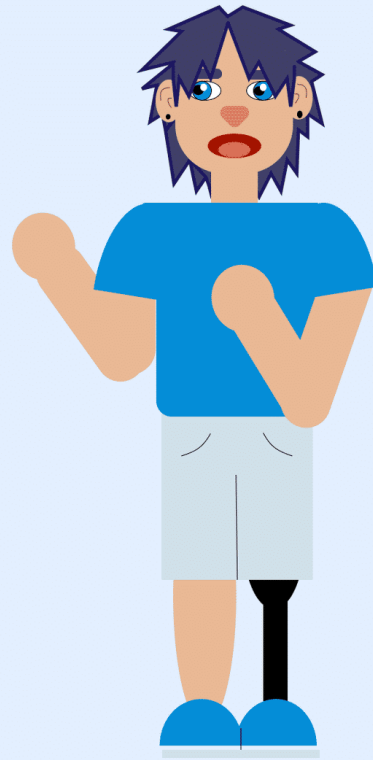
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Characteristics

- The Big Five Traits
- Big Five Personality Test
- How does personality play a role in teamwork?
- Practice Scenarios
- Further Reading



Hi! I'm Nathan!

Today we'll be covering how characteristics play a role in teamwork. This lesson will cover the big five traits, how personality plays into teamwork, practice scenarios and more!

The Big Five Personality Traits (Mc. Crae and Costa)

There are five main personality traits that are taken into account when team building; Openness, Conscientiousness, Extraversion, Agreeableness and Emotional Sensitivity. The Big Five (or the OCEAN Personality Test) allows for a deeper understanding of yours, and your teammates personality. Understanding yourself and your teammates can help improve the teamwork, communication and productivity of a team.



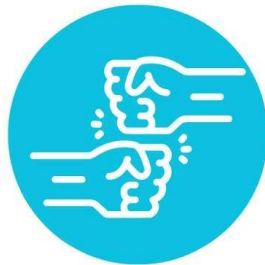
Openness



Conscientiousness



Extraversion



Agreeableness



Emotional Sensitivity

Openness – People who are receptive to new ideas and experiences

Conscientiousness – Someone with high levels of self-control and motivation who is determined to reach their goals

Extraversion – People who are outgoing, talkative, and energetic. Very good in social situations.

Agreeableness – Someone who is cooperative, friendly and empathetic.

Emotional Sensitivity – People with low emotional stability and tend to feel anxious, stressed and depressed.

Explore your personality

To learn more about your personality traits, use the external Big Five quiz linked below. This activity will help you reflect on which traits you identify with most strongly.

 **BIGFIVE-TEST**



Free open-source BigFive personality traits test

Take a free, open-source Big Five personality test. Learn to know your personality traits and compare yourself with your partner, colleagues, friends or family.

READ MORE BIGFIVE-TEST >



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Keep in Mind!

A dominant personality trait doesn't mean it's your **ONLY** personality trait. No one will fit perfectly into one box, and instead be a combination of multiple traits.

Everyone is unique and will act and feel differently.

What result did you get in the Big-Five Test? (can select multiple answers)

- ☐ Openness
- ☐ Conscientiousness
- ☐ Extraversion
- ☐ Agreeableness
- ☐ Emotional Sensitivity

SUBMIT

How does personality play a role in teamwork?

Openness

Your team's most innovative and creative members are those with high openness. They are creative thinkers who are constantly searching for new approaches to challenges. Embracing openness allows ideas to flow freely, stimulating creativity and keeping your team on their game.

Conscientiousness

Your team's dependability and discipline relies on those with high conscientiousness. These are the planners and doers within the team. They set the bar to meet deadlines and uphold standards of performance. Encouraging conscientiousness among your team ensures that projects are finished quickly and to the best possible quality.

Extraversion

Extraversion is evident in those who are friendly, outgoing, and energetic. These team members are excellent communicators, which makes them a great asset in team meetings. Extraverts bring energy to the team, elevate spirits, and guarantee that working together is successful and pleasurable.

Agreeableness

Consistency identifies the cooperative and caring individuals of your team. They ensure that conflicts are settled amicably and everyone feels valued, acting as the team's glue during trying times. They are the ones who make sure that team dynamics are smooth and that cooperation and support are valued highly in your project.

Emotional Sensitivity

Lastly, emotional sensitivity although elevated levels may suggest a predisposition to stress, comprehending this personality trait can be beneficial. It serves as a reminder of the importance of having a welcoming workplace where stress-reduction strategies are discussed and mental health is given priority. A more resilient and compassionate team may result from recognising and supporting individuals who scored high in emotional sensitivity.

Match the traits to the Big Five Personality Traits

 Creative	Extraversion
 Motivated	Emotional Sensitivity
 Cooperative	Openness
 Talkative	Agreeableness
 Stressed	Conscientious

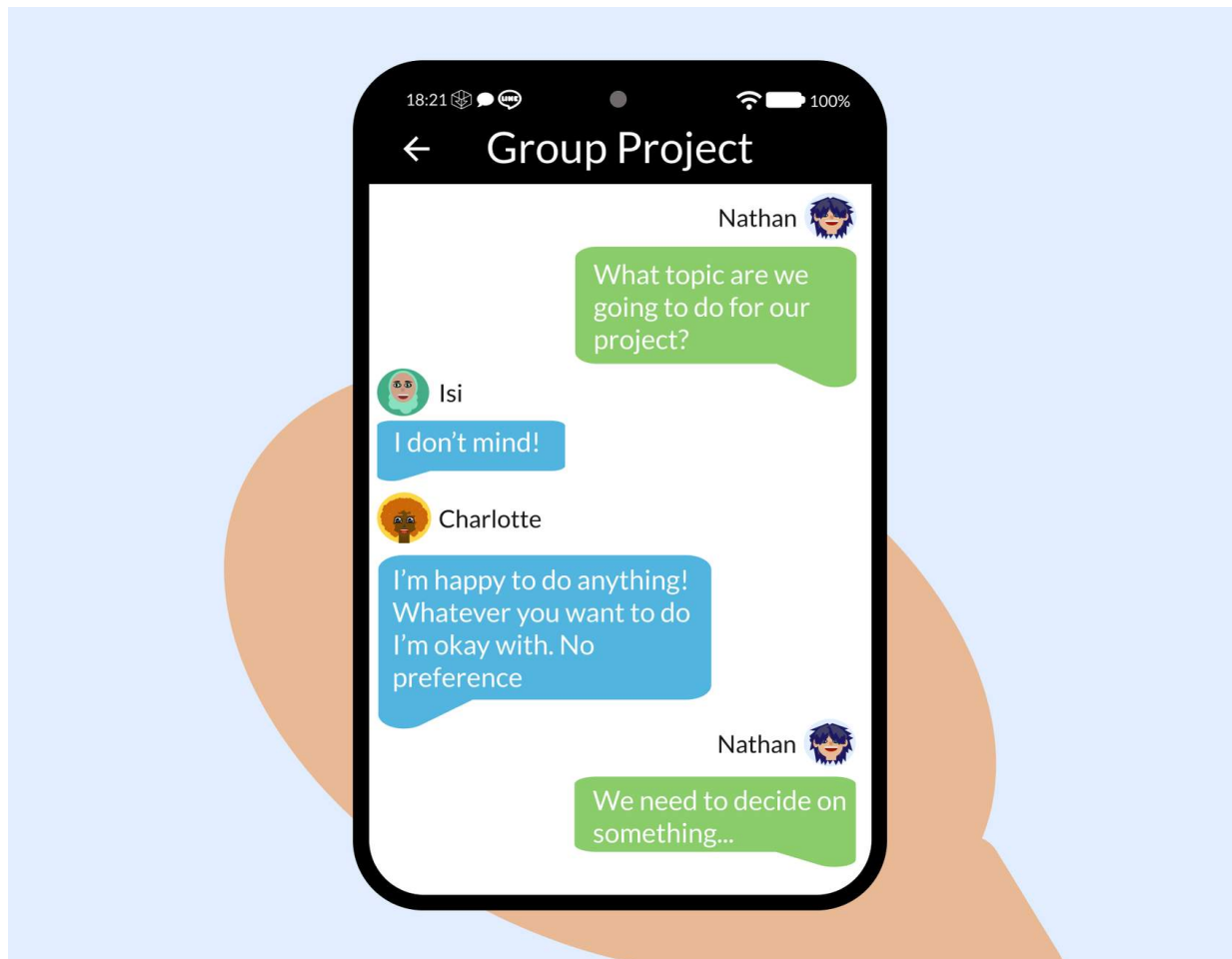
SUBMIT

"Too Much of a Good Thing"

You don't want everyone in the team to have the more desirable traits such as "extraversion, agreeableness and conscientiousness". Having too much of these characteristics in a team actually reduces the teams ability to work well together. Having diversity in the team leads to better teamwork and productivity. A variety of personalities can lead to more diverse ideas and produce a better end result than a team that shares too much of one personality trait.

Scenario

You're in a team for a class assignment where you have to pick a topic and do a group report on it. It's been a week since the assignment was given to you, and no one has decided what topic you should do. What characteristics do you think are missing from this team?



Further reading

Below is an 11-minute article that goes through some of the ways you can be a team player. It is an interesting read to help summarise and get a better understanding of the above lesson.

THE PREDICTIVE INDEX



5 qualities of a great team player

Being a team player may seem simple, but it takes time, thought, and patience to get right. When in doubt, practice these five qualities.

READ MORE THE PREDICTIVE INDEX >

The Predictive Index. "What Makes a Good Team Player?" Available at: <https://www.predictiveindex.com/blog/team-player/> (Accessed 31 March 2026). Used as an external link; content not openly licensed.

CONTINUE



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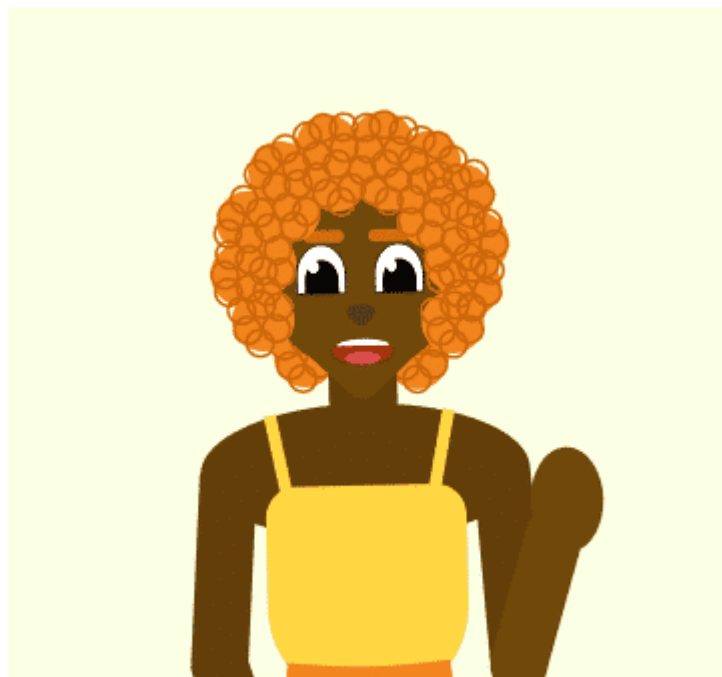


Please select the play icon to have the content read to you.



Lesson One: Introduction to Teamwork

Lesson one was your introduction lesson. It gave you a rundown of what a team is and the different characteristics that define the difference between a group and a team.

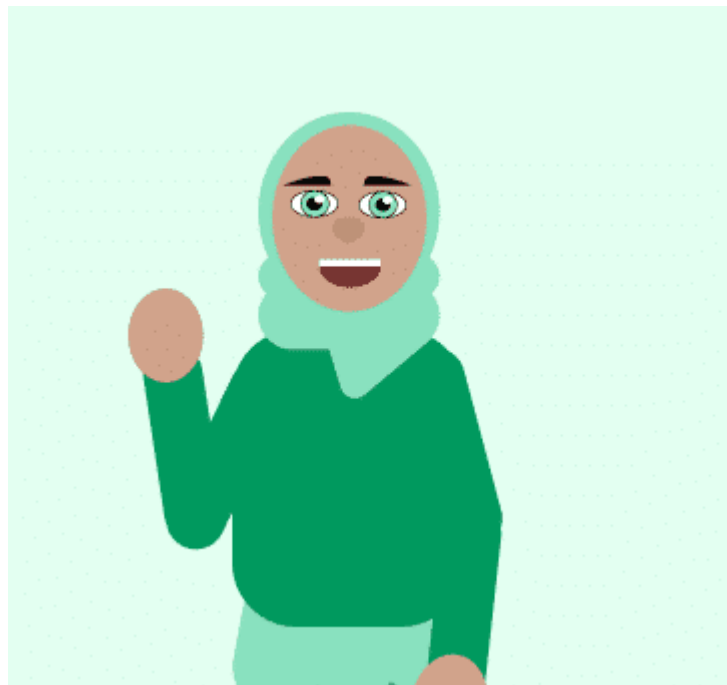


Lesson Two: Communication

Lesson two looked at how communication is practiced within a team setting. This lesson gave you tips on team communication, the importance of meetings when completing a project, and some of the behaviours and actions involved in active listening. You were given two scenarios to test your knowledge and asked how you would handle them.

Lesson Three: Collaboration and Coordination

Lesson three focused on collaboration and coordination in a teamwork setting. This lesson gave you the definitions of collaboration and coordination, their differences, and examples of how both can be applied to a team environment. You also covered interdependence and how that applies to team environments. Finally, you were given a scenario and asked how to approach that situation.





Lesson Four: Conflict

Lesson four looked at conflict within teams. This lesson taught you about the effect of conflict on teams, the causes and types of conflicts within teams, the type of team members in a conflict, how to prevent conflict, and some tips on handling conflict if it hurts the team's performance. Finally, you were given two scenarios about group conflict and asked how you would react.

Lesson Five: Characteristics

Lesson Five worked on the different characteristics involved in teams, specifically looking at the big five personality traits and how they tie into teamwork. You learnt about the five personality traits and their definitions and how they apply in a team environment. Then, you were given a scenario and asked how you would approach the scenario.



Congratulations, you're nearly at the end!
Now it's time for the quiz!

CONTINUE

Quiz



Grainne Carroll

Congratulations, you've made it to the end of the workbook. You followed Charlotte, Isa, Nathan and Rory and helped them navigate different scenarios, all while learning about teamwork and all the different things that go into it!

As mentioned in the introduction, you have the quiz left. You must answer at least 16 of the 18 questions correctly to achieve over 85%. You have unlimited tries, though! So, nothing is stopping you from going back and doing a quick reread of the lessons. If you answer incorrectly, you will be told from what lesson the question is based so you can go back and find the correct answer. All questions are colour-coded based on their lesson.

Good luck!

Question

01/18

What is the definition of a team?



-
- ☐ A team is a collection of people who must interact, share, and work together to achieve a common goal.
 - ☐ A team is a collection of people working towards the same goal.
 - ☐ A team is a group of people who play the same sport.
 - ☐ A team is a group of people in the same class.

What are some examples of a team? (Two correct)



-
- ☐ A group of classmates doing a group project that is graded on all members work.
 - ☐ A group of people playing the same instrument.
 - ☐ A group of people playing for the same club trying to win the league.

What is the definition of shared accountability?



-
- ☐ The task's success or failure depends on the entire team, which promotes collaborative efforts.
 - ☐ The task's success or failure depends on some, but not all, of the team.
 - ☐ The task's success or failure depends on the leader's work only.

Which traits below are associated with teams? (**Two correct**)



-
- ☐ Shared goals.
 - ☐ Individual accountability.
 - ☐ Individual success or failure.
 - ☐ Collective success or failure.

Question

05/18

True or false: Meetings are beneficial for class projects.



☐ True.

☐ False.

What should you do **before** a meeting? (Two correct)



-
- ☐ Have a purpose for the meeting.
 - ☐ Offering feedback.
 - ☐ Choose an accessible location.
 - ☐ Ensure everyone knows their deadlines and expectations.
 - ☐ Rotate meeting roles

Question

07/18

Which of these are examples of active listening behaviours? (Two Correct)



-
- ☐ Open posture
 - ☐ Interrupting
 - ☐ Minimal responses
 - ☐ Eye-contact

Match the word to the correct definition.



Collaboration

The organisation of people or groups so that they work together properly and effectively



Coordination

The action of working with someone to produce something

Question

09/18

What are some examples of collaboration? (Two correct)



-
- ☐ Sharing knowledge
 - ☐ Decision making
 - ☐ Planning meetings
 - ☐ Brainstorming

Question

10/18

What are the correct ways to foster cooperation and collaboration within your team?
(Three correct)



-
- ☐ Effective communication.
 - ☐ Have one person make all the decisions.
 - ☐ Talk over people in meetings.
 - ☐ Utilise the teams' strengths
 - ☐ Give negative feedback.



Find a common vision.

Question

11/18

What is interdependence?



-
- ☐ Being dependent on one another
 - ☐ Being independent from one another
 - ☐ Being graded individually for a group project

Question

12/18

What are some strategies to manage conflict that has happened? (Two correct)



-
- ☐ Self-Reflection
 - ☐ Assigning blame
 - ☐ Ignoring the issue
 - ☐ Support and challenge team members.

Question

13/18

True or false: Both assertiveness and cooperativeness are important in how someone responds to conflict?



☐ True

☐ False

What is social loafing

- ☐ Social loafing is the tendency for individuals to put in less effort when working in a group than when working alone, especially when their individual contributions are not easily identifiable.
- ☐ Social loafing is when group members work harder than usual because they feel increased pressure from others to perform.
- ☐ Social loafing refers to the process of dividing tasks equally in a team so that everyone completes an identical amount of work

What were some of the strategies mentioned to prevent conflict? (Three correct)



-
- ☐ Rotating meeting roles.
 - ☐ Refuse to compromise.
 - ☐ Hold everyone to your own standard of work.
 - ☐ Set clear expectations for goals and deadlines.
 - ☐ Never host meetings.

☐ Divide work fairly among everyone.

☐ Ignore everyone else's suggestions.

Question

16/18

Match the personality trait to its definition



⋮ Extraversion

People who are receptive to new ideas and experiences

⋮ Agreeableness

Someone with high levels of self-control and motivation

⋮ Conscientiousness

People who are outgoing, talkative, and energetic.



Openness

People with low emotional stability
and tend to feel anxious, stressed and
depressed.



Emotional sensitivity

Someone who is cooperative, friendly
and empathetic.

Question

17/18

True or false: a mix of personalities is a good thing for groups



☐ True

☐ False

Question

18/18

What were some of the traits mentioned in the article "5 Qualities of a great team player" in chapter 5? (Two correct)



-
- ☐ Flexibility
 - ☐ Forceful
 - ☐ Avoidant
 - ☐ Active Listening

Congratulations



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Please select the play icon to have the content read to you.

You're done!

Well done, you have officially finished this workbook. Below is the final summary of each of the lesson, which you can return to and use throughout your college education.



Lesson one: recap

The difference between a group and a team is:

- **Group:** a collection of people working towards the same goal.
- **Team:** a collection of people who must interact, share and work together to complete a goal.

Some traits, such as accountability, can determine whether you're working as a group or a team.



Lesson two: Charlotte's tips for communication

1. Use your active listening skills:

- a. This includes **open posture**, maintaining **eye contact**, and nodding to show your listening.
- b. It also includes asking follow-up questions, giving **feedback**, and taking notes!

2. Plan and attend meetings with your team members:

- a. Meetings can build familiarity with your team members.
- b. They also help to set **goals and expectations** and help people who might struggle to communicate online.

Lesson three: Isi's advice on Collaboration & Coordination

1. Remember:

- a. **Coordination** is the organisation of people so they can work together.
- b. **Collaboration** is the action of working together to produce something!

2. **Positive interdependence** ("the state of being dependent on one another") is crucial for high-performing teams.

3. Both coordination and collaboration are important in teamwork in different ways:

a. Coordination: meeting planning, & decision making.

b. Collaboration: brainstorming & problem-solving.





Lesson four: Rory's thoughts on conflict

1. Not all conflict is bad! The conflict that stops the group from performing is **not beneficial**, however.
2. Three types of conflict commonly found in teams:
 - a. Task conflict,
 - b. Relationship conflict,
 - c. Process conflict.
3. There are several ways to **deal** with conflict:
 - a. Self-reflection can help you examine the conflict and its effects on your productivity.
 - b. Supporting co-workers and challenging them to self-reflect.
 - c. Taking the previous experience with conflict can help you mature in your approach and skills to the conflict.

Lesson five: Nathan's opinion of characteristics

1. There are five main personality traits:
 - a. Openness,
 - b. Conscientiousness,
 - c. Extraversion,

d. Agreeableness,

e. Emotional Sensitivity.

2. Each brings their **strengths** to teamwork, which are all important when it comes to building good teamwork.
3. It's also important to remember that while you may **relate** to one trait more than the others, everyone is a **mix of all five**, just at varying levels.
4. While all personality traits are important, **too much of one trait** isn't always helpful.

