

Building Your



IMAGE: JEFMENGUIN.COM

A GUIDE FOR CSCI1106 PROJECT TEAMS

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SEPTEMBER 2015

Richard Florizone:

Nobody achieves much of anything alone.

Contents

Characteristics of superior teams

- Communication Skills
- Effective Group Learning

Do these 3 things to build a successful team

1. Get to know your teammates
2. Set common goals
3. Set ground rules

Resources

- How to assign tasks
- Stages of Team Development
- Approaches to Conflict Management
- What to say when issues arise
- Assistance

Your best team experience?

What have you experienced when you have been working, playing a sport, or learning together effectively?

- Step 1: Jot down some thoughts on your own – 2 minutes
- Step 2: Have a discussion with your teammates – 5 minutes
- Step 3: Share thoughts with class – 5 minutes

Get with the Team: The Growing Need to Collaborate



Amy Edmondson
Review

Photo: Conference Board

Watch for answers to:

1. Regarding teams—are they dying?
2. Who has the advantage in teams: extroverts or introverts?
3. What three behaviours does Ms. Edmontson suggest to build trust?

<http://www.forbes.com/sites/karlmoore/2011/07/19/hbss-amy-edmonson-on-the-death-of-teams/>

Characteristics of Superior Teams

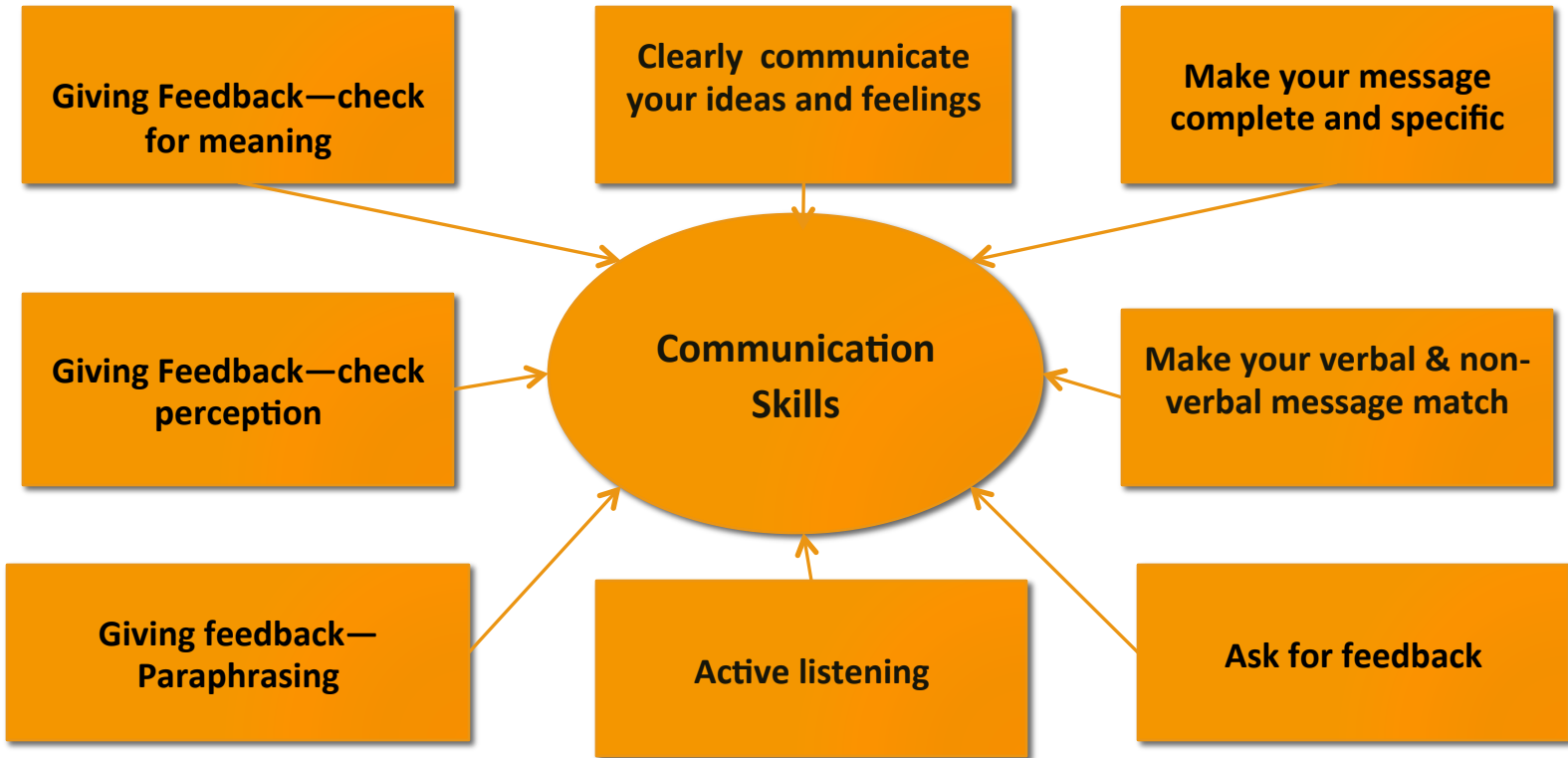
1. Everyone can see and hear each other.

(L. Michaelson, U Oklahoma)

2. Meaningful common goal that everyone owns.
3. Performance goals that inspire & challenge.
4. Mix of complementary skills.
5. Commitment to how the work gets done.
6. Mutual accountability.

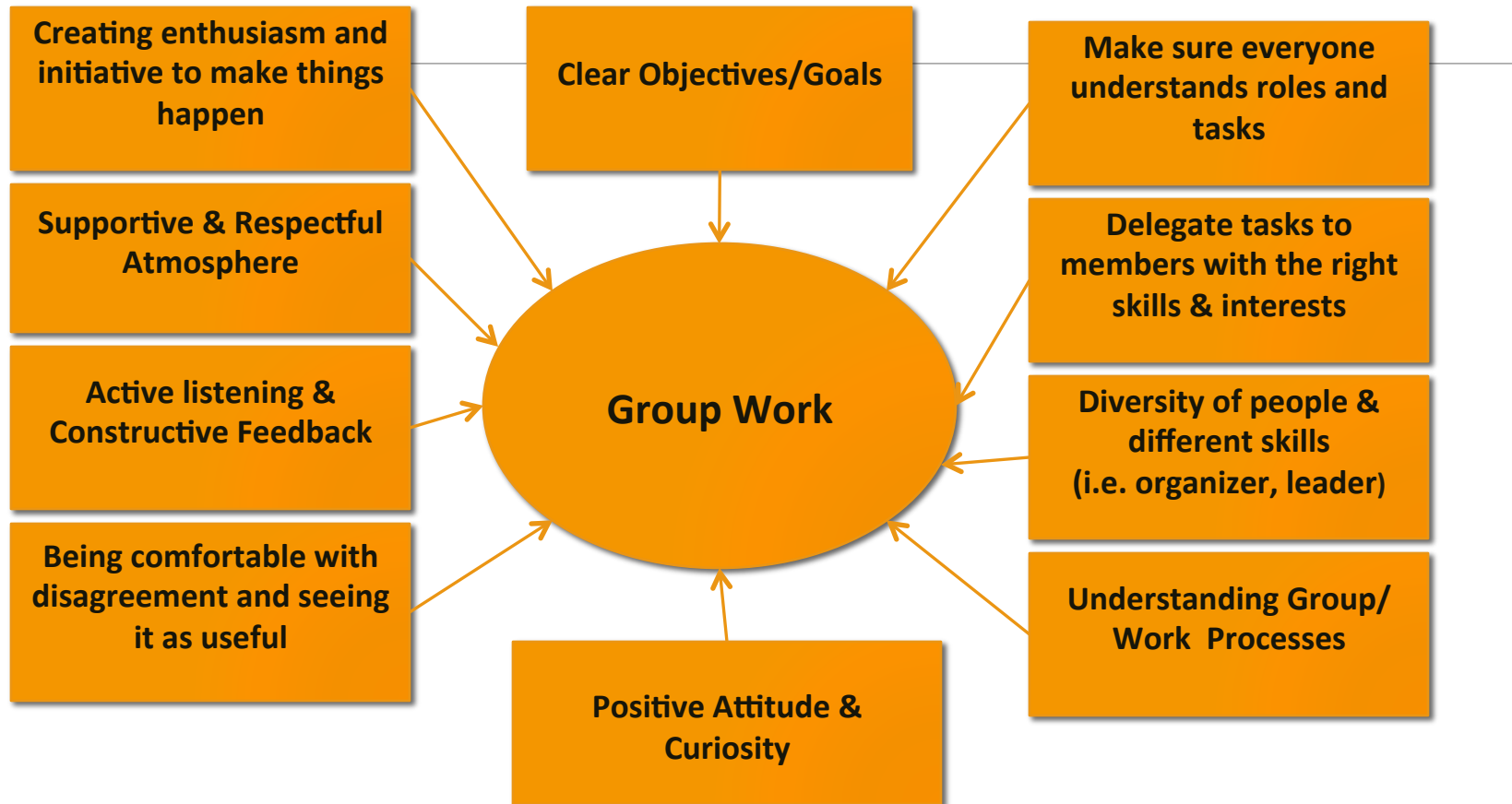
Katzenbach and Smith, "Discipline of Teams", HBR 2005.

Communication Skills



Adapted from: Johnson, D.W., & Johnson, R.T. (1991). *Learning together and alone: Cooperative, competitive and individualistic learning* (3rd ed.). Englewood Cliffs, N.J.: Prentice Hall.

Effective Group Learning



(Adapted from: Johnson, D.W., & Johnson, R.T. (1991). *Learning together and alone: Cooperative, competitive and individualistic learning* (3rd ed.). Englewood Cliffs, N.J: Prentice Hall.)

Let's start “teaming”

KID: Kuriosity. Inquiry. Disclosure.

1. Where do you call home?
2. What you do for fun?
3. What's a connection you have with teammate(s)?
4. What's unique about you?
5. What do you want your team to know about you that isn't obvious?

CONTACT INFO: Names, cell #s, schedules

Ask questions...Be curious...Share

Common Goals

Goals help you stay focused and stick together through long hours and rough times.

They create commitment and motivation to inspire everyone to do their share.

What are your GOALS as a team?

1. What do you want to learn from this project?
2. Your team's standing compared to other teams?
3. How much effort? For what grade?
4. Just meeting deadlines or finishing early?
5. Doing your best or just satisfying requirements?
6. Supporting teammates as they work in areas that they want to learn, **or**
7. Assigning work to the person with the best skills?
8. **And what is the ONE COMMON GOAL that you all have, at the highest level?**

Ground Rules

Provide a common understanding of how you will work together.

Created together.

Your commitment to each other.

Refer to them if the team is getting off track.

5 issues that need to be discussed when setting Ground Rules

(Katzenbach & Smith)

1. Attendance
Requirements? What if late, absent? Who brings it up?
2. Attention/distractions
Texting, surfing, music, phone calls...
3. Socializing/team building/bonding
How much time? Who monitors?
4. Team maintenance
Talking about your processes: How often? What gets discussed?
Who leads the discussion?
5. Participation
What's fair and equitable?

What if people don't do what they say they will do???

SAMPLE Ground Rules

Create your own: Part of the value of ground rules is the discussion that you will have as you create them.

1. We sit so we can see and hear each other.
2. We meet when we say we are going to.
3. We spend the first 10 minutes socializing to build our team spirit. Then we get to work.
4. We focus on our project during team meetings (not texting, surfing).
5. Speak up: don't let small issues become big problems.
6. Speak up if unprofessional behaviour is witnessed.
7. Respond to email promptly.
8. If someone is dominating or not participating, we talk about it.
9. We all contribute equally.
10. If we can't agree on a major decision, we... (flip a coin or ask the person on the team with the most expertise in the area to decide.)

Completing Your Team Ground Rules

1. Within your first two meetings, generate your team's Ground Rules.
2. Type them up. Print out one copy and **everyone sign**.
3. Photocopy and give to everyone.
4. Keep in safe place. Some teams post in space where they meet.
5. Revisit your Ground Rules weekly. Revise?
6. Anyone can refer to Ground Rules to start a conversation about an issue early--before it becomes a bigger problem.

Hint: You might also want to give your team a name, which helps build team identity.

How to Assign Tasks

1. Review the project requirements and use a worksheet like the one shown below to make a list of tasks to assign.
2. Then make a list of all team members. Ask about each member's skills, strengths and interests.
3. Draw a line connecting the best task for a team member. Begin with the most important tasks.
4. **Build consensus.** Are there suggestions for different assignments? Go around the circle and ensure that everyone feels the workload has been assigned fairly. Is everyone enthusiastic about their responsibilities?

Tasks to Assign	Team member	Skills & Strengths	Interests

Talking about your skills & strengths

1. Previous team experience
2. Work experience
3. Experience with this kind of assignment
 - What different skills are required?
4. Interpersonal skills
 - Introvert or extrovert, sense of humor, friendly, articulate, thoughtful, patient
5. Problem-solving
6. Time management
7. Organization
8. Decision-making
9. Creativity, innovation

Each discuss 2 strengths; share mutual curiosity.

Stages of Team Development

(Tuckman)

Next Steps

Forming

- Excitement
- Anticipation
- Anxiety
- Optimism
- Politeness

Storming

- Reality sets in
- Frustration
- Dissatisfaction
- Adjustment anxiety

Norming

- Shared goals
- Team cohesion
- Coping
- Acceptance

Performing

- Teamwork
- Cohesiveness
- Leadership
- Performance

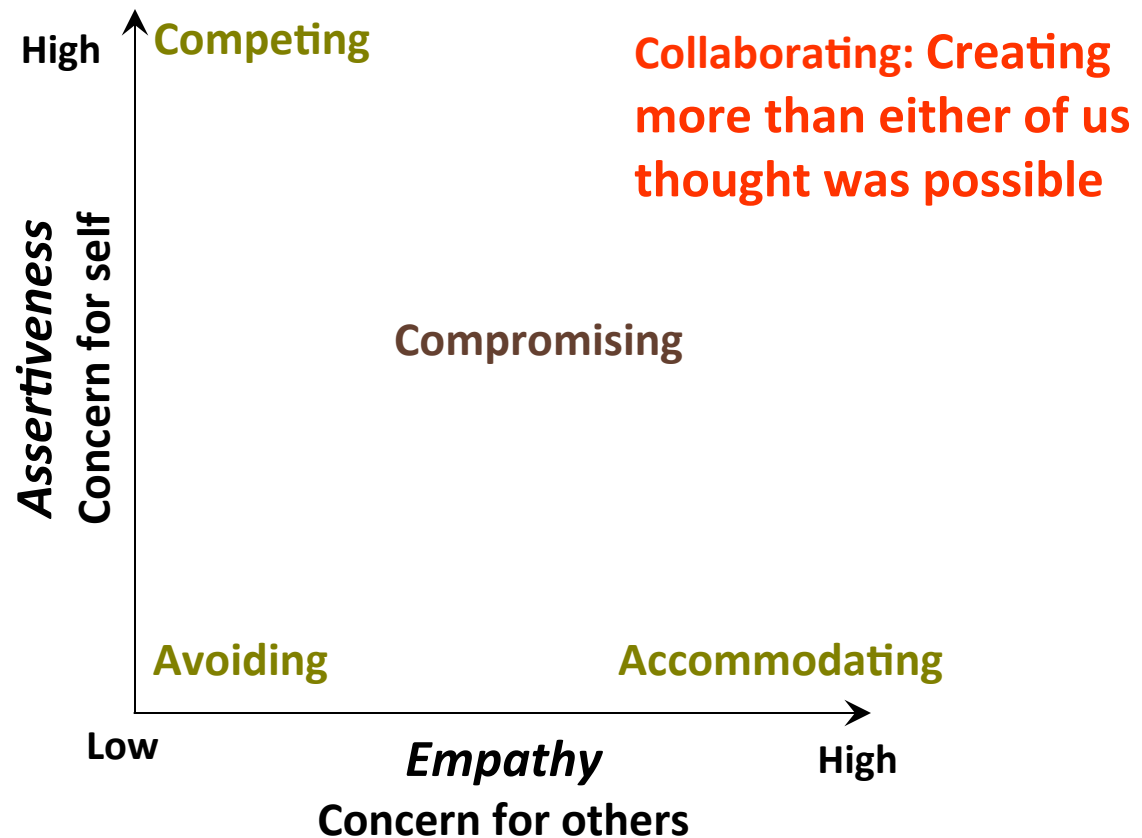
Adjourning

- Separation anxiety
- Crisis
- Dissatisfaction
- Negativity

- Options explored
- Skilled
- Anticipation
- Excitement

Approaches to Conflict Management

<http://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>



What to say...

Issue	You might say...
Team member not doing fair share.	I was expecting 2 pages, and you've only written a paragraph.
Someone not participating.	Ray, you haven't said anything yet today. Are you OK? Is something bothering you? You might have something to add that we haven't thought of.
Someone doing all the talking, not listening or asking opinion of others.	Mac, I feel like you did most of the talking today. You have great ideas. We don't know what great ideas others have if they don't get a chance to speak. We're a team. We all need to have a say.
Someone misses a deadline or meeting.	There's something we have to talk about before it gets worse. Jane, we all had to scramble when you missed the deadline and now I'm not sure I can depend on you for next time. We need to work this out as a team.
Someone late the second time; surfing, texting, misses details of the decision.	I think we need to revisit our goals and our ground rules. We said we'd all be on time, and focus on our task while here, but we're not doing that.
Tension/Elephant in the room	This requires courage. Show leadership.
That uncomfortable silence	"I feel a tension today. Can we talk about what's bothering us so we can clear the air and use our energy for our work?"

For Assistance

Your first approach is to try to resolve issues on your own or with the support of a member of your team. However, if the team situation is dysfunctional, seek assistance.

1. Your professor
2. Susan Holmes, Professor, College of Continuing Education
 - Susan.holmes@dal.ca, 902 494 6430
3. Margie Publicover, Navigator, for students who are unsure where to go to seek advice or support.
 - Margie@cs.dal.ca, 902 494 7069