

Building Your



IMAGE: JEFMENGUIN.COM

A TUTORIAL GUIDE FOR CSCI1108 PROJECT TEAMS

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Dalhousie President, Richard Florizone:

Nobody achieves much of anything alone.

Teaming in your future career

Requirements/Responsibilities/Minimum Qualifications:

- Must work effectively with others in a team environment (Software Developer)
- Work as part of an agile development team to write Java code for enterprise services (Junior Java Developer)
- Strong communication, interpersonal and team working skills (Web Developers)
- Excellent team-working and communication skills (Junior Software Developer)
- Ability to work in a team (Computer Programmer)
- Acceptance of differences in team members and a strong commitment to teamwork, cooperation and healthy behaviours (Data Scientist)

Behavioural questions in the job interview:

- Give us an example when you had to work together with a team.

Today's Goal

To build the foundation that will set **your team** on a productive and enjoyable path of learning.



Agenda

Trust is #1 in Teams

Team Building

- Get to know your teammates
- Set common goals
- Set ground rules

Conflict Management

- Approaches to Conflict Management
- What to say when issues arise - Practice

Teaming: The Growing Need to Collaborate



Amy Edmondson, Harvard Professor and Author

Photo: Conference Board Review

Watch for answers to:

<https://www.youtube.com/watch?v=T3CxfYfwgY0>

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

Task 1: Let's start "*teaming*"

1. Ask questions of each other!

Practice

- Curiosity.
- Inquiry.
- Disclosure.

2. As a team, fill out **Worksheet Page 1**.

Ask questions...Be curious...Listen...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.

Task 2: What are your GOALS? What are your Team's GOALS?

1. Ask questions of each other!

Practice

- Curiosity.
- Inquiry.
- Disclosure.

2. As a team, fill out **Worksheet Page 2**.

Ask questions...Be curious...Listen...Share

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???

Task 3: Complete Your Team Ground Rules

1. Use the Worksheet Page 3 to create your teams ground rules. This is a starting point for discussion, not the final product.
2. Generate your team's Ground Rules.
3. Type them up. Print out two copies and **everyone signs**. Submit to TA at end of the lab!
4. After the lab, scan or photocopy and give to everyone.
5. Keep in safe place. Some teams post in space where they meet.
6. Revisit your Ground Rules weekly. Revise if needed.
7. 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.

Task 4: Conflict Management

Conflict in a group is normal.

When it does happen:

1. Be on their side. Seek first to understand.
2. State what you observe without making judgements.
3. Bring it up early, when the pattern is developing.

Work through the situations in **Worksheet Page 4**.

Come up what you would say.

What resources or documents could you use in each of these cases?

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?"