Teamwork

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Today

- Teamwork
- Team Performance Agreement
- Web Pages
- Team Assignments

Introduction

- The lecture discusses behavior and skills conducive to effective teamwork.

"Engineering is Reengineered into a Team Sport."

column heading, *The Wall Street J.*

What is a team?

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

(Katzenbach and Smith, The Wisdom of Teams, Harper Collins, New York, 1994)

Why all the fuss about teams?

- *Properly handled*, teams outperform individuals.
- In most engineering design, the complexity of the problem necessitates teams.

Why Use Teams?

- Most of today's engineering assignments are addressed by multidisciplinary teams
- Team building is an important part of modern engineering programs
- Team building is an important part of your preparation for engineering practice

Advantages and Challenges

- Advantage: When the group works together, the accomplishments will surpass any results associated with any one individual.

- Challenge: Any team member functioning independently of other team members or competing with them will REDUCE the performance of the team – EVERYONE's outcome

Advantages and Challenges

- Advantage: Every person can contribute in some way.

- Challenge: No member's contributions should ever be automatically disregarded.

Effective Team Member

- Takes responsibility for the success of the team.
- Delivers on commitments.
- Contributes to discussions.
- Listens and asks helpful questions.
- Gets the message across clearly.
- Gives and receives useful feedback.

Team Leader: Types

- Traditional
- Passive
- Facilitative

Traditional Leader

- Directive and controlling ("bossy")
- No questions—just do it!
- Sole decision maker
- Nontrusting
- Ignores input
- Autocratic

Passive Leader

- Has a hands-off approach.
- Gives too much freedom.
- Does not guide or direct.
- Provides extreme empowerment.
- Uninvolved
- Figurehead

Facilitative Leader

- Creates an open environment.
- Encourages suggestions.
- Provides guidance.
- Welcomes creativity.
- Considers all ideas.
- Maintains focus on the group vision.

Tasks of the Team Leader

- Convenes and chairs team meetings.
- Convenes meetings with the faculty advisor.
- Communicates with the project sponsor.
- Monitors team progress.
- Helps coordinate the individual tasks.
- Helps resolve conflicts.

Role of Faculty Advisor

The faculty advisor observes, assists, and facilitates, but he is *not* the team leader or even a voting member of the team.

Stages in the Life of a Team

- Orientation (forming)
- Dissatisfaction (storming)
- Resolution (norming)
- Production (performing)
- Termination (adjourning)

Positive Roles in a Team Setting

- Defining issues
- Proposing tasks
- Seeking information and opinions
- Clarifying
- Summarizing
- Compromising; Consensus building

Negative Roles in a Team Setting

- Dominating: asserting superiority
- Withdrawing: not talking; sulking
- Avoiding: skipping meetings
- Degrading: putting down others' ideas
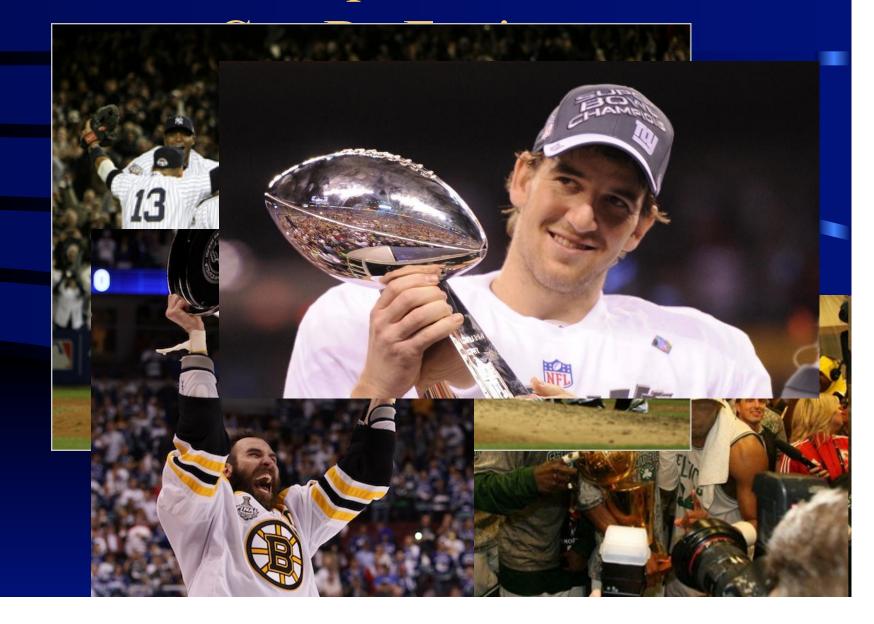- Being uncooperative: side conversations

Like a Team Sport, Teamwork Can Be Fun!

Like a Team Sport, Teamwork

How to Promote Team Success

- Every member must have a common vision of the tasks.

- One way to do this is to develop a Team Performance Agreement.

What is a Team Performance Agreement?

- It is a contract among the team members.

- It is drawn up by the team members.

- It describes the group vision of the shared goals of the team.

- It describes the methods for achieving these shared goals.

- It is dynamic!

The Team Performance Agreement

- Prepare a TPA which addresses all of the following:

  A. What is an acceptable outcome?

  B. How are decisions to be made?

  C. What happens in cases of disagreement?

  D. How are roles going to be identified for group efforts?

  E. What are the expectations for inter-group communication?

Team Web Pages

- Create a Team Web Page
- http://ecesd.engr.uconn.edu/ecesdXXX/
- Wordpress
- Edit and Update your team web page

Web Page Design Guidelines

- Make it easy to navigate
- Use meaningful graphics
  - Graphics should enhance the description not clutter the experience
- Convert your documents to HTML when you put it on the web
  - Add a PDF link for printing
  - Try not to put Word or Powerpoint documents on the website

Tasks for the Week Ahead

- Arrange for a weekly one-hour meeting involving all team members and your advisor.

- Write a Team Performance Agreement.

- Arrange for a meeting with the sponsor, preferably at the sponsor's location.

- Establish a team web page

- Machine shop class

References

- Stephen Covey, <u>First Things First</u>, Simon and Schuster, New York, 1994.
- Lynn Bellamy, Don Evans, Darwyn Linder, Barry McNeil, and Greg Gaupp, <u>Team Building Workshop Overheads Notebook</u>, ASEE Annual Conference, Urbana-Champaign, IL, 1993.
- John Bennett, "The Preparation of a Team Performance Agreement," 200.
- Katzenbach and Smith, <u>The Wisdom of Teams</u>, Harper Collins, New York, 1994
- G. Dieter, <u>Engineering Design: A Materials and Processing Approach</u>, 3rd ed., McGraw-Hill, 1999.