

# Teamwork

- Effective Teams
- Team Contract
- Effective Meetings
- Evaluation

# Groups and Teams

- Group
  - Composed of individuals
  - Develops its own codes of behavior and status
- Team
  - A special kind of group
  - Deliberately formed to commit to a purpose
  - “A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable” --- Katzenbach & Smith
    - Small group
    - Complementary skills
    - Common Purpose
    - Mutual Accountability

# Characteristics of Effective Teams

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- Loyalty
- Commitment
- Sense of Belonging and Desire to Stick Together
- Honest Communication
- Mutually Respectful and Friendly Environment
- Common Purpose
- Enthusiasm
- Willingness to take responsibility
- Tolerance of individual weakness
- Appropriate recognition of good work
- Having fun working toward creative, productive atmosphere and good results

# More than just tasks

- Effective Team Output:
  - “task productivity” & “relationship morale”
  - Achieve its objectives (task) AND satisfy the needs of individual team members (relationship)
- Tasks:
  - Directed toward reaching objectives
  - Focus on problem solving and decision-making
  - Elements of effective task accomplishment
    - Initiating
    - Seeking Information
    - Sharing Information
    - Defining and Clarifying
    - Summarizing
    - Agreeing
- Relationship:
  - Building Morale through investment in interpersonal attributes of motivation, confidence, group dynamics
  - Elements of effective relationship and high team morale
    - Listening
    - Seeking agreement
    - Inviting
    - Encouraging
    - Compromising
    - Ground Rule Setting
- Key to Success
  - Balance between Task and Relationship

# Team is:



- Team is
  - **Formed** by Relationship among team members
  - **Guided** by a vision and set of common goals
  - **Functioned** by roles of members to accomplish tasks
  - **Run** by following agreed-upon rules and procedures



# Team Contract: Goals and Vision

- Team needs
  - Common purpose/vision to work toward
  - Goals to measure progress toward that vision
- Purpose/Vision
  - Overall statement of vision for team
  - Ex: “To design a content processor for faster expression-matching by March 2008”
- Goals
  - Clear, measurable targets that indicates progress toward the vision/purpose
  - “SMART” goals
    - Specific
    - Measurable
    - Achievable
    - Realistic
    - Time-bound
  - Ex: “Develop a clear set of functional requirements by [date]”
  - Ex: “By [date], generate at least 3 concepts as alternative solutions”

# Team Contract: Roles

- Teams have formal roles for individual and mutual accountability
- Common Roles
  - A team coordinator (leader) who keeps the team on task
  - A scribe who documents activities and results in the project binder
  - Multiple Members to perform specific technical work
  - Multiple Members to do background research
  - Multiple Roles
- Note: a clear set of responsibilities needs to be established for each role.

# Team Contract: Procedures and Relationship

- Procedure: process to accomplish tasks in support of the goals
- Ground Rule for Common Area
- Procedures
  - Expectations for meeting attendance and starting time
    - Policies for agenda preparation and distribution
    - Policies for meeting minutes preparation and distribution
    - Meeting time
  - Running of Meetings
    - Who runs the meeting?
    - Cell-phone policy
    - How canceling and rescheduling will be handled
    - How team decisions and consensus will be reached
    - How team conflicts will be handled
  - How meeting absenteeism and tardiness will be handled
    - Policies for missing one meeting or being late
    - Policies for contacting someone to contact
  - Expectations of quality works
    - How “quality work” and “low-quality work” will be handled
    - How to handle late and incomplete work of a member?
    - How to reward team members who exceed expected performance
- Relationship
  - What each member to bring to each meeting
  - Developing “can do” attitude
  - etc





# Team Contract :Form

<b>Team Contract</b>		
Department of Electrical and Computer Engineering Howard University		
<b>Team Name</b>		
<b>Vision Statement</b>	The vision of the team is....  I	
<b>Goal Statement</b>	The goals toward the vision are .....	
<b>Role Statement</b>	The team has formal roles in place to provide individual and mutual accountability. The roles of the team include ....	
<b>Commitment by Members</b>	<p><i>I participated in formulating the vision and goals, roles, and procedures as stated in this contract. I understand that I am obligated to abide by these terms and conditions. I understand that if I do not abide by these terms and conditions, I will suffer the consequences as stated in this contract.</i></p>	
	Name	Signature      Date
	Name	Signature      Date
	Name	Signature      Date
	Name	Signature      Date
	Name	Signature      Date
	Name	Signature      Date

- **Draft Today --- 10 points**      Charles Kim – Howard University
- **Full and Final Contract (with signatures) by Next Class ----- 20points**

# Running Effective Meetings

- Meeting
  - The main form of information exchange
  - Tasks to be identified and allocated
  - Status on assigned tasks reported
- Meeting Agendas and Minutes
  - Without agenda, meeting is sick, not productive
  - Agenda contents: start and end time; location; purpose; topics to be discussed; desired outcomes
  - Agenda preparation and distribution: facilitator by in person

# Sample Agenda

## Sample Agenda

### Meeting Agenda for 10-30-2007 Meeting

<b>Team Name</b>	Game Ball Trackers	<b>Date</b>	30OCT2007
		<b>Start Time</b>	5:00pm
<b>Facilitator</b>	Rick Mahase	<b>End Time</b>	6:30pm
<b>Minute Taker</b>	Duane Smiley	<b>Location</b>	LKD 2016
<b>Meeting Purpose:</b>	Generate Ideas for Ball Tracking Concept		
<b>Specific Meeting Items</b>	<b>Desired Outcomes</b>	<b>Time</b>	
1. Review Agenda	Everyone gets prepared for meeting	5 min	
2. Presentation of individual ideas and discussion on building upon them	Diverse set of more than 3 ideas	50 min	
3. Address "Idea Parking Lot" issues	Avoid losing important ideas	20 min	
4. Review Action Items	Everyone understands what we just did and what we will do next	10 min	
5. Set Next Meeting Time	Next meeting agenda	5 min	

# Sample Meeting Minutes

Sample Meeting Minutes

## Meeting Minutes of 10-30-2007 Meeting

<b>Team Name</b>	Emergency Notification System	<b>Date</b>	30OCT2007
		<b>Start Time</b>	5:00pm
<b>Facilitator</b>	<u>Oluwafemi Aladekomo</u>	<b>End Time</b>	6:30pm
<b>Minute Taker</b>	<u>Cornelius Abebayo</u>	<b>Location</b>	LKD 2016
<b>Meeting Purpose:</b>		Generate Ideas	
<b>Members Present</b>		<u>Oluwafemi Aladekomo</u> , <u>Cornelius Abebayo</u> , <u>Nmekawa Amazu</u> , <u>Kennith Tate</u> , <u>Kayson Palmer</u>	
<b>Notes from Meeting</b>			
<b>Action Items</b>		<b>Who is Responsible</b>	<b>Completion Date</b>
<b>Next Meeting Information</b>			
Facilitator: Minute Taker: Date: Start Time: End Time: Location: Agenda: 1. 2. 3.			

# Meeting Etiquette

- Begin the meeting on time
- Review the agenda as the first activity of the meeting
- Focus discussion on facts (not on personal issues)
- Search to understand the points of disagreement
- Stay on track
- Close the meeting effectively
  - Summarize the decisions made and action items for each member
  - Set the agenda for next meeting
  - Evaluate how the meeting went

# Busting a Meeting

- Schedule a meeting via voice mail, answering machine message, or similar way of “no guarantee” of reception or confirmation.
  - Making last minute changes to meeting time
  - Wait for everyone to arrive before starting
  - Decide the purpose of a meeting at the last minute
  - Get sidetracked early on an unimportant issues
  - End a meeting without reviewing what everyone is supposed to do before the next meeting
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# Team Performance Evaluation

- **Teams must regularly assess their performances and make improvement**
  - Are meetings effective?
  - Do we like working on the team?
  - What do we not like?
  - Is everyone contributing sufficiently?
  - What are each person's strengths?
- **Evaluation of Performance of an Entire Team (internal)**
  - Distribute a copy of team contract to each team
  - Check:
    - Are the goals being met or on track to being met?
    - Are people doing what is specified in the roles section of the contract?
    - Are some people under-utilized?
    - Are some people being stretched too thin?
    - Are the procedures being followed?
  - List all the team's accomplishments to date
    - Is everyone happy with the progress made?
    - Has the progress been of high enough quality?
  - List all the great and interesting things about the team
  - Find out ways to address all of the minuses
  - Take action to resolve the minuses

# Evaluation of Individual's Performance on a Team

- Evaluation of each team member's strength and weakness
- **Basis on class grading!**
- Task related evaluation
- Relationship related evaluation
- Team Member Performance Evaluation Form
  - Excellent Performance – 4 points
  - Good, satisfactory performance –3 points
  - Fair performance – 2 points
  - Poor Performance – 1 point
  - Extremely poor performance – 0 point
- Each member fill out the form individually
- Submit the form individually
- Performance feedback (**with all anonymity basis**) will be given to each member **by the instructor** only.



# Individual Performance Evaluation Form

Team Member Performance Evaluation Form  
 Department of Electrical and Computer Engineering  
 Howard University

Date: 10-30-07

(Note: Do not grade yourself)

Team Name: Renew

Evaluator's Name: Abdonlay Sy

Scoring Guide:    Excellent performance -- 4 points  
                           Fair performance -- 2 points  
                           Extremely poor performance --- 0 point

Good, satisfactory performance -- 3 points  
 Poor performance --- 1 point

	Write each member name below				
	Kalifa	Liada	Who		
<b>TASK RELATED EVALUATION</b>					
Works cooperatively to complete team assignments	4	4	2		
Prepares for, arrives on time, and attends meetings	1	1	1		
Makes positive contributions to meetings	1	1	1		
Shows initiatives and has a "can-do" attitude	1	1	1		
Work is of high quality and completed on time	1	1	1		
Brings a creative spark to the team	1	1	1		
<b>RELATIONSHIP RELATED EVALUATION</b>					
Supports and respects other members' efforts and opinions	1	1	1		
Is able to give and receive feedback effectively	1	1	1		
Is responsible and accessible	1	1	1		
Is enthusiastic about the project and energetic	1	1	1		
Demonstrates effective leadership, keeps team focuses, and elevates the work of the entire team	1	1	1		
<u>Total</u>					

# Signs of Trouble

- You cannot easily describe the Team's Mission.
- The Meetings are Formal, Stuffy, or Tense.
- There is a Great Deal of Participation but Little Accomplishment.
- There is Talk but Not Much Communication.
- Disagreements are Aired in Private Conversations.
- Decisions Tend to be made by the Formal Leader with little Meaningful Involvement of other Team Members.
- Members are not Open with Each Other Because Trust is Low.
- There is Confusion or Disagreement About Roles or Work Assignments.
- People in other Parts of the assignment who are Critical to the Success of the Team are not Cooperating.
- The Team is Overloaded with People who have the Same Team-player Style.
- The Team has been in Existence for at least Three Months and has never assessed its Functioning.

# Duty of Each Group

- Group:
  - Submission of team contract – once
  - Submission of Project Proposal – once
  - Submission of Meeting Minutes – Every week
  - Submission of Progressive Report – upon request
  - Submission of Team Performance Evaluation – Upon request
- Individual members:
  - Submission of Individual performance evaluation – upon request