

Teamwork



- Effective Teams
- Team Contract
- Effective Meetings
- Evaluation

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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



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Characteristics of Effective Teams


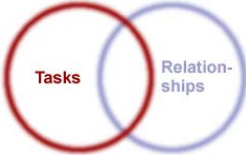

- Loyalty
- Commitment
- Sense of Belonging and Desire to Stick Together
- Honest Communication
- Mutually Respectful and Friendly Environment
- Common Purpose
- Enthusiasm
- Willingness to take responsibility
- Tolerance of individual weakness
- Appropriate recognition of good work
- Having fun working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




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More than just tasks

- Effective Team Output:
 - “task productivity” & “relationship morale”
- 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

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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



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Team Contract: Goals and Vision

- 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 and build a prototype of Blind Assistant by March 2012”
- 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”



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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



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Team Contract :Form

- Mission
- Goals
- Expectations
- Rules and Policies
- Commitment

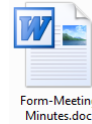
Team Contract Department of Electrical and Computer Engineering Howard University													
Team Name													
Team Mission	For mission of the team is:												
Team Objectives	For problem faced the mission is:												
Expectations of members	Members' expectations with respect to team work are dependent on a variety of factors including: communication, productivity, the size of the team.												
Expectations of the team	For each problem and problem-solving, each group is required to determine, discuss, and agree on the: objectives, quality of work, and health of each team's problem and resources in the team.												
Commitment by members	Commitment of the team is the responsibility of each member and is based on the individual's understanding of the mission and objectives and resources. Commitment will be demonstrated by the team and individual. I will agree to the consequences of team or individual actions.												
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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
 - Meeting Minutes



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By the way; Project Binder

- Keep all your works
 - Proposal
 - Meeting Minutes
 - Presentation
 - Design Requirements
 - Anything and everything the team did and produced
- Put them in to a Binder – chronological order
- And submit the binder
 - End of Fall 2011 Semester (W DEC 07), and
 - End of Spring 2012 Semester



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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

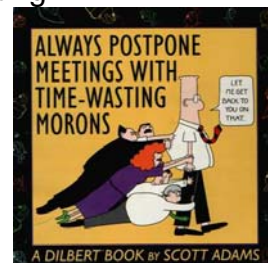
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Busting a Meeting

- 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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A DILBERT BOOK BY SCOTT ADAMS

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.



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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
- 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.

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Individual Performance Evaluation Form

Peer Evaluation

		Write each member's LAST name below (including yours)		
1	Works cooperatively to complete team assignments			
2	Prepares for, arrives on time, and attends meetings			
3	Makes positive contributions to meetings			
4	Work is of high quality and completed on time			
5	Brings a creative spark to the team			
6	Supports and respects other members' efforts and opinions			
7	Is able to give and receive feedback effectively			
8	Is responsible and accessible			
9	Is enthusiastic about the project and energetic			
10	Demonstrates effective leadership, keeps team focuses, and elevates the work of the entire team			
TOTAL				

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- ### Schedule of next 3 Weeks
- Nov 23: Project Success
 - Dec 1: Final Exam
 - Closed book/material test
 - All classnotes up to Nov 23
 - Dec 7: Deadline for ALL required submission (see next slide)
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Submission (deadline: W Dec 7, 2011)

1. Team Contract (Signed)
 - **Hardcopy**
2. Project Binder
 - Meetings
 - Meeting agenda and minutes
 - Activities
 - Forms
3. Design Requirement (Revised/Final)
 - **Hardcopy**
4. Proposal (Revised/Final)
 - **Electronic File**
 - **Hardcopy (with Advisor's signature on it)**
5. Peer Evaluation
 - **Electronic File**

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