

## 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 attril 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

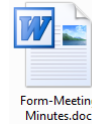
Team Contract  
 For Group/Design Classes  
 Department of Electrical and Computer Engineering  
 Howard University

<b>Team Name</b>	
<b>Team Mission</b>	For mission of the team is:
<b>Team Objectives</b>	For problem/area for mission is:
<b>Expectations of members</b>	Members' expectations with respect to team work are dependent on a variety of factors including, communication, productivity, etc. are as follows:
<b>Expectations of the team/department</b>	For each problem and problem-solving, each design or hardware, etc. are as follows: timeliness, quality of work, cost, health and safety, etc. are as follows:
<b>Commitment by members</b>	Commitment of the team/department is dependent on a variety of factors including, communication, productivity, etc. are as follows:
	Name: _____ Signature: _____ Date: _____ Name: _____ Signature: _____ Date: _____ Name: _____ Signature: _____ Date: _____ Name: _____ Signature: _____ Date: _____

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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

## 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			
<b>TOTAL</b>				

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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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