

ENGR 310

Lecture 8

8 Feb 2008



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Mountains & Minds

Announcements

- PROJECT SCOPES:
 - Make sure every person in your group has a clear, substantive role to play!
 - E.g., ChBE's design processes, not new materials.
- PROBLEM DEFINITIONS:
 - Focus on needs, objectives (not solutions)
- SNEAK PEEK:
 - Assignment 3 posted.



Agenda

- Teamwork success factors
- Stages of team development
- Effective meetings
- Managing conflict



Exercise

With a neighbor:

From your experience, what factors have been key to high team performance?



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Larson & LaFasto's Teamwork Success Factors

1. Common goals
2. Results-driven
3. Competent teams members
4. Commitment to team goals above individual goals
5. Team culture that is honest, open, respectful
6. Consistent, high standards of performance
7. Effective leadership
8. External support



Larson & LaFasto's Teamwork Success Factors

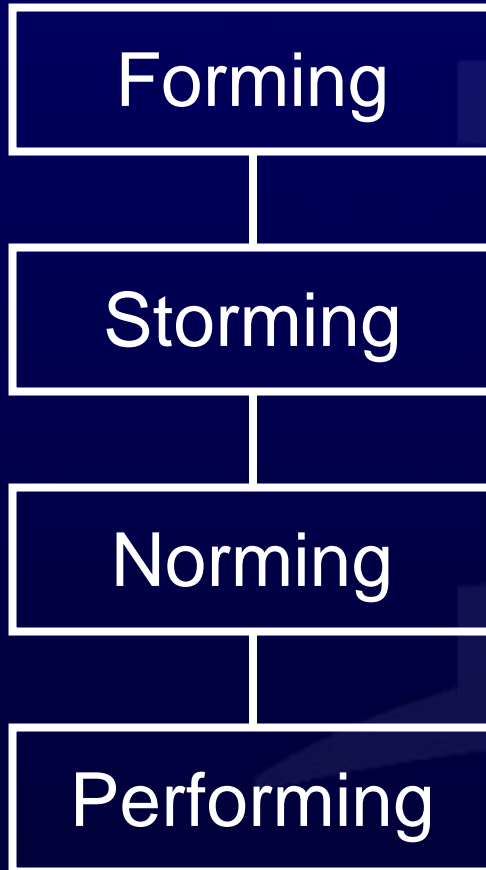
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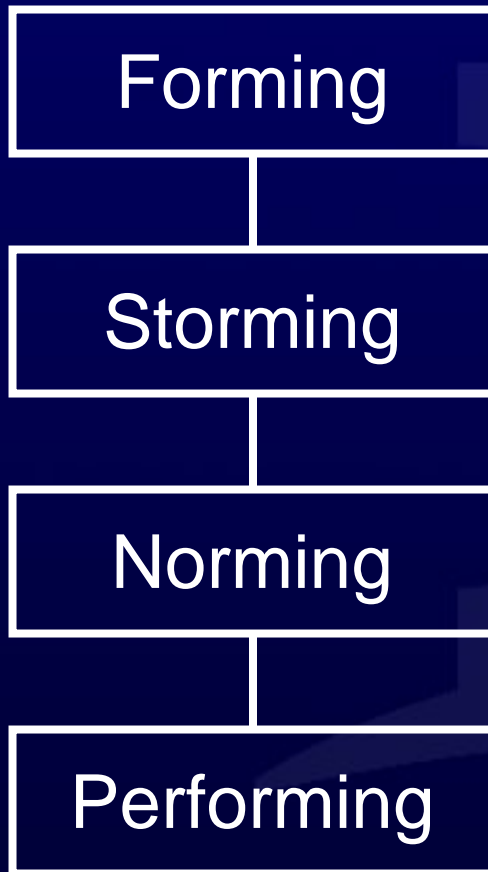
What's
missing?



Stages of Team Development



Stages of Team Development

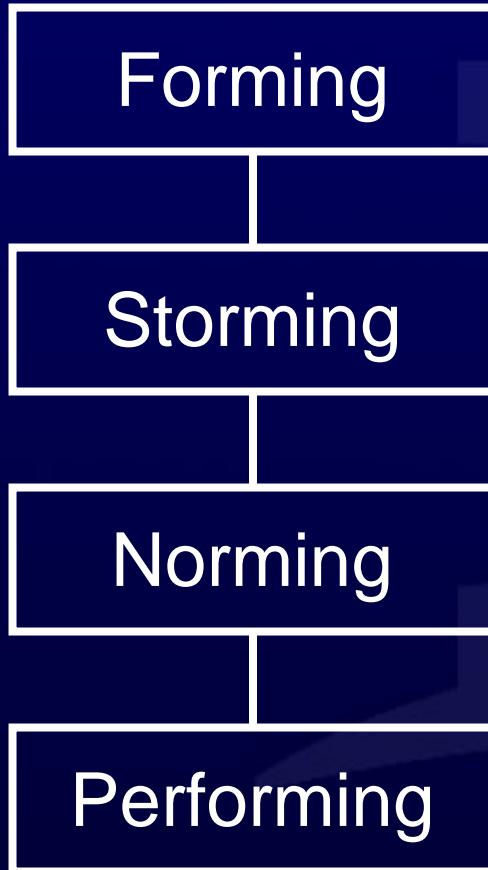


Understanding the task
Understanding each other
Determining acceptable group behavior
Where to start?

Polite but guarded talk
Leader dependent



Stages of Team Development



Differing opinions clash

Emotionally charged meetings

Anger, resentment,
disappointment, despair

Power struggles; resistance



Stages of Team Development

Forming

More open conversation

Storming

Mutual respect

Norming

Consensus on group's norms

Buy into team's goals

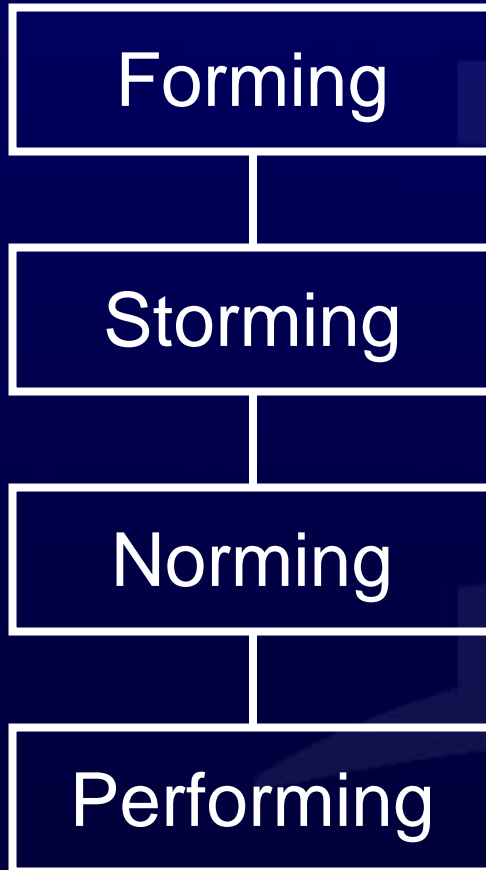
Performing

Members accept roles

Team identity emerges



Stages of Team Development



Work together through problems, professionally

Satisfying team interactions

Energy into tasks

Progress towards goals

Shared credit for successes



Team Development Model

- Progression may not be linear nor sequential...
- And you may spend more or less time in each stage...
- But these stages are **normal**.



Keys to Effective Meetings

- Prepare ahead of time.
- Have a written agenda.
- Agree on meeting's objectives.
- Start on time.
- Document decisions made.
- Don't leave without an action plan.
- Establish ground rules.
- Appoint a facilitator.



CONFLICT!



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Question

Is

CONFLICT!

bad?



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Conflict Management Strategies

Avoidance

Compromise

Attack



Constructive
Engagement

Creative Solutions



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PAUSE Principle

- Prepare** – get the facts, generate options
- Affirm** – the relationship
- Understand** – the others' issues
- Seek** – mutually beneficial options
- Evaluate** – Have we satisfied the major concerns?

