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?
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

- Forming
- Storming
- Norming
- Performing
Stages of Team Development

- **Forming**
  - Understanding the task
  - Understanding each other
  - Determining acceptable group behavior
  - Where to start?
    - Polite but guarded talk
    - Leader dependent
- **Storming**
- **Norming**
- **Performing**
Stages of Team Development

- **Forming**
  - Differing opinions clash
- **Storming**
  - Emotionally charged meetings
  - Anger, resentment, disappointment, despair
- **Norming**
  - Power struggles; resistance
- **Performing**
Stages of Team Development

- Forming
  - More open conversation
  - Mutual respect
- Storming
  - Consensus on group’s norms
  - Buy into team’s goals
- Norming
  - Members accept roles
- Performing
  - Team identity emerges
Stages of Team Development

- Forming
- Storming
- Norming
- Performing

- 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!
Is conflict bad?
Conflict Management Strategies

Avoidance  Compromise  Attack

Constructive Engagement

Creative Solutions
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?