



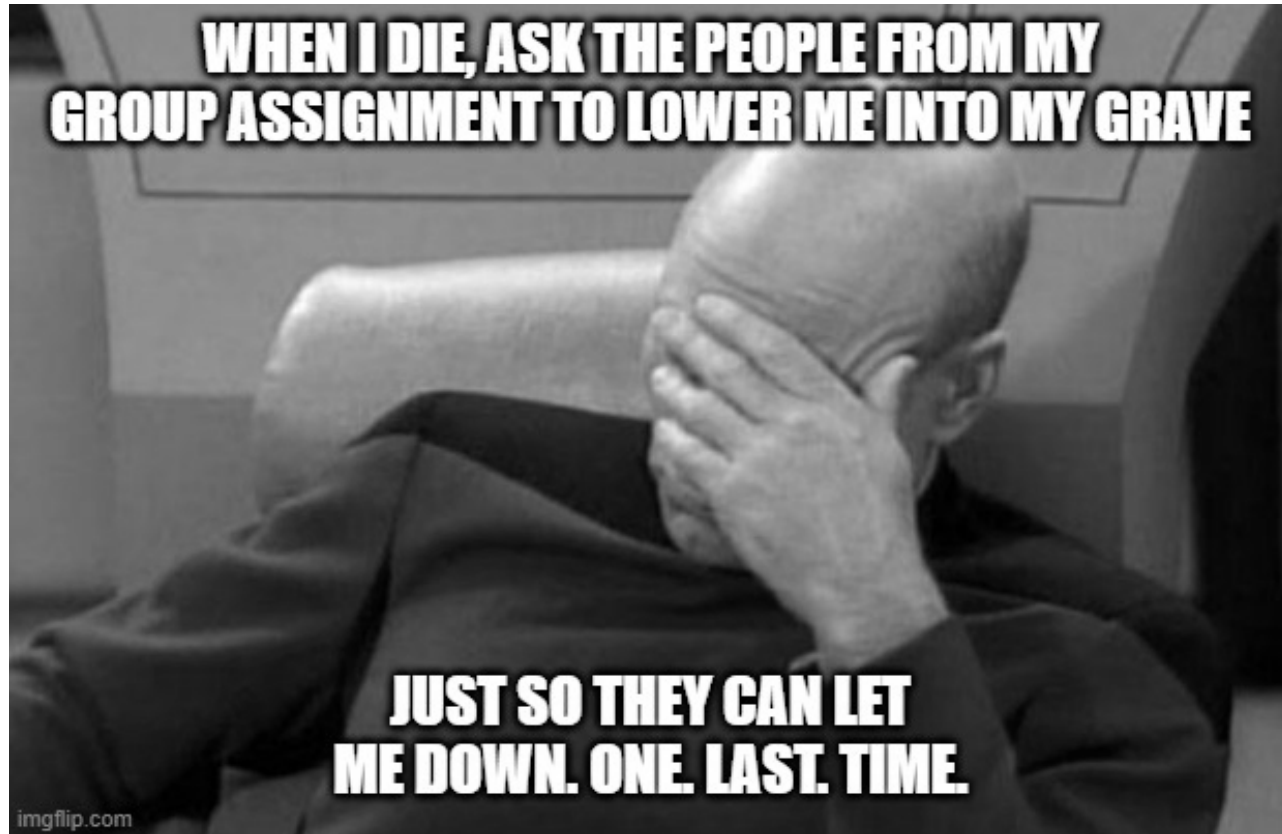
Teamwork

Fluff Disclaimer:
I'm not a fan of fluffy
discussion about being nice.

But teamwork is critical to
having a successful career

We can all get better at
teamwork.

Ever had this feeling?



Topics

- 1) Teamwork
 - a) What's a team?
 - b) Team rules
- 2) Habits of Highly Effective People

Why Teamwork?

- Group
 - people working on similar tasks,..
 - Ex: Some programmers in same office, individually working on similar but different projects.
 - Ex: Study group
- Team
 - ..
 - ..
 - ..

Successful teams can:

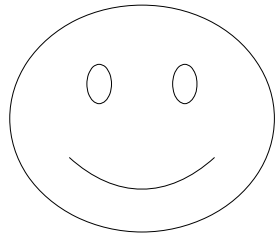
- Complete more/larger tasks
 - can divide big tasks into small tasks for individuals
- ..
 - diverse skills reinforce abilities of team members
- Learn and improve
 - learn from the skills of other team members
- Respond to change
 - people join/leave, jobs change: team can react
- Stronger sense of commitment
 - depending on each other enhances morale

Basics: Team Stages

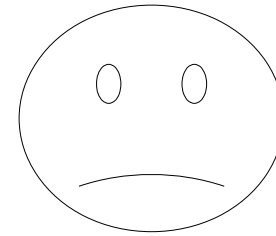
- ..
 - polite getting-to-know each other
- ..
 - members compete to voice opinions; conflict normal.
- ..
 - conflicts resolved; relationships allow effective team work (norms).
- ..
 - Team has gelled, productive "teamwork"
- ..
 - extraordinarily productive; not usually attained
- ..
 - Done work; disbanding.

Basics: Advice

- Positive attitude correlated with success: helps work harder, cooperate better



Person A:
good skills with
positive attitude



Person B:
expert with
negative attitude

- Big teams (>10 members) less productive due to communication/decision overhead

Exercise

- Who thinks they are a safer than average driver?
- Who thinks they are a better than average team member?
- If we ranked everyone by teamwork skills, there would be the bottom 10 people.
 - What advice could we give them to improve?

Basics: Team Rules

- respect everyone
- ..
 - accept constructive criticism; strive to improve it not defend it.
- ..
 - no BCC to others or forwarding comments without permission
- do the work you commit to;
 - inform team quickly will not complete

Basics: Team Rules (cont)

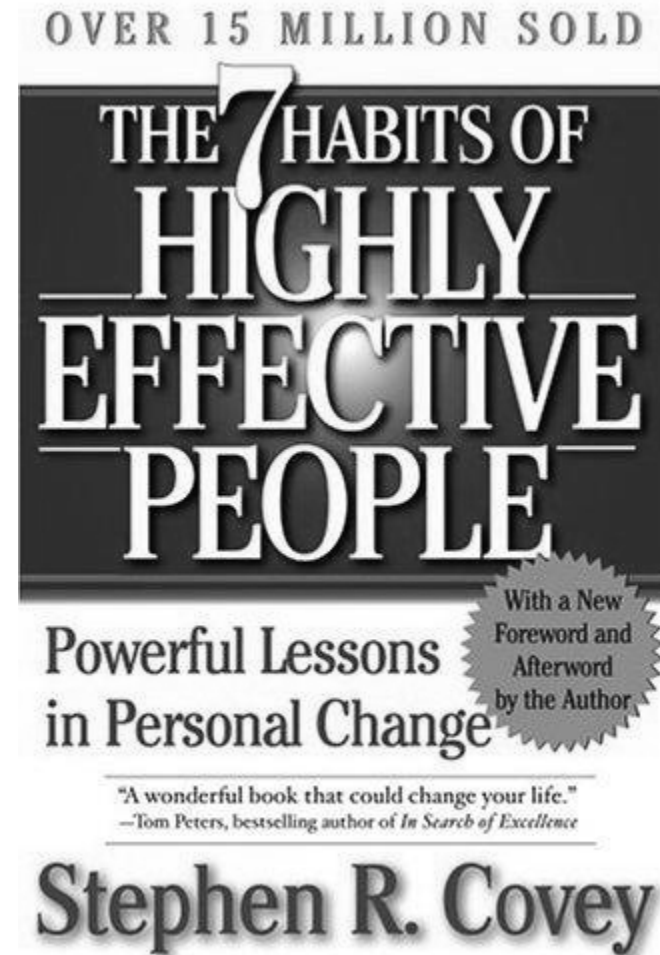
- Communication
 - everyone has their say;..
 - each person able to speak: allow equal participation
 - one person speaks at a time
 - no side discussions
 - be brief and on topic
- Meetings
 - be on time; be focused:
no electronic interruptions (text/email/..)
 - don't do work during meetings

Basics: Team Decision Making

- Agree on how decisions are made
 - how many people need to vote?
 - is majority good enough (breeds discontentment)
- Don't avoid conflict to get a decision
 - ..
discuss alternatives.
 - nominate someone to play devil's advocate
- Respect different opinions
 - dissenters may see some aspect you overlooked
 - this avoids group-think
- Use time to soften disagreements.

Habits of Highly Effective People

This may sound like a lot of fluff, but try to see how it applies to you. Make an effort to improve your group work and interpersonal skills.



1: ..

- Life doesn't just happen; make choices
 - You choose engagement or you choose ambivalence
- Reactive people are governed by..
- Proactive people choose their behaviour.
 - Take responsibility for your actions/situations.

4: ..

- Success is not based on competition:
 - someone need not lose for you to win.
- ..
 - Find mutually beneficial solutions.
- Be courageous to express and fight for your ideas;
 - Be considerate of feelings of others.
 - Balance courage and consideration!
- Believe there is plenty for everyone
 - not a zero-sum game

- Listen.
 - First listen and try to understand before reacting/judging.
 - Ex: PhD candidate misunderstanding questions!
- Listen with an intent..
 - Don't half-listen waiting for a chance to make a point.
- Be able to restate a person's view/questions before replying.

6:..

- 2 heads better than one
- diverse group able to create better solutions together
- ..
 - everyone doesn't have to be the same to be part of the team.
- Truly value diversity
 - not "I wish everyone would agree with me faster so we could make some progress!"

Summary

- Teams
 - Team stages
 - Team rules
 - Team decision making
- Habits
 - Be proactive
 - Win-Win
 - Seek first to understand, then to be understood
 - Synergize / collaborate