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.
Topics

1) Teamwork
   a) What’s a team?
   b) Team rules

2) Habits of Highly Effective People

Source: "Teamwork and Team Building", Jeff Butterfield.
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
  – diverse teams

• Respect different opinions
  – dissenters may see some aspect you overlooked
  – this avoids group-think

• Use time to soften disagreements.
### Sum of # People Needing to Work On...

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<thead>
<tr>
<th></th>
<th>Positive Attitude</th>
<th>Criticize only</th>
<th>Praise public idea</th>
<th>Do committed work</th>
<th>All able to speak</th>
<th>One speak @ time</th>
<th>Be brief, focused</th>
<th>Be on time</th>
<th>Respect all opinions</th>
<th>Be proactive</th>
<th>See win-win</th>
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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.
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