Design Teams

ME72 Engineering Design Laboratory

Why Teams?

• A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

• TEAMS OUTPERFORM INDIVIDUALS.
Characteristics of an Effective Team

- Team goals are as important as individual goals.
- The team understands the goals and is committed to achieving them.
- Trust replaces fear and people feel comfortable taking risks.
- Respect, collaboration, and open-mindedness are prevalent.
- Team members communicate readily; diversity of opinions is encouraged.
- Decisions are made by consensus.

Stages of Team Development 1

- Forming
  - When the team first comes together and tries to begin working as a team
- Storming
  - When the team experiences early difficulties in the transition to teamwork and a great deal of conflict and struggle surfaces
Stages of Team Development 2

• Norming
  – When the team begins to work out internal shared understandings (norms) of how best to work together and members begin to follow these guidelines

• Performing
  – When the team members learn how to combine their efforts effectively and begin to function as a well-coordinated team

Communication

• 90 percent of face-to-face communication is NON-VERBAL!

• The heart of communication
  – Listening
  – Giving feedback

• Communication Skills:
  – Openness and empathy
  – Positiveness, supportiveness, and equality
Causes of Conflict

• Scarce Resources
• Poor communication
• Ambiguities about responsibilities
• Incompatible goals
• Personality differences

Resolving Conflict

• The best approach to resolving conflicts is through collaborative dialog
  – This approach gets conflicting team members to look at their assumptions and behaviors in light of their individual, team, and organizational goals.
  – Coming to understand the assumptions that lead to the mismatching of expectations and how these mismatches affect team performance is key to permanently resolving conflict.
Resolving Conflict

- Be specific rather than general.
- Phrase the problem as a problem for the whole team.
- Focus on controllable things.
- Give constructive criticism.
- Remember that your purpose is to improve the team member’s behavior.
- Keep feedback professional.
- Ensure understanding.

Summary

- Teams outperform individuals.
- Teams go through forming, storming, norming, performing.
- Good communication is the key to successful teams.

Reference