



Getting the task done

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faster

broader view

division of work

max. advantage of strengths

morale

perform tasks not doable by individual

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communication, coordination
conflicting views
some don't do their share
project held up by slowest person

Standpoint of team members

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don't have to do all the work
divide tasks by interest,
learn from others
fun
pride
learn about self

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- less personal responsibility
- less ego fulfillment
- personal conflict
- Compromise
- organizational, coordination complications
- follow leader, even if not too competent

Roles in a team

Leader

ruthless tyrant

drone

Secretary

motivator

doom sayer

mediator

innovator / ideas

info collector

analyzer

controller

Personality types

dissatisfied with everything

procrastinator

optimist / pessimist

Submissive

uncompromising

individualist

group clown

extrovert / introvert

Prerequisites for success

plan

achievable goals

ability

hard work

group cohesion - cooperation

willingness to compromise

listen

express ideas clearly

positive outlook

Willingness to do necessary

" to work as a group

Open mindedness

sense of responsibility

respect for other members

Care, attention to quality

encourage, support others

Teams

Start: students list good and bad aspects of their previous experiences in group work

1. Getting the task done

- advantages of working in teams

- two see more than one
- more and different skills, knowledge and experience can be applied to task
- larger task can be performed
- less time required (if project work appropriately organized)
- errors more likely to be caught earlier
- greater effectiveness
- personal development of the team members
- increased morale
- better use of capabilities of team members
- better decisions

- disadvantages

- time to coordinate
- extra communication required
- lower efficiency/productivity lower (results/person-day)

2. From the standpoint of the team workers

- advantages, pleasant aspects of working in a team

- pride in completing complex task
- enjoyment from working with others (social contact)
- learn from others

- disadvantages, frustrations

- when others don't accept my suggestions
- when I have to do more than others because they don't do their fair share
- when others are incapable of doing key parts of the work
- personality conflicts

3. Individual roles in a team (after Robert Belbin)

Leader: leads, presides, coordinates at higher levels

Expediter/motivator: sets direction toward successful completion, keeping goal in mind/view, motivates

Idea generator: creates ideas, makes proposals

Analyzer: checks, evaluates, verifies, quality controller

Activator/contacter: establishes contacts, obtains ideas, developments

Organizer/administrator: coordinates detailed activities, translates ideas into specific tasks and activities

Harmonizer: encourages, harmonizes, overcomes conflicts, facilitates interpersonal work, supports others

Goal monitor: monitors deadlines, makes sure that team finishes

4. Types of members

people oriented

individualist

loner

extroverted

introverted

technically competent

socially competent

5. For the team to succeed each member should

contribute fair share of the work
fill their gaps in knowledge and skills (learn what is needed)
be tolerant
recognize the value of other types of contributions
respect others in team
be courteous, tactful
encourage others in team
praise others in team appropriately
come to meetings regularly and on time
be honest and open

6. Unequal contributions of individual members

- good aspects

different abilities, skills, knowledge available to perform the task

- bad aspects

some members have to do more than their share, are insufficiently rewarded
some members share unfairly in the rewards
demotivates the good contributors

7. The problem of the undercontributor

- why?

incapable

unwilling

unmotivated

feels rejected by the group

personal problems

health problems

often criticized but never praised by others (criticized when wrong or unhelpful, but not praised when right or helpful)

- what to do? (how to help/motivate/coerce the undercontributor to contribute)

find out why (see list above)

support, encourage

motivate (e.g. praise when appropriate)

carrot vs. stick: use carrot as much as the stick

praise as well as criticize

criticize courteously, constructively and tactfully