

Working in Teams

A group of individuals who work collectively on some endeavor:

- Contribute to a common outcome
- Responsible for success/failure as a whole
- Activities/actions of group members are coordinated in some way

Teams: A Fact of Life

- Most "Real World" engineering is done in a team setting
- Teams are becoming increasingly multinational and multidisciplinary
 - different skill-sets
 - different cultural norms
- Successful engineers must be able to function effectively in a team setting

Team Roles

- Meyers identifies eight different team roles
 - Coach
 - Crusader
 - Explorer
 - Innovator
 - Sculptor
 - Curator
 - Conductor
 - Scientist
- Source: www.teamtechnology.co.uk/workingoutyourteamrole.htm

The Coach Role

Coaches value people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences of opinion and find ways in which the team can agree.



The Crusader Role

Crusaders are value driven, and in a team discussion they often bring a sense of priority that is derived from their strong convictions. They seize upon, emphasize ideas or thoughts that have the greatest importance and focus on those about which they feel most strongly.



The Explorer Role

Explorers promote exploration of new and better ways of doing things, to uncover hidden potential in people, things or situations. Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or new potential uncovered.



The Innovator Role

Innovators use their imagination to create new and different ideas and perspectives. Innovators often produce radical solutions to problems, develop long-term vision and demonstrate an apparent understanding of what cannot be clearly known.



The Sculptor Role

Sculptors bring things to fruition by getting things done, and getting them done now! They are very action-oriented and try to have an immediate impact on things, injecting a sense of urgency, and aiming to achieve clear goals and tangible results.



The Curator Role

Curators bring clarity to the inner world of information, ideas and understanding. They expand their knowledge and collection of experiences, and also look to the future by envisioning clear goals and clear pathways to achievement of those goals.



The Conductor Role

Conductors introduce organization and a logical structure into the way things are done. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.



The Scientist Role

Scientists provide explanation of how and why things happen. They produce mental models that replicate how particular aspects of the world works, and they try to understand the full complexity of any situation.



Team Difficulties

- Teams may require interaction among people with different personality traits
- Teams may induce conflict
- Teams may have difficulty reconciling different perspectives and reaching decisions
- Teams may undermine individual responsibility



Team Dynamics

- The antisocial team: Avoids meeting as a team whenever possible. Each member tries focus on some independent task with minimal coordination or discussion.
- The overly social team: Becomes mired in bureaucracy. Feels need to do everything by committee
- The split team: Subdivides into two or more groups
- The dysfunctional team: Can't get along.



Team Members--Pitfalls to Watch For

- The hero - one team member who wants to do it all, relegating everyone else to backseat role.
- The savior consistently rescues the team in critical situations
- The know-it-all monopolizes team discussions, stifling the open exchange of ideas
- The dreamer offers grand visions, but expects others to pull off the miracles
- The slacker tries to be invisible, avoiding any meaningful responsibilities
- The dissembler promises to do things but doesn't come through with results



Finally, form a team of four members:

- Make sure at least one member has a Window machine
- Exchange your contact information: email, social media, phone,
- Set up a time you can meet
- Select one member who will submit the team in ICON (names, one submission per team)