



Co-funded by the
Erasmus+ Programme
of the European Union

Module 3: Engineering Innovation
Unit 1: Team Selection Process

Lesson 1

Lesson 1

Team Selection Process

Adapted from Vasan Ramachandran, *Team Science & The Science of Teams*, Faculty development workshop, 2011.

Some definitions

Teams: two or more people working interdependently (collaborating) towards a shared common goal or task

Some definitions (con't)

Team building: process of gathering the 'right' people and getting them to work together to accomplish a goal/task

Team management: directing a group of individuals to work as a unit to accomplish a goal/task

Groups vs Teams

	Groups	Teams
Members	Independent	Interdependent
Goals	Individual	Shared
Identity	Individual (me)	Shared (we)
Leadership	Often single	Shared
Products	Individual	Collective
Reward	Individual	Collective
Cohesion	None/limited	Esprit
Conflict	Reactive	Expected/proactive

Selecting a team members

Complementarity of skills: differentiation and specialization

- technical
- executive: problem solving; decision making
- interpersonal
- internationalization & commercialization

Selecting a team members (con't)

Cohesion (shared mental model & work)

- Breeds respect and trust

Complementarity conflicts with shared mental model

Selecting a team members (con't)

Cohesion (shared mental model & work)

- Breeds respect and trust

Complementarity conflicts with shared mental model

Team mix

Mix of experience and expertise

Mix of personality traits

- 'go getter' vs. 'look before you leap'
- Sprinter vs. plodder
- Risk taker vs. cautious

Thinking pattern

- Creative vs. pragmatic
- Dreamer vs. logical
- Spontaneous vs. organized

Team communication

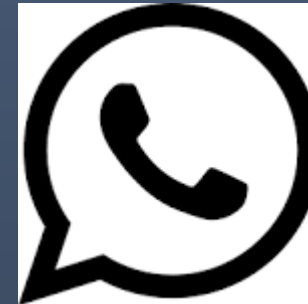
Face-to-face

Videoconferencing

Teleconferencing

Internet

- E-mail
- Texting (Line, Whatsapp)



Summary

Good innovation team

- Mission clarity and faith (overall)
- Goal clarity (project-specific)
- Appropriate mix of skill sets to address question at hand, including good leadership
- Role clarity
- Good communication

Activity

Team Building Exercise

