

# SPR/FPR A21 - Lesson 5

Personal / Cultural differences

Team Dynamics

Group contract



# Learning Goals Lesson 5

After this lesson you should know about

## 1. Personal & Cultural Differences

1. Approach
2. Cattell
3. Hofstede's Cultural dimensions
4. Belbins Team Roles

## 2. Strengths and weaknesses of your Group

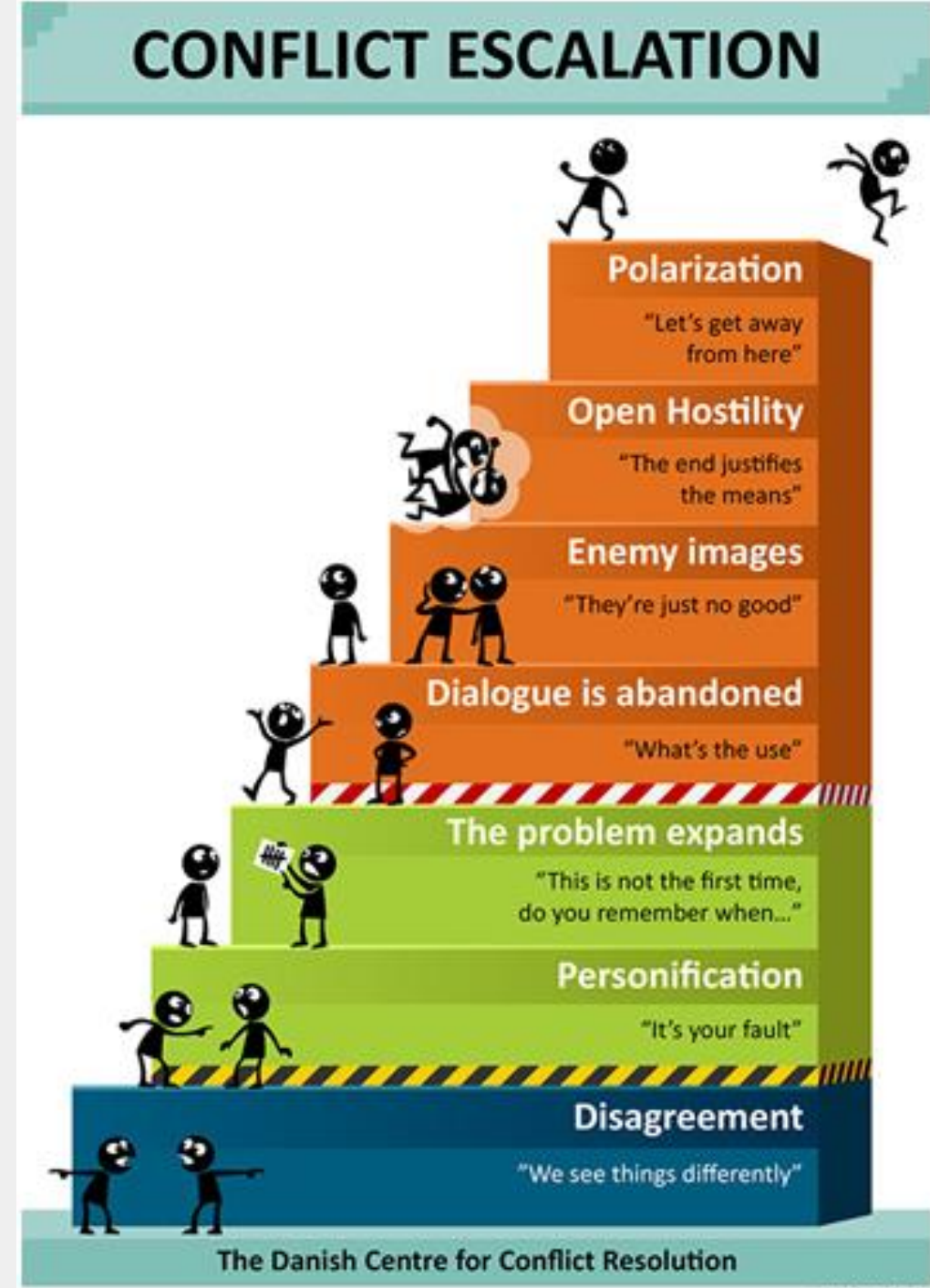
## 3. The Group Contract

# Status

1. Everyone in a group? All groups have defined a subject? (???)
2. All groups have filled in the form: Group Formation and Choice of Topic?
3. Upload to dedicated Group Folder (Under Ressources) – Change title if possible

# Group disintegration stages

Why & When does this occur?





# Life can only be understood backwards; but it must be lived forwards.

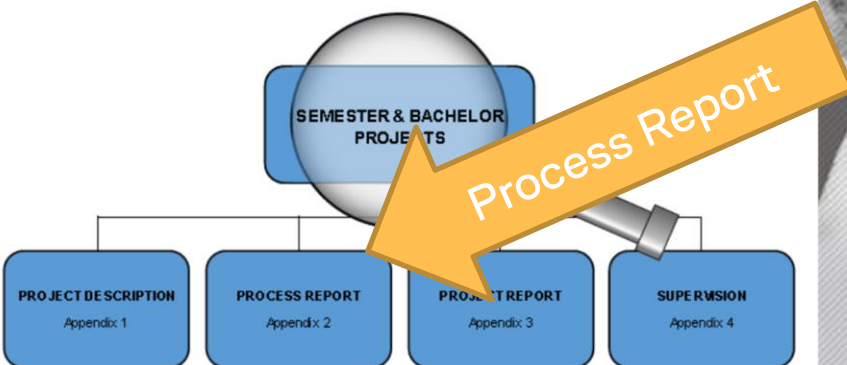
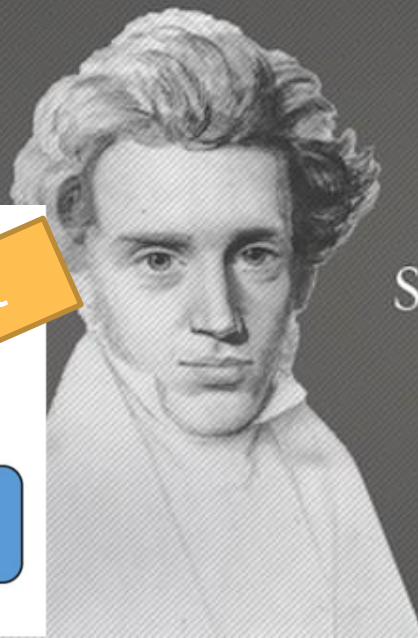


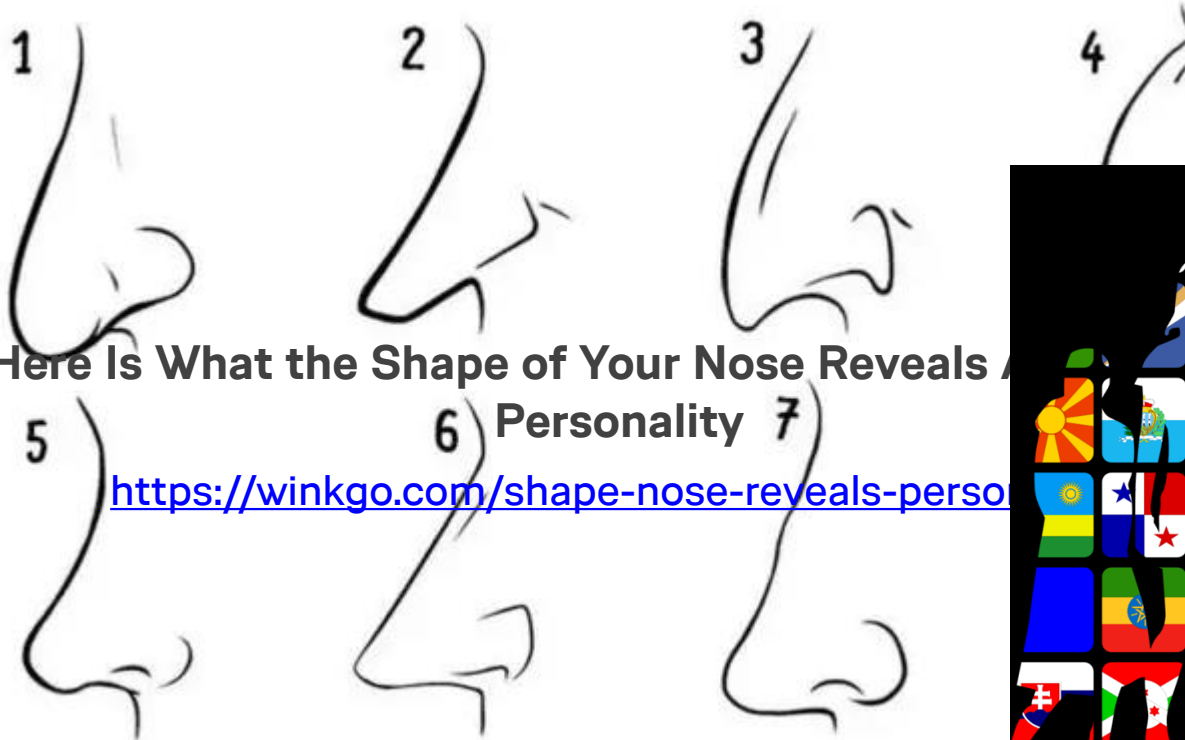
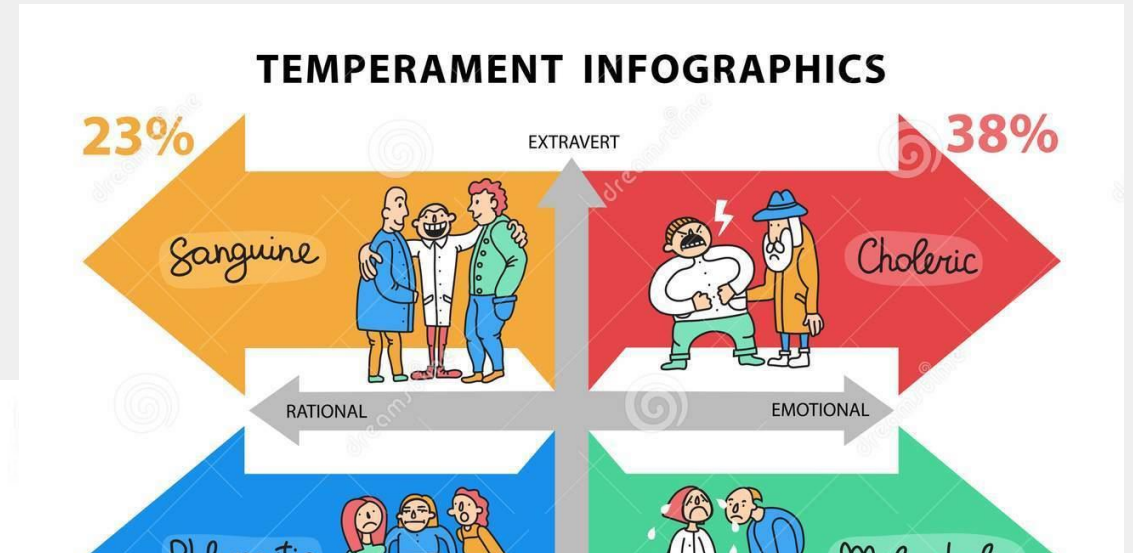
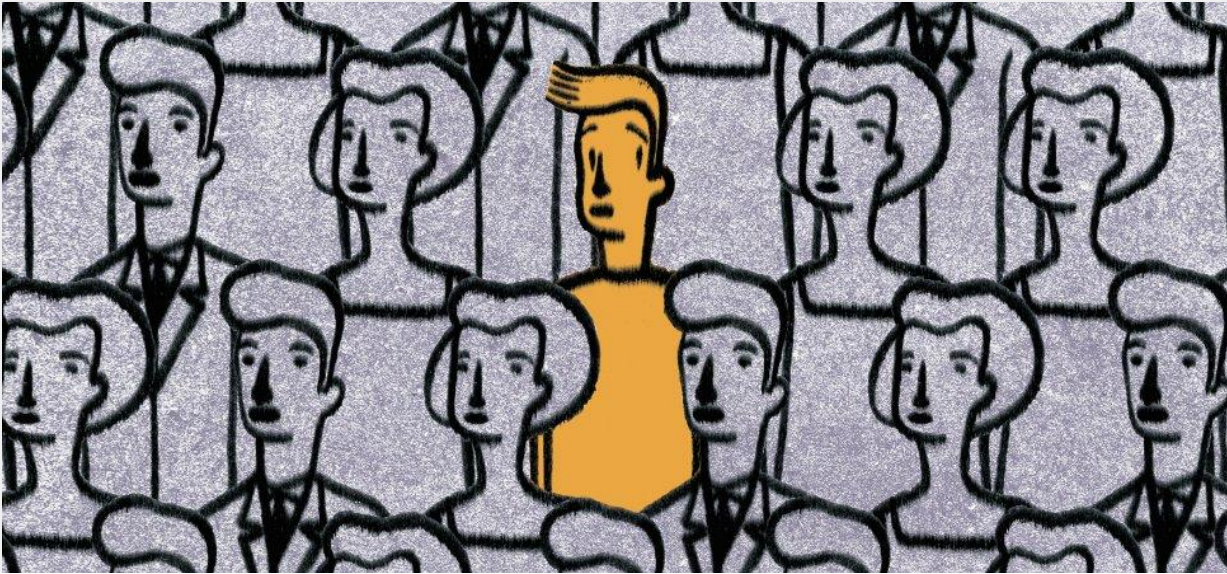
Figure 1. Structure of VIA Engineering Guidelines for semester and bachelor projects.



SØREN KIERKEGAARD  
1813–1855



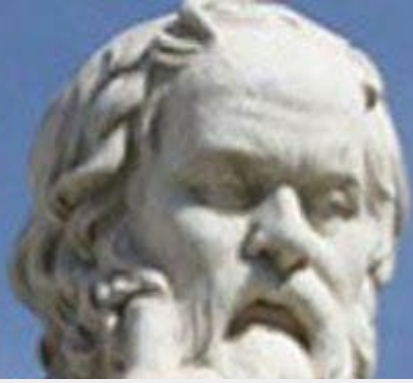
# Who am I?



Here Is What the Shape of Your Nose Reveals About Your Personality

<https://winkgo.com/shape-nose-reveals-personality>





# “Know thyself.”

- Socrates

Setting expectations (Who)  
The students

Mankind can be divided into three  
categories:

1. Those who want to conquer the world.
2. Those who want to understand the world
3. Those who want to save the world.



What are You?



# The challenge of multicultural teams

Research shows that the behavior of people in work teams varies across cultures.

- **Problems:**
- Reaching agreement is more difficult
- Communication is more difficult
- Building trust and respect is more difficult
- More stress

## Conclusion

Team members must pay extra attention to the team's *process*





# Talking about multicultural project groups / statements



# Individual Assignment

**We will meet at 15:00 PM for Group Work!**

- In Wonder: Place yourself in the bubble that comply best with your meeting behaviour.
- Choices: 14:45 – 14:59 – 15:05 - 15:15

# Managing differences?

- Sometimes I feel that the xxx students in my project team don't accept differences. When I did some things in my way they commented or even laughed that it is stupid or useless etc.
- But for me it was normal what I was doing - because I was taught to do that during all my life.





# Lunch!

Also I would like to speak about lunch. WHAT ABOUT THE TIMETABLE FOR LUNCHING!!! Because in Denmark we have just a break of 30 minutes... and I CAN'T EAT IN 30 - So I wait until 3 o'clock to lunch.



## Resistance to teamwork?



All the time I have to rely on others. I hate that. ... I have nothing against working in a team, but sometimes you need to feel independent to develop your imagination and creativity. And now, even when you are doing your homework you have to adapt to others, you have to wait when they are available, and finally when they come to you to work, or you have other plans, or maybe you need to be alone. (Lithuanian student)

Same student, 2 months later:

Being here I learned how group work is important. It was the main source of new ideas I got from others, and with their help I developed the ideas I already had.

# Hofstede Cultural Dimension factors

0 ← ----- HOFSTEDE'S CULTURAL DIMENSIONS ----- → 100

LOW POWER  
DISTANCE

**PDI**

HIGH POWER  
DISTANCE

COLLECTIVISTIC

**INV**

INDIVIDUALISTIC

FEMININE

**MAS**

MASCULINE

LOW UNCERTAINTY  
AVOIDANCE

**UAI**

HIGH UNCERTAINTY  
AVOIDANCE

SHORT TERM  
ORIENTATION

**LTO**

LONG TERM  
ORIENTATION

RESTRAINT

**IND**

INDULGENCE



# Hofstede's cultural dimensions

<b>Power Distance</b>	Power distance (PD) reflects the degree to which hierarchy and unequal distributions of power are accepted. A high PD score implies a prevailing acceptance of large status differences between superiors and subordinates. Managers tend to be autocratic and paternalistic while employees tend to do as they are told.
<b>Uncertainty Avoidance</b>	Uncertainty avoidance (UA) reflects the degree of comfort with ambiguous situations and the extent to which efforts have been made to minimise or avoid these situations. Managers in high UA cultures tend to depend extensively on systematic rules and regulations. Extensive efforts are made to plan for and even control the future.
<b>Masculinity</b>	Masculinity (MAS) reflects the degree to which tough and assertive behaviour is encouraged. Conversely, femininity (FEM) encourages tender and nurturing behaviour. The belief in equity (rather than equality) and the importance of material success to a group both tend to be related to its MAS score.
<b>Time Orientation</b>	This dimension reflects the degree to which short-term gain is accepted in return for long-term gain. Societies with a short-term orientation (STO) will be more likely to seek out immediate gratification than those with a long term orientation (LTO, but they are less likely to plan or invest for the future.
<b>Individualism</b>	Individualism reflects the degree to which personal independence is valued over group membership. A society scoring high on IND values personal goals, initiative, autonomy and privacy. Conversely, collectivistic (low IND) societies value group goals and objectives over individual preferences. The importance of harmony and consensus tends to encourage collective responsibility and group decision making while discouraging dissent and innovation.

Adding the cultural dimension  
See <https://www.hofstede-insights.com/product/compare-countries/>

In the groups map:

Your SPR/FPR group (If different countries of origin). And also compare with Denmark (Where your supervisors probably will be from).

Define relevant issues and discuss eventual change in approach internally in your group

# Cattell's 16 Personality Factors

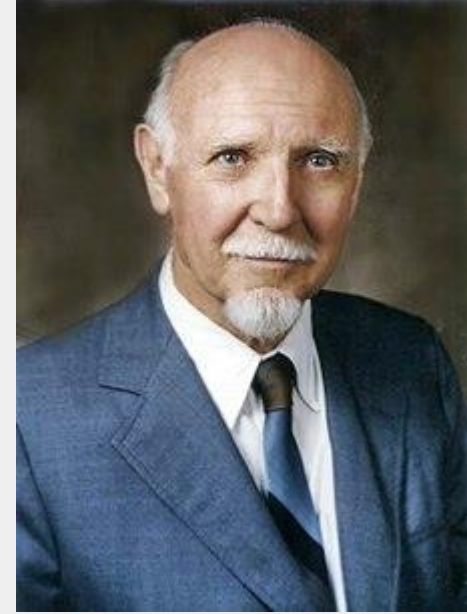
**Raymond Cattell** - defined 2 types of traits

- **Surface** Traits: Personality characteristics easily seen by other people
- **Source** Traits: More basic traits that underlie the surface traits

*Defined via 16 factors*

## Example

Being shy, quiet and disliking crowds are surface traits related to the more basic source trait of introversion.



<https://sites.google.com/site/psychologyofpersonalityperiod1/home/type-and-trait-theories/cattell-s-personality-theory>



# Cattels personality factors

1. **Abstractedness:** Imaginative versus practical
2. **Apprehension:** Worried versus confident
3. **Dominance:** Forceful versus submissive
4. **Emotional Stability:** Calm versus high-strung
5. **Liveliness:** Spontaneous versus restrained
6. **Openness to Change:** Flexible versus attached to the familiar
7. **Perfectionism:** Controlled versus undisciplined
8. **Privateness:** Discreet versus open
9. **Reasoning:** Abstract versus concrete
10. **Rule-Consciousness:** Conforming versus non-conforming
11. **Self-Reliance:** Self-sufficient versus dependent
12. **Sensitivity:** Tender-hearted versus tough-minded.
13. **Social Boldness:** Uninhibited versus shy
14. **Tension:** Inpatient versus relaxed
15. **Vigilance:** Suspicious versus trusting
16. **Warmth:** Outgoing versus reserved

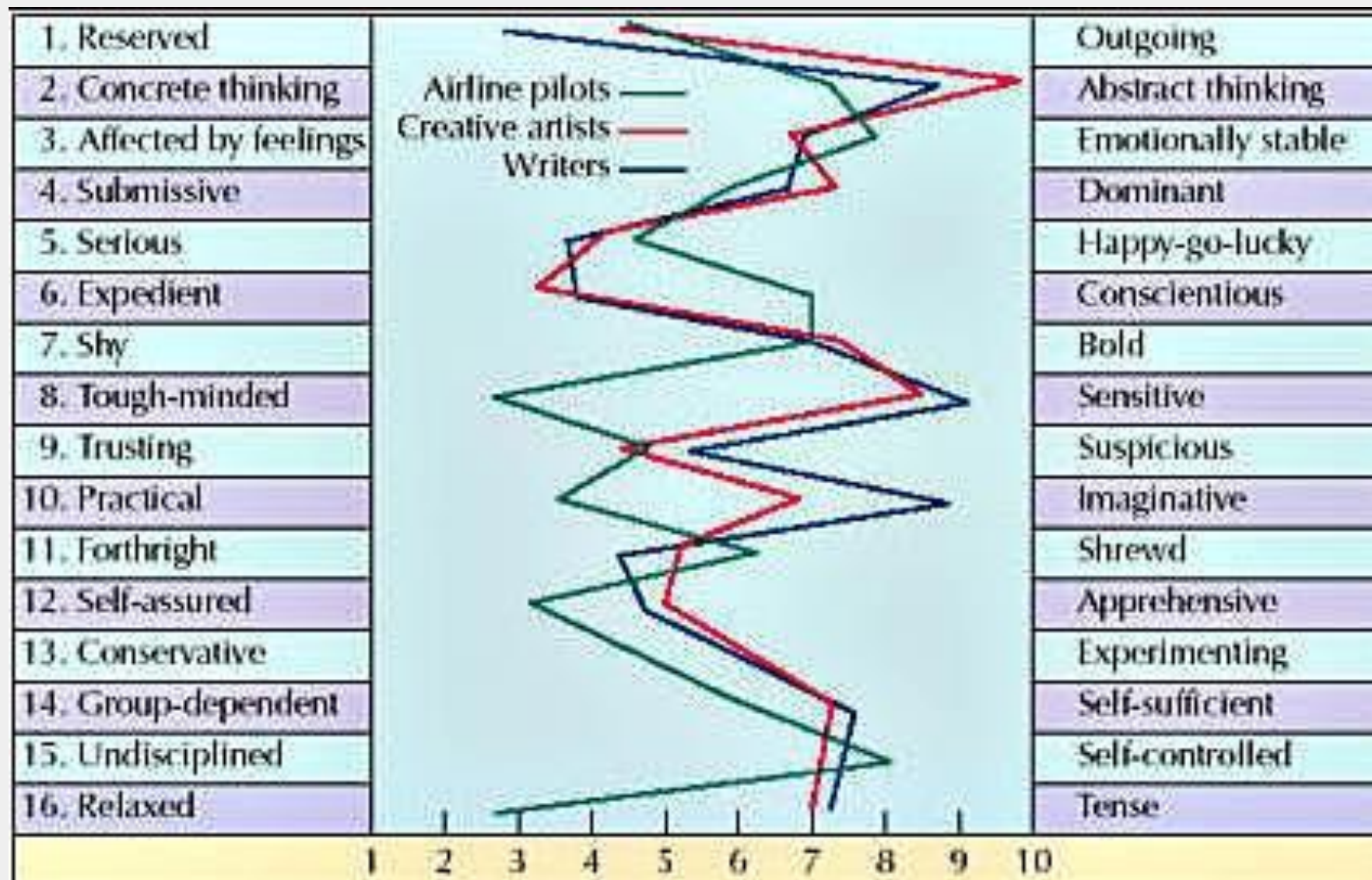


1. **Extraversion**
2. **Anxiety**
3. **Tough-mindedness**
4. **Independence**
5. **Self-control**



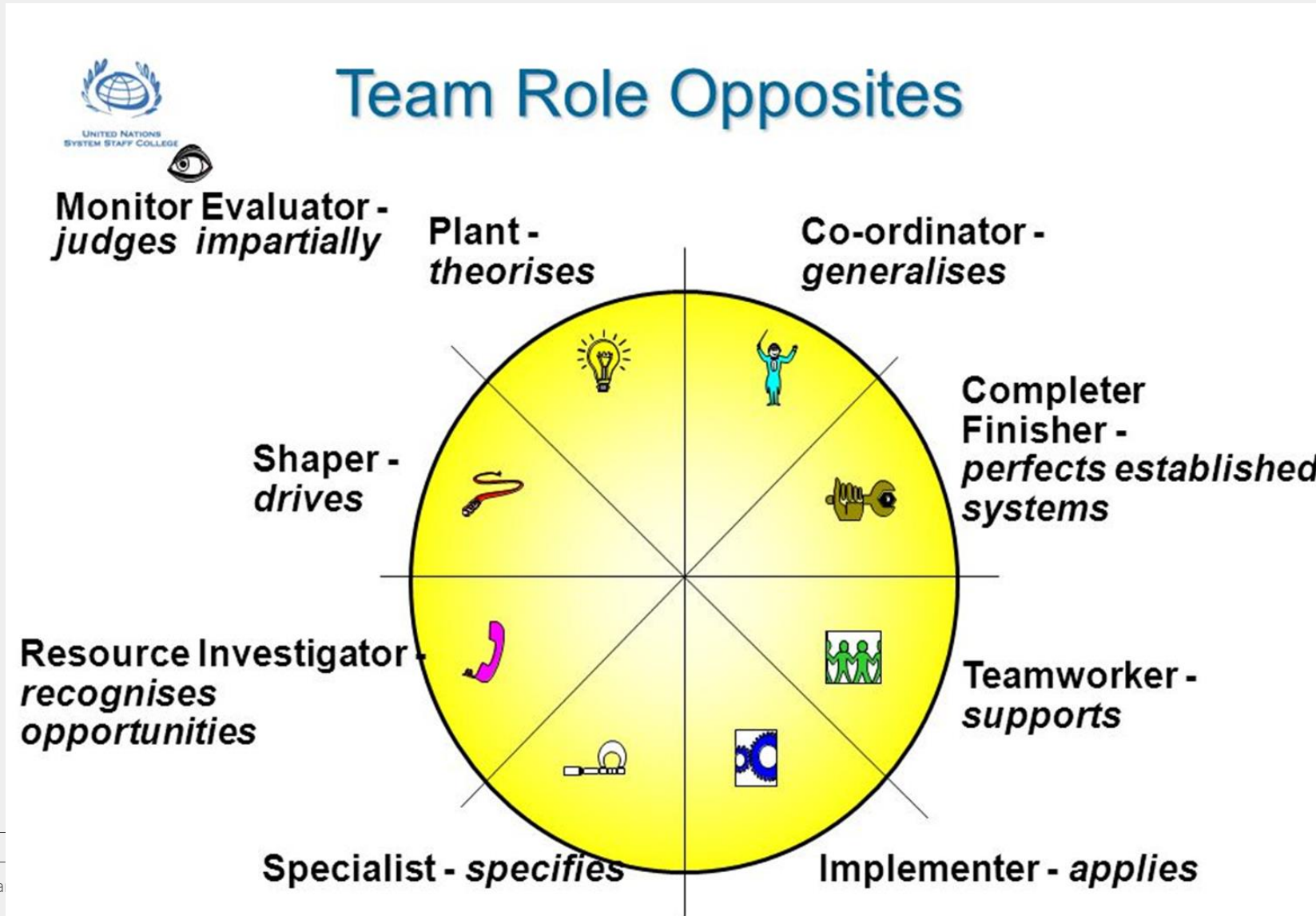
1. **Extraversion – Introversion**
2. **Level of anxiety**
3. **Level of Tough-mindedness/Self-confidence**

# Cattell 16 Personality Factor Scales



# Group Roles – Together we are competent

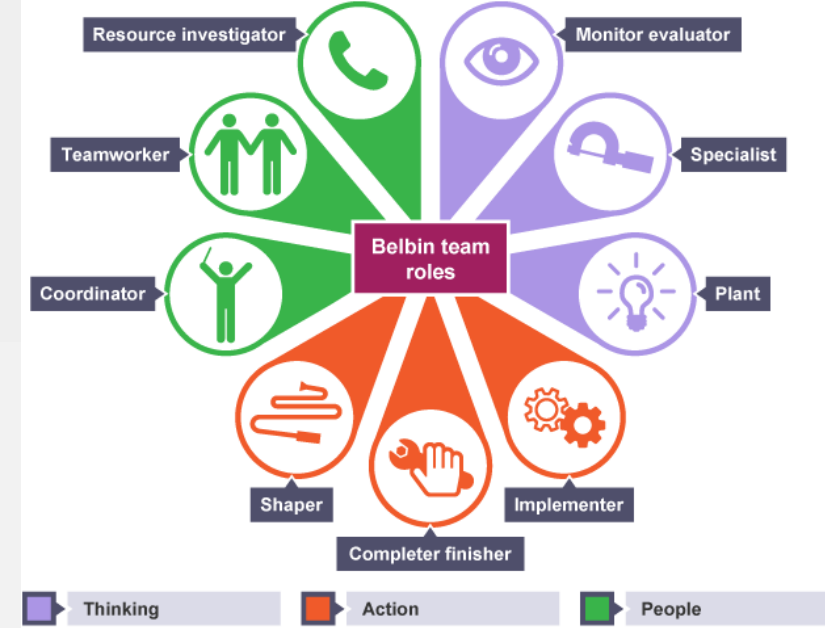
1. We are all able to play all roles but some are more preferred than others.
2. A high performing Team should have members together covering all roles with preference





# Group Roles – Together we are competent

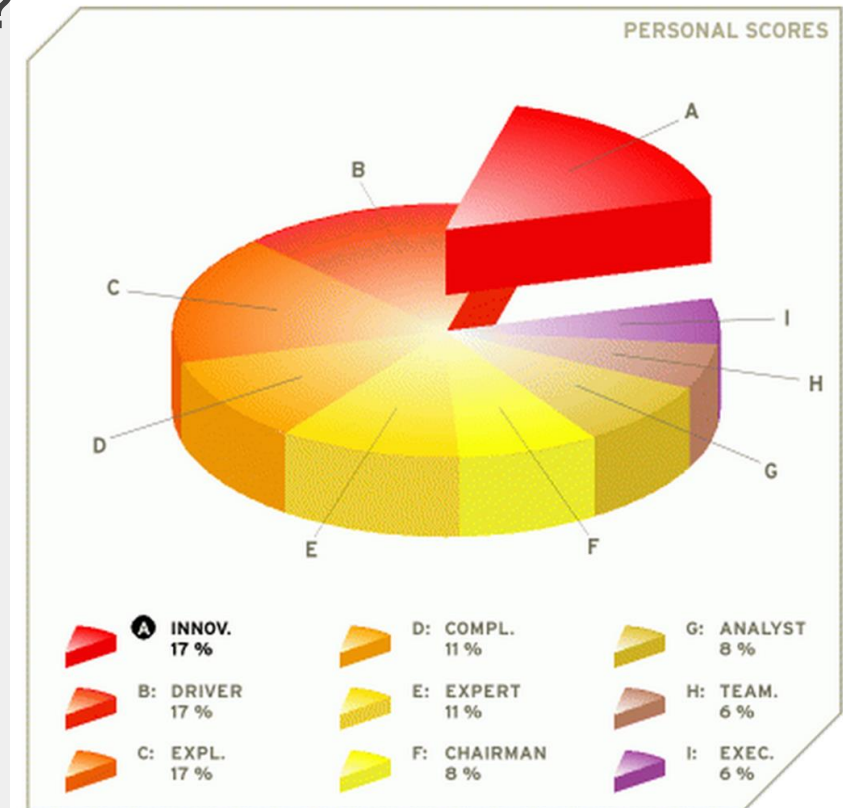
- **Innovator:** creative generator , strong imagination, original
- **Driver:** ambitious and energetic, impatient and impulsive
- **Explorer:** extrovert, cheerful, investigative, curious, communicative
- **Completer:** responsible, concerned, controlling, quality & deadline focused
- **Expert:** skills and expertise, task focused, “lone rider”
- **Chairman:** coordinator, procedure focussed, respectful and open-minded approach to others
- **Analyst:** reserved, critical, rational, thinks through before acting
- **Team player:** caring, conflict avoiding, helpful, diplomatic
- **Executive:** organizer, disciplined, eager, practical, systematic, organized, action oriented



# Individual + Group assignment:

1. Do a personality test: <http://www.123test.com/team-roles-test>
2. Define strengths and weaknesses of your group as a whole based upon the test results
3. How are you to take action based upon the results? (where are you strong – where are you weak – What are you to do??)

Lecturers  
Score



# The Group Contract

Describes how the group has agreed to work together

- It describes the group
- It describes the groups values
- It describes the promises the group members gives to each other

It is basically stating the “code of Conduct” among the group members that each individual in the group promises to keep.

Make it unambiguous and specific/ measurable



Group Contract Template - VIA Engineering Guidelines

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**Group Contract**

Group Name (optional): \_\_\_\_\_ Date: \_\_\_\_\_

These are the terms of group conduct and cooperation that we agree on as a team.

**Participation:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Communication:** We agree to...  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Meetings:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**Conduct:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# The Group Contract

[https://studeready.com/projects/Engineering\\_project\\_methodology/layouts/15/WpFrame2.asp?source=cc/projects/Engineering\\_project\\_methodology/General/Templates/2018/20Group%20Contract%20Template%20-%20VIA%20Engineering%20Guidelines&action=default](https://studeready.com/projects/Engineering_project_methodology/layouts/15/WpFrame2.asp?source=cc/projects/Engineering_project_methodology/General/Templates/2018/20Group%20Contract%20Template%20-%20VIA%20Engineering%20Guidelines&action=default)



Group Contract Template - VIA Engineering Guidelines

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**Communication:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Meetings:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Conduct:** We agree to.... 21/09/2021  
\_\_\_\_\_  
\_\_\_\_\_

**Conflict:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_

1



Group Contract Template - VIA Engineering Guidelines

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**Deadlines:** We agree to....  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Other Issues:**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Make it unambiguous and specific/ measurable



# Homework for Wednesday (September 22)

## Individually:

1. Do the team role test individually and share your result with your group
2. Consider what issues that might raise conflicts: How can they be identified?
3. What predefined actions could be taken in order to avoid conflicts to increase?
4. Fill out the Group Contract – as you believe it should be in order to avoid conflicts and bring it to Wednesdays class

Base your arguments on the personality tests and the theory from lesson 5



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21/09/2021

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