

Please sit with your project  
team if you are able

find the list in Files on Canvas



Johnson  
Cornell  
SC Johnson College of Business

# AEM3000

# Building High-Performing Teams

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JANUARY 30, 2024

# Team Effectiveness

Does the team's output meet the task standards?

Does the team experience contribute to the goals and development of team members?

Does the team experience enhance the capability of members to work and learn together in the future?



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**Team  
efficacy**

# High-performing teams

Clear goals and a common purpose

Defined roles and responsibilities

Decision-making process that values a diversity of viewpoints

Conflict is dealt with openly and transparently

Specialized skills and complementary talents, diversity of experience and background

Mutual trust – in other team members and in the team as an entity

Coordination - relationships allow team members to work together seamlessly





# Today's focus

Clear goals and a common purpose

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Decision-making process that values a diversity of viewpoints

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# Transactive Memory System

A shared system for attending to, encoding, storing, processing, and retrieving information

Three components:

- Specialization - knowledge possessed by particular team members (what we know)
- Credibility - trust in one another's knowledge and skills
- Coordination - awareness of who knows what (where to go for information)



Image source: shutterstock.com



“We’re going down!!!”





# Survival!

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Go to Canvas and read the announcement

Working individually, take a few minutes to read the exercise and rank the 14 items

NO outside sources

Go to Assignments and submit your rankings (attach the word doc, take a screenshot, photo, whatever)



Go to a breakout space and  
come up with a team  
consensus ranking

When finished, **everyone**  
on the team record your  
team rankings in the  
second column

Return by \_\_\_\_

		A. Your Ranking (example)
A.	One bottle (750 ml) of Polmos Spirytus 150-proof vodka	6
B.	Sectional air map made of plastic (shown on next page)	1
C.	Magnetic compass	4
D.	One-gallon can of maple syrup	7
E.	1 sleeping bag per person (rated for arctic conditions)	5
F.	20' x 20' heavy-duty tarp	12
G.	Family-sized Hershey bar (one per person)	14
H.	250 ft. of 1/4-inch braided nylon rope, rated for 50 lbs.	2
I.	1 fully-charged 4-battery flashlight	13
J.	Book entitled <i>Star Navigation in Northern Canada</i>	8
K.	12 wooden “strike anywhere” matches (in a waterproof container)	9
L.	Camp ax	10
M.	1 inner tube for a 14-inch aircraft tire (punctured)	11
N.	3 pairs of snowshoes	3



WELCOME BACK !

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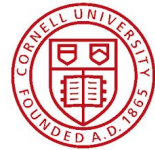
# A bit about me

RPI, Aero Engineering



Rensselaer

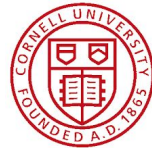
Cornell MBA



Org. change consultant



PhD in Org. Behavior



Professor, Associate Dean at Clarkson University



Clarkson™

Full-time faculty at Cornell





# But before that...



How did you work together to make  
a team decision?



		Your Ranking (example)	Team Ranking	Difference
A.	One bottle (750 ml) of Polmos Spirytus 150-proof vodka	6	7	$ 6-7  = 1$
B.	Sectional air map made of plastic (shown on next page)	1	12	$ 1-12  = 11$
C.	Magnetic compass	4	11	$ 4-11  = 7$
D.	One-gallon can of maple syrup	7	5	$ 7-5  = 2$
E.	1 sleeping bag per person (rated for arctic conditions)	5	1	.
F.	20' x 20' heavy-duty tarp	12	10	.
G.	Family-sized Hershey bar (one per person)	14	3	.
H.	250 ft. of 1/4-inch braided nylon rope, rated for 50 lbs.	2	2	
I.	1 fully-charged 4-battery flashlight	13	4	
J.	Book entitled <i>Star Navigation in Northern Canada</i>	8	13	
K.	12 wooden "strike anywhere" matches (in a waterproof container)	9	6	
L.	Camp ax	10	14	
M.	1 inner tube for a 14-inch aircraft tire (punctured)	11	9	
N.	3 pairs of snowshoes	3	8	

$\Sigma$

Leadership is a **process** of  
**influencing** others to pursue  
goals tied to a vision of  
**change**





A wooden seesaw is balanced on a dark, rounded stone. A large, light-colored, smooth stone is placed on the left end of the seesaw, while a smaller, dark, textured stone is on the right end. The seesaw is tilted upwards on the right side. The background is a plain, light gray.

# Power and Influence

Social power provides the capacity to  
influence



# Bases of Social Power

Leaders have **legitimate** authority of role or structural position

In that position, they often control **rewards** and **punishments** as well

# Informational power

based on ability to share,  
limit, manipulate, or use  
information







## Expert power

derived from the knowledge  
or perception of knowledge  
that one possesses





# Referent power

based upon  
identification with,  
admiration of, or respect  
for another person

# Power = influence potential

Legitimate: position authority

Reward: positive reinforcement

Coercive: punishment for failure

Informational: access and control of information

Expert: knowledge and skills

Referent: admiration and respect

Think of your influence in your own organization, what base(s) of power do you possess?

How do others influence you?

To whom do you defer?



# What About Performance?



		Experts' Ranking
A.	One bottle (750 ml) of Polmos Spirytus 150-proof vodka	
B.	Sectional air map made of plastic (shown on next page)	
C.	Magnetic compass	
D.	One-gallon can of maple syrup	
E.	1 sleeping bag per person (rated for arctic conditions)	
F.	20' x 20' heavy-duty tarp	
G.	Family-sized Hershey bar (one per person)	
H.	250 ft. of 1/4-inch braided nylon rope, rated for 50 lbs.	
I.	1 fully-charged 4-battery flashlight	
J.	Book entitled <i>Star Navigation in Northern Canada</i>	
K.	12 wooden "strike anywhere" matches (in a waterproof container)	
L.	Camp ax	
M.	1 inner tube for a 14-inch aircraft tire (punctured)	
N.	3 pairs of snowshoes	



		Your Ranking (example)	Experts' Ranking	Difference
A.	One bottle (750 ml) of Polmos Spirytus 150-proof vodka	6	11	$ 6-11  = 5$
B.	Sectional air map made of plastic (shown on next page)	1	14	$ 1-14  = 13$
C.	Magnetic compass	4	12	$ 4-12  = 8$
D.	One-gallon can of maple syrup	7	5	$ 7-5  = 2$
E.	1 sleeping bag per person (rated for arctic conditions)	5	4	.
F.	20' x 20' heavy-duty tarp	12	3	.
G.	Family-sized Hershey bar (one per person)	14	6	.
H.	250 ft. of 1/4-inch braided nylon rope, rated for 50 lbs.	2	7	
I.	1 fully-charged 4-battery flashlight	13	10	
J.	Book entitled <i>Star Navigation in Northern Canada</i>	8	13	
K.	12 wooden "strike anywhere" matches (in a waterproof container)	9	1	
L.	Camp ax	10	2	
M.	1 inner tube for a 14-inch aircraft tire (punctured)	11	9	
N.	3 pairs of snowshoes	3	8	

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# For Thursday

Reading: What Google Learned from Its Quest to Build the Perfect Team, *New York Times Magazine*, 2016

Watch two videos:

- Marshmallow Challenge
- Build a Tower, Build a Team

See you Thursday!

