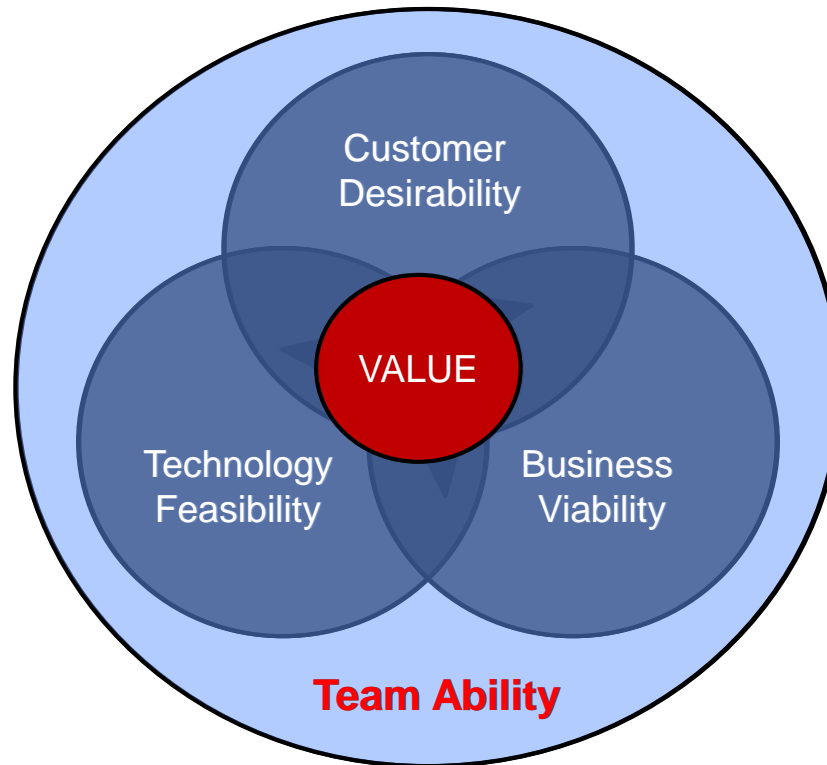


LEADERSHIP & TEAM DYNAMICS WORKSHOP

Product/Service Value Framework

Combined Engineering and Business Perspective



Team Ability and Effectiveness encompasses the framework as it's the key to success.

Team Exercise

Team Activity

- You have been given a set of resources for a project – ice cream sticks, tape and scissors.
- In your teams you will build the **tallest tower** with your materials that is **free standing** at the end. The quality of it will be tested.
- You have 20 minutes and you should allocate 5 minutes to plan for your project, and then another 15 minutes to execute it.
- Ensure that the tower meets the scope, budget, time and quality.
- If you have not completed within the 20 mins, you will still stop and we will test the tower anyways.

Team Reflection Questions

- What worked well?
- What didn't go so well?
- How could things be done differently within a team?
- How was the planning discussion conducted?
- What roles did each member play?

What is it that makes some groups obviously more successful and more productive than others?



https://www.youtube.com/watch?v=Vyn_xLrtZaY

How to build the Perfect TEAM - Video



"Smarter Faster Better: The Secrets of Being Productive in Life and Business" by Charles Duhigg

<https://www.youtube.com/watch?v=v2PaZ8NI2T4>

Team Effectiveness

- High Degree of Social Sensitivity to Each Other – i.e Empathy
- Equal time for all members : Psychological Safety
 - Conversational Turn Taking + Ostentatious Listening
- Diversity

LEARNING FROM THE BIRDS: LEADERSHIP & TEAMWORK



1. Flight Efficiency
2. Can't just be a Passenger
3. Shared Leadership
4. Social Sensitivity i.e: Watch over others, Encourage...

BENEFITS OF A GREAT TEAM

- Different and interesting perspectives on problems and issues
- Sharing of the workload
- Support when times are tough
- Help in areas that aren't your expertise
- Lifelong friends and potential business partners

TEAM DEVELOPMENT PHASES OF GROWTH (TUCKMAN'S MODEL)

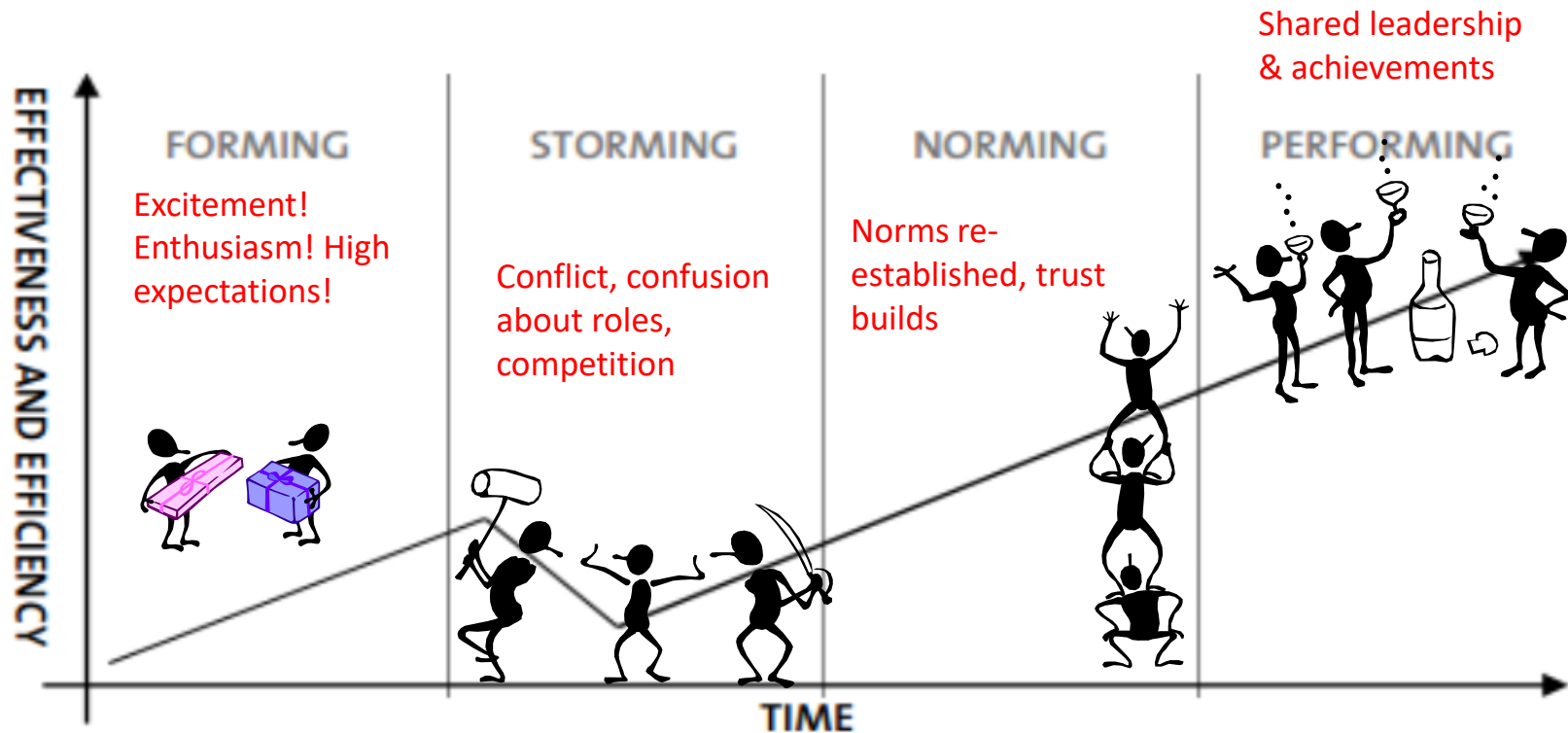


Figure 1: Phases of team growth

Communication Skills Exercise

PSYCHO-GEOMETRICS: THE SHAPES QUIZ

Pick the figure you like most of these four shapes.

Gather around on the posters



SHAPE Group Exercise

- Discuss and brainstorm and prepare a 1 minute presentation
 - What's your group motto
 - Why did you choose that shape, find commonalities in how you get work done and communicate. Note differences as well.
 - Present 5 things that are common and 2 that may be different.
- 5 min

WHAT HAVE YOU DISCOVERED?

PSYCHO-GEOMETRICS Exercise

- Based on the book Psycho-Geometrics by Susan Dellinger, PhD , Prentice Hall, 1989
- Psycho-Geometrics is based on the notion that we tend to be attracted to certain shapes and forms in the environment because of our personalities, attitudes, education and experiences, as well as the ways in which our individual brains function...

Purpose

- Not for self-understanding, but better communications
 - Orient toward the style of the other person
- Everyone approach to work is different from your colleagues
- It's not meant to be a label, people are far too interesting and multi-dimensional
- No value judgement. No shape is better than the the other. Each one of us qualities that are good for certain purposes and some that are not suitable for a purpose
 - Leverage strength of each person

SQUARE:

Details, Data & Systems People

Meeting behaviour: well prepared, lots of notes, gets right down to work

Motto: “Give me a job and a deadline and I’ll get it done”

Characteristics:

- Hardest workers; task oriented
- Loyal
- Structured; organized
- Think sequentially, logically
- May be stubborn
- Value details and data; analytical
- Know policies & rules
- Not fond of change, prefer a stable environment
- Prefer to working alone to teamwork
- May see fun as unnecessary or a luxury
- Trouble saying “I’ve got enough information”
- Conservative, regular, orderly

It would help you to:

- Be less pick with people
- Create your own routines
- Allow yourself to make a few mistakes so you don’t limit your opportunities
- Learn to make decisions with less data
- Try taking more risks and acting spontaneously

To work best with you, others need to remember to :

- Be specific
- Provide clear expectations
- Create a regular routine

TRIANGLE:

Results People

Meeting behaviour: Hate meetings. Get to the bottom line and move on
Motto: “So what’s your point???”

Characteristics:

- Bottom line; focused on goals
- Driven to succeed; motivated by results
- Take charge and move fast
- Big picture – Don’t need all the research or details
- Need to know WHY
- Confident
- Competitive
- Outspoken – Love to debate and argue
- No nonsense
- Decisive; cut to the chase; move on
- Impatient
- Likes recognition – may put stock in status symbols

To improve, you should:

- Slow down and don’t shoot from the hip
- Attend to necessary details, even if you delegate them
- Develop more interest in the opinions of others
- Give people more room to come on board
- Learn to have more fun just for the sake of it
- Be aware of your impact on others

To work best with you, others need to remember to:

- Present the goal and the big picture
- Explain the WHY
- Provide stretch milestones and targets
- Be succinct
- Provide support for the details

CIRCLE:

People People

**Meeting behaviour: Social, create harmony, love the food,
Motto: “I’ll do it – somebody has to!”**

Characteristics:

- Most empathy and perception for others
- Fun-loving; laugh the most
- Listen and communicate well
- Easily swayed by opinions of others
- Caregivers/helpers
- Like people, committees, teams
- Peacemakers – hate conflict or making unpopular decisions
- Good sports
- Over commit; take on more than you can handle
- Too nice; can’t say no
- Better at caring for others than yourself
- Don’t particularly like hierarchy

To improve, you need to:

- Learn how to say NO and mean it
- Worry less about what other people do and think
- Hold others accountable
- Learn how to make unpopular decisions when necessary

To work best with you others need to remember to:

- Be flexible
- Be willing to talk about whatever is at hand
- Provide a harmonious environment
- Provide opportunities for you to add your perspective

SQUIGGLE:

Idea People

Meeting behaviour: Already thinking of the next step

Motto: “I just got this great idea!”

Characteristics:

- Often visionaries –lots of ideas
- Creative
- Lots of energy and enthusiasm
- Like to try new and different things
- Can appear a little flaky because their mind moves so fast
- Difficulty with completion; start a task and move on to the next great idea
- Can be frustrating to work with
- Try to be more organized, but tend to lose their lists
- Easily bored
- Flexible – spontaneous
- Make cognitive leaps, from A straight to F
- Prefer less structured environments

To improve you need to:

- Slow down and pay attention to the details
- Focus on the task at hand
- Think before you speak and act
- Pay attention to your impact on others

To work best with you, others need to remember to:

- Present you new and different things to do
- Be flexible and avoid preconceived ideas
- Provide an unstructured environment
- Offer multiple choices
- Provide help with follow through

TEAM DEVELOPMENT PHASES OF GROWTH (TUCKMAN'S MODEL)

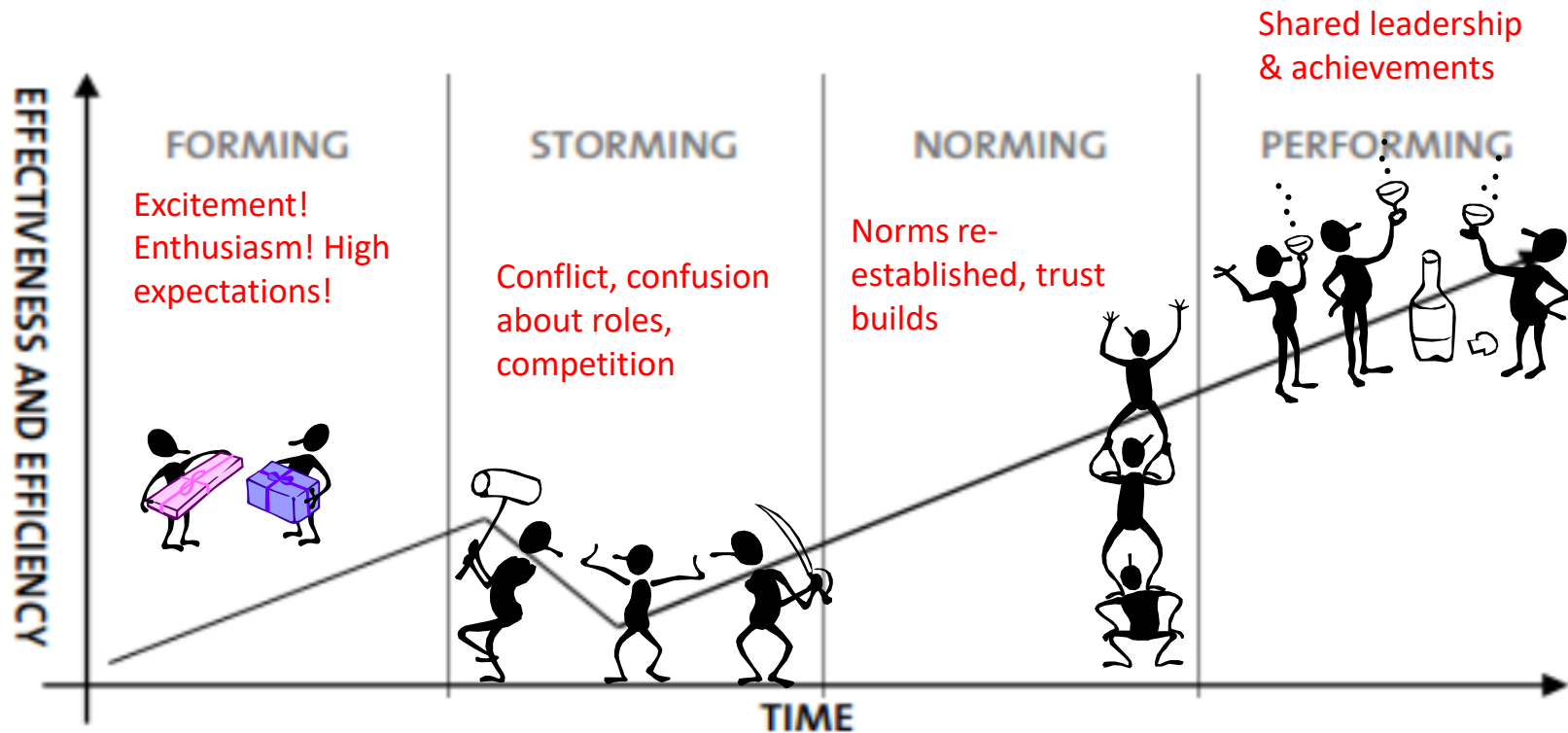
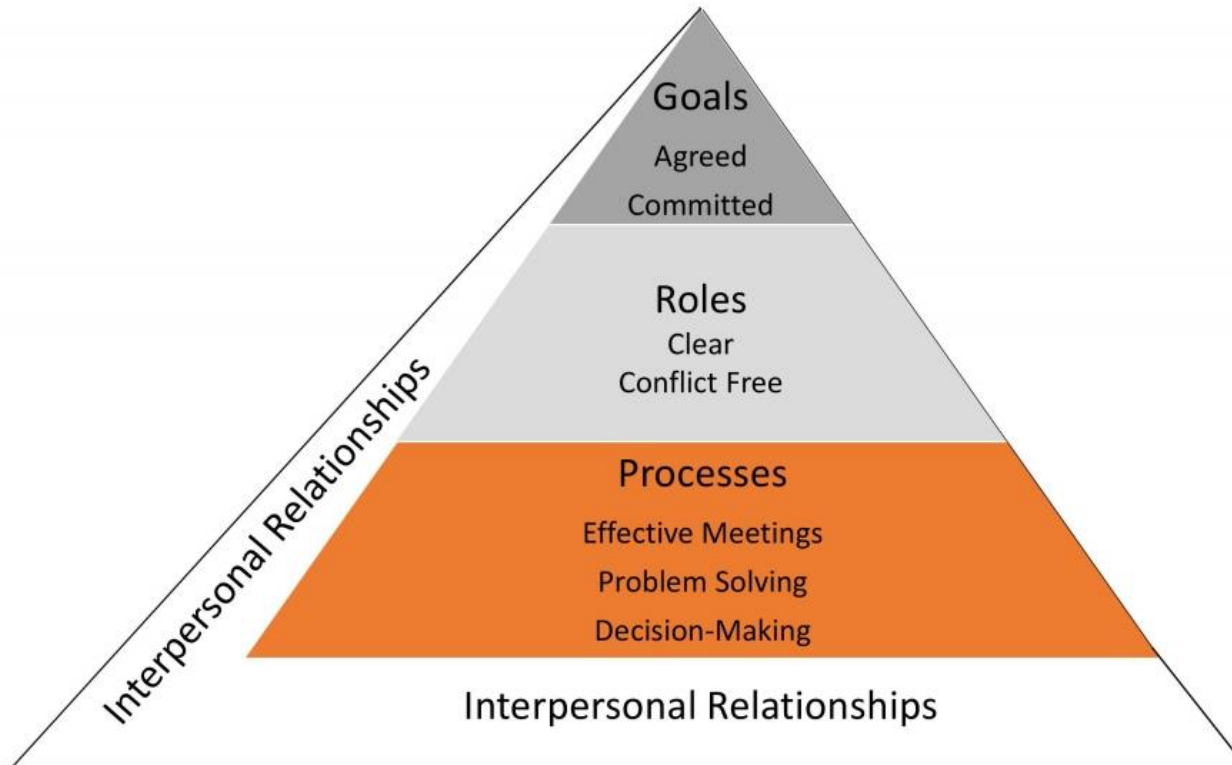


Figure 1: Phases of team growth

GRPI – Team Organization for Effective Teamwork

- Richard Beckhard developed a model to increase effectiveness of team development and a means to identify potential causes of team dysfunctions.
 - **Goals:** Establishes the core mission of a team and framing its purpose. Sets the direction.
 - **Roles and responsibilities:** Defines authority, responsibility and tasks that need to be aligned in order to support the defined goal
 - **Processes:** For decision-making, control, coordination and communication
 - **Interpersonal skills:** Interactions that build trust, ensuring open communication and feedback in order to support a sound working environment.

TEAM DEVELOPMENT: EASING THE PROCESS



Source: GRPI Model by Dick Beckhard; modified by Ross Tartell

UNDERSTAND TEAMS BY USING THE GRPI MODEL

Article Author: Ross Tartell, Ph.D., Adjunct Associate Professor, Psychology and Education,
Columbia University

<https://trainingmag.com/trgmag-article/understand-teams-using-grpi-model>

Cascade Effect

- If goals are not clear
 - Uncertainties in the individual roles will arise.
 - If roles are unclear, this will result in cumulative conflict within the processes.
 - If processes are unclear, accumulated conflicts at higher levels will appear at people level.

TEAM GRPI

- Develop your Team's Goals, Roles, Processes and Inter-Relationships
- Create a GRPI poster for your team
 - It's a document of norms and processes for your team that you can refer to during the coming weeks
 - **TIP Students** in your team, please submit GRPI for your team as part of Reflection Assignment Question3. See next couple of slides as a guide.

Effective Team Work

- **GOALS:** What are you going to achieve at the end of this competition?
- **ROLES:** For each course and assignment how will you determine who has what authority, responsibility, tasks?
- **PROCESSES:** How will you work together? For example, how will you communicate during and sessions, agree on mandatory meeting times, make decisions, manage conflict?
- **INTERPERSONAL RELATIONSHIPS:** How will you hold yourself & others accountable to team commitments? How can things be reset when the above don't go well?

Example GRPI

Goals

1. Validate a suitable application and market for our technology Develop a sustainable business model for the product
2. Skills: develop technical and soft-skills necessary for entrepreneurship

Roles

1. **Tech Lead** : Ensure technical feasibility. Provide estimated technology roadmap/timeline
2. **Team Leader**: Coordinate and align everyone's efforts. Ensure documentation and compilation of data collected. Responsible for presentation deck completion and submission
3. **Timer**: Makes sure meetings run on time, all discussion points are covered and communicated to all
4. **Business Lead**: Ensure business viability. Business development and finances.

Interpersonal Relationships

1. Stick to one's agreed roles in the team and respect others roles in each week
2. Respect each other's opinion by allowing each one to speak openly
3. Provide constructive feedback to each other
4. Always align interest and values

Processes

- Daily communication: WhatsApp > NUS Team
- Online team meetings using Skype
- Monday: meetup discuss and assign roles and tasks
- Thursday: consolidate findings and prepare presentation.
- Interviews in pairs – document on the same day and share with team
- Decision making and conflict solving:
 - Solve conflict by voting,
 - Solve tie by executing both plans in two groups and get trials done fast then use results to decide which plan to further work on.
 - We may also seek professional and mentors for advice