I have some experience leading diverse teams working on university projects. Diverse

teams include “Different types of individuals with a variety of skills, knowledge, abilities

and perspectives” (Pieterse, Kourie & Sonnekus, 2006). While Liang, Liu, Lin, & Lin

(2007) argue that knowledge diversity positively affects performance, it was the hardest

thing for me to manage when making design and project management decisions. Each

team member had different ideas and I found it difficult to acknowledge each member’s

contribution to the discussion. As a leader I was expected to intervene to make the final

decision. I don’t feel that I have the appropriate tools and communication strategies

needed to manage conflict and discussions effectively. This semester I aim to use the

Foundation Coalition approaches to improve decision making in teams.

**how confident do you feel about your ability to lead diverse team activities?**

After a few weeks, I have some ideas about a leader by observing my team leader. I find the power of a leader can influence teamwork efficiency. The leader power distance which defined by Bouncken and Winkler[1], They also suggest there should be less power distance diversity between leader and workers to improve the teamwork. In the team, my leader could not explain a question that all members can understand, due to the different learning background. Such as the blockchain or any technology, not everyone knows what that is. It costs time to let people who are new to technology to understand a topic. Especially when leaders have much more decision power while they are not familiar technology, it will make a few conflictions in a group. In the future, as a leader, I will avoid being a leader in a new field. If there are some new stuff I am not familiar during the work, I will reduce the power distance by picking a member (who with stronger new field background) from a group as a temporary leader. At the same time, I also will prepare and learn new field stuff by myself to make sure my guidance will not mislead a group.

**how confident do you feel about justifying, interpreting and communicating decisions to technical and non-technical audiences?**

After few weeks, I have some experiences of explaining ideas to SAP employees and to the group member who were from non-tech background. In the SFIA documentation, higher position needs more skills on business[2]. During the proposal stage, I felt the difficulty of explaining decisions to non-tech people or people who do not know the tech stuff I mentioned. Normally, I draw a diagram to help people understand, it helps most of cases. Due to lack of English words, I could not tell people accurately. There are few cases, I found people can understand a tech decision, however, the examples or languages could not make people link to their life, it is hard to transfer the important messages. Therefore, in the future, before communicate a very important decision, I will get know with that person first, then try to learn their language(e.g culture, exmplams), after these preparation, I will start to speak about the decisions.

**how confident do you feel about your ability to negotiate decisions with technical and non-technical audiences?**

decisions.

**how confident do you feel about your ability to apply ethics in practice?**

After few weeks study. I still think my ability of ethics in the SAP practice is high. As the role described in the Stage 1 COMPETENCY STANDARD FOR PROFESSIONAL ENGINEER [3] I never stop learning new knowledge, I use my expertise in the SAP work creatively. In the future, I will also maintain my strengths in the professional area.

[1] V. A. Winkler and R. B. Bouncken, "Cultural diversity in global innovation teams: Linking effects of cultural diversity to the innovation process," in *PICMET '09 - 2009 Portland International Conference on Management of Engineering & Technology*, 2009, pp. 2284-2291.

[2] S. FUNDATION, "SFIA6, The complete reference guide, Skills Framework for the Information Age," ed, 2014.

[3] E. Australia, "STAGE 1 COMPETENCY STANDARD FOR PROFESSIONAL ENGINEER," 2018.