**SECTION: TEAM: DATE:**

**NAMES:**

**TITLE: “Catalyzing High Motivation” [Virtual Team]**

**Virtual Team Format:** Today’s engineers very frequently work on “virtual teams” – teams that are located in a variety of geographic locations. Working on and managing virtual teams pose special challenges, so it is important to build your virtual team knowledge and skills, as a foundation for learning how to manage and lead virtual teams.

You MUST complete ALL elements of this Team Assignment as a virtual team. You may use a variety of communication tools, within the guidelines below. At no time during the completion of this assignment are you to discuss or work on this assignment in direct physical proximity with one another.

You MUST use a non-text [i.e., not email or text messaging] tool for PART 1, Tasks 3 and 4; and for PART 2 – TEAM SELF-ASSESSMENT OF TEAM EFFECTIVENESS. For these assignment components, you must use a live, interactive audio or audio/video platform such as Skype to discuss and create a draft of your team’s responses.

However, you may work offline [but still separately as individuals] to polish your final team submission drafts and you may use email to share these drafts. You may use email [or other text-based tool] to manage the *logistical* aspects of submitting your various assignment deliverables.

Please ask your TAs if you have any questions.

**PART 1 – THE ASSIGNMENT**

**What Motivates Us Toward High Performance?**

To be effective, a manager must understand what motivates humans to try to do our very best. At first glance, motivation might seem to be a very complex and hard to understand phenomenon. But we know a lot about motivation. There are fundamental principles that can be understood and applied by managers in order to create the conditions where high motivation can flourish.

**Your Team Assignment [PART 1]**

**Task 1: Very Brief Interviews**

Your team will be responsible for interviewing at least five people who are working and who have some responsibility for motivating others. These five people can be family members, acquaintances, or strangers. Team members may interview these five people separately and individually. However, every team member MUST interview at least one person.

In this collection of five people, there should be at least one actual manager and one sports coach [at any level].

You are to ask each of these five people at least these three questions:

* What motivates you to do your very best work?
* How do you motivate other people to do their very best work?
* What is your most difficult challenge in motivating other people?

*Note: If there are other questions about motivation that you would like to ask, please ask!*

**Note:** You should indicate the identity of each person your team interviews in a way that honors their desired level of confidentiality and privacy. You might give their initials or a brief description of their role, position, etc. Also, state which individual team member interviewed this person.

Obviously, you are expected to uphold the standards of the Duke Honor Code in fulfilling the requirements of this assignment.

**Task 2: Team Members’ Own “Peak Experiences”**

**EACH team member** will describe briefly [+/- 100 – 250 words] one of their own “peak motivational experiences” where they were motivated to do their very best. Very briefly describe the situation and then **why** you were motivated to do your very best. [Identify each of your Task 2 submissions by the team member’s name.]

**Task 3: Analysis**

Reflect on and analyze all of the responses you have received from your interviews and from your team members’ own experiences. [You may work offline, as individuals, to write notes for yourselves to prepare for your online, virtual team discussion of Task 3.]

Write down brief responses [100 – 200 words for each response] to these questions:

1. What motivations for doing our best work seem to be universal – true for everybody or almost everybody?
2. What significant disagreements, if any, did you find?
3. How did the manager and the coach motivate their people to do their very best?
4. What were their biggest challenges in motivating other people?

*[Note: State which communication platform [such as Skype] you used to work on Task 3.]*

**Task 4: Summary – Key Take-Aways**

What are your **five most important Take-Aways** from this assignment on how managers can motivate people to try to do their very best? [+/- 150 – 250 words total]

*[Note: State which communication platform [such as Skype] you used to identify as a team your five most important Take-Away’s.]*

**Summary of Assignment Deliverables [PART 1]:**

1. List of five interviewed people [with appropriate identity protection] and the name of the respective team member[s] who interviewed each person
2. Descriptions of Individual Team Members’ Own “Peak Experiences” [“Task 2: Team Members Own ‘Peak Experience’”; Identify each description by team member’s name
3. Your *team’s* answers to the Questions in “Task 3: Analysis”
4. Your *team’s* five most important Take-Aways – for when you will be managing and leading – and trying to motivate people to high performance. [“Task 4: Summary – Key Take-Aways”]

**PART 2 – TEAM SELF-ASSESSMENT OF TEAM EFFECTIVENESS**

Superior work teams take the time to reflect honestly and objectively on their own performance. How well did they go about fulfilling their team’s assignments? In this class, we will continue to carry out this industry “Best Practice” in most of our Team Assignments.

For your Team Self-Assessment of your team’s functioning in this Team Assignment, please respond to these questions:

1. What were the special challenges posed by working as a virtual team?
2. In what specific ways did your team manage well the virtual team challenges?
3. In what specific ways did your team manage less well/struggle with the virtual team challenges? How could your team have handled these challenges better?
4. In virtual teams, for what kinds of tasks/situations would your team recommend using email? For what kinds of tasks/situations would your team recommend using an audio or audio/video interactive platform such as Skype?
5. Please offer at least four important Take-Aways for managing virtual teams effectively.

*[Note: State which communication platform [such as Skype] you used to conduct your Part 2 – Team Self-Assessment]*

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| ***Submission Instructions:***   * **Your team assignment consists of [PART 1] your team’s Assignment Deliverables described above; and [PART 2] your TEAM SELF-ASSESSMENT OF TEAM EFFECTIVENESS.** * Complete and submit by beginning of Class 7 [Wednesday, 2/28]. * Submit one copy per team to Sakai in ASSIGNMENTS TAB, titled: TEAM ASSIGNMENT 4. * **Bring with you to Class 7 one hard copy per team.** |