

### **Question 1**

I think the most important one is enthusiasm. Enthusiasm is having a winning spirit. Nothing great can be done without it. Whether you are just starting out in an organization, or you are a mid-level manager, or you are at the top level of the organization, enthusiasm is contagious.

### **Question 2**

I think I am the effective follower. I can succeed without the presence of leader. And I have the courage to express my different opinion. For example, when I was doing a program in 2016, my supervisor asked me to design a microchip and do additional relevant experiments with it. It involved subjects such as materials science and hydrodynamics, which I had no previous exposure to. Therefore, I conducted additional research in gathering related material for self-study. I learned a considerable body of knowledge in a short time and managed to work out a practical plan. At first the supervisor does not support it. Then I made a detailed presentation to him and persuade him finally.

### **Question 3**

Phase 1: Forming.

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

Phase 2: Storming.

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail. Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Phase 3: Norming.

This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader. Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

Phase 4: Performing.

The team reaches the performing stage, when hard work leads, without friction, to the

achievement of the team's goal. The structures and processes that you have set up support this well.

#### **Question 4**

Phase 1: Forming.

Provide direction and state clear expectations and job description; listen to team members' interests and strengths

Phase2: Storming

Address difficult issues and coach the team through challenges. Facilitate conversations and define ambiguity. Beware of factions forming and member isolation.

Phase 3: Norming

Facilitate performance, encourage members to perform and contribute ideas.

Phase 4: Performing

Focus on purpose, strengthen relationships on the team. Celebrate successes and recognize contributions.

#### **Question 5**

I think it is the storming phase.

For leaders: Address difficult issues and coach the team through challenges. Facilitate conversations and define ambiguity. Beware of factions forming and member isolation.

For followers: Listen to others. Involve others in discussion, and seek consensus on how to operate.