



# Collaboration for Success



# Agenda

- Phases of Groups
- Causes of Group Dysfunction
- Group Meetings
- Problem Solving

**Teamwork** is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

**Andrew Carnegie**



COLLEGE OF ENGINEERING  
**Civil & Architectural  
Engineering & Mechanics**

# Phases of Group Development

	Fischer	Tuckman
1st	Orientation	Forming
2nd	Conflict	Storming
3rd	Emergence	Norming
4th	Reinforcement	Performing



# Forming

- Group comes together/Honeymoon phase
- No conflict as members try to figure out expectations and form opinions of each other



# Storming



- Inconsistencies between group goals and individual goals emerge
- Conflict or blind conformity can occur
- Some conflicts can lead to dysfunction if not addressed

# Norming

- Group finds a solution and dissent lessens
- Often groups feel closer for having weathered the storming phase



# Performing

- Decision Making phase
- Dissent having disappeared, agreements and unity of purpose
- Task level decisions are being made
- Social level members are comfortable with the contribution they are making



# Optimal group function

1. Clear expectations
2. Appropriate size based on type of group
3. Understood communication rules
4. Shared meaning



# Optimal group function

- Understood methods for:

- making decisions
- resolving conflict
- sharing knowledge/information
- determining roles





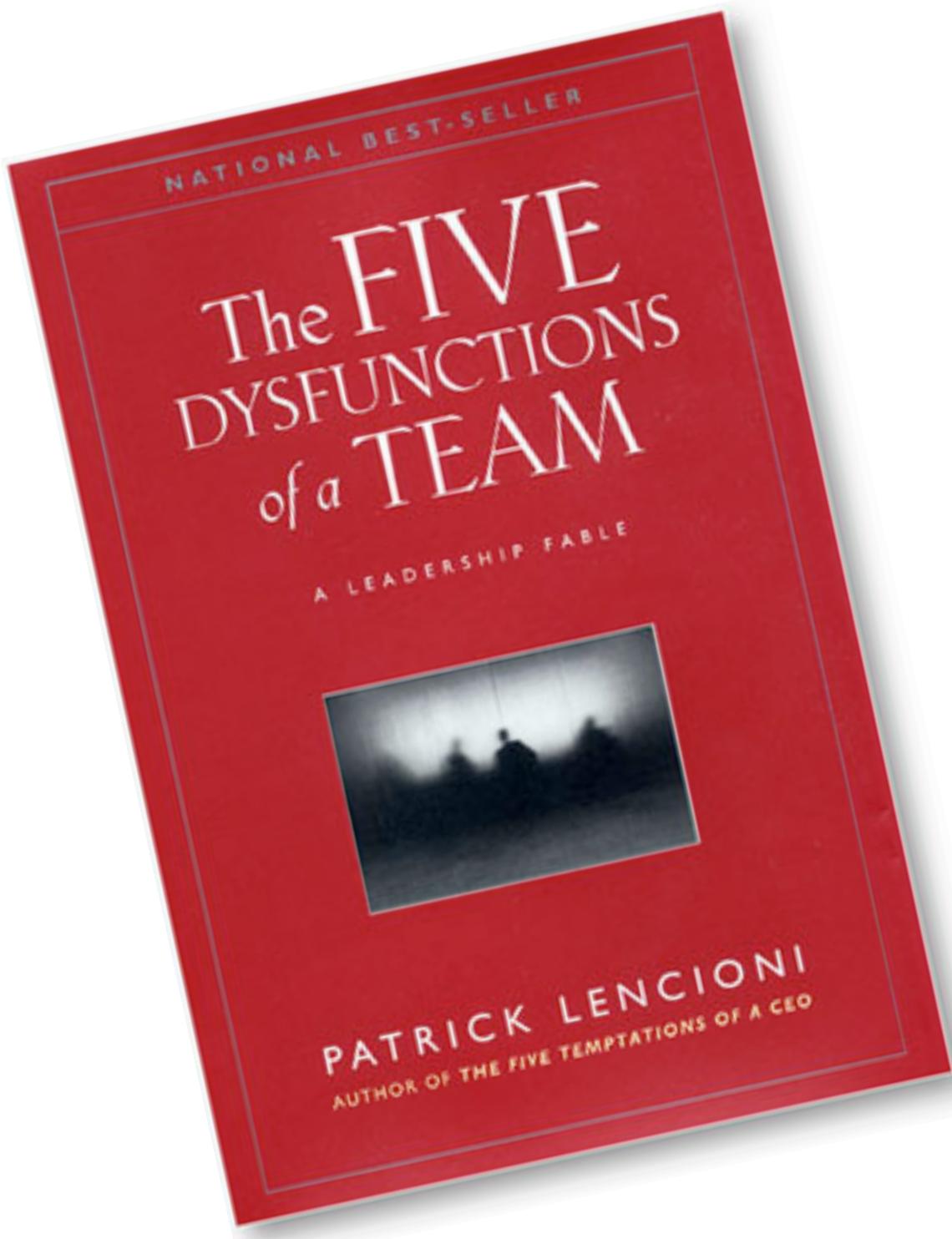
If everyone is moving forward together,  
then **success**  
takes care of itself.

Henry Ford



COLLEGE OF ENGINEERING  
Civil & Architectural  
Engineering & Mechanics

# The 5 Dysfunctions of a Team



- Common dysfunctions across organizational types and groups
- Barriers to success and growth
- Credit: The following slides are reproduced from Chpt 8 & 10

# Hierarchy



# Absence of Trust

- Truly a corrosive force to advancing the team and organization forward
- Standing by the life rafts on the Titanic, just in case
- Concerns over interpersonal relationships before success



# Members of a team with an absence of trust

- ✓ Conceal weaknesses & mistakes
- ✓ Hesitate to ask for help or provide feedback
- ✓ Jump to conclusions about intentions of others
- ✓ Waste time & energy managing their behaviors for effect
- ✓ Hold grudges
- ✓ Dread meetings & find reasons to avoid spending time together

# Members of trusting teams ...

- ✓ Admit weaknesses & mistakes
- ✓ Ask for help
- ✓ Give the benefit of the doubt
- ✓ Take risks in offering feedback & assistance
- ✓ Appreciate each other and tap into experience
- ✓ Don't focus on politics



**"The leaders** who work most effectively, it seems to me, never say 'I.' And that's not because they have trained themselves not to say 'I.' They don't think 'I.' **They think 'we'; they think 'team.'** They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit.... **This is what creates trust, what enables you to get the task done.**"

--Peter Drucker, author of *Managing for the Future*



# Fear of Conflict

- All conflict is avoided because conflict seen as not desirable
- Productive and constructive conflict is very beneficial to a group
- Lack of trust leads to veiled discussions and guarded comments
- No rigorous debate of ideas



# Teams that fear conflict ...

- ✓ Have boring meetings
- ✓ Create environments where back-channel politics and personal attacks thrive
- ✓ Ignore controversial topics that are critical to team success
- ✓ Fail to tap into the opinions and perspectives of team members
- ✓ Waste time & energy with posturing

# Teams that engage in conflict ...

- ✓ Have lively, interesting meetings
- ✓ Extract & exploit the ideas of all team members
- ✓ Solve real problems quickly
- ✓ Minimize politics
- ✓ Put critical topics on the table for discussion

# Lack of Commitment

Caused by

- Desire for Consensus
- Need for Certainty



<https://www.flickr.com/photos/hawee/3528754669/sizes/z/in/photostream/>



COLLEGE OF ENGINEERING  
Civil & Architectural  
Engineering & Mechanics

# Teams that fails to commit ...

- ✓ Creates ambiguity among the team about direction & priorities
- ✓ Watches windows of opportunity to close due to excessive analysis
- ✓ Breeds lack of confidence & fear of failure
- ✓ Revisits discussions & decisions
- ✓ Encourage second-guessing among team members

# Teams that commits ...

- ✓ Creates clarify around direction & priorities
- ✓ Aligns the entire team around common objectives
- ✓ Develops the ability to learn from mistakes
- ✓ Moves without hesitation
- ✓ Changes directions without hesitation or guilt

# Avoidance of Accountability



- Team members unwillingness to tolerate interpersonal discomfort caused by confronting a peer
- Tendency to **avoid** difficult conversations

# Teams that avoids accountability ...

- ✓ Creates resentment among team members with different standards of performance
- ✓ Encourages mediocrity
- ✓ Misses deadlines & key deliverables
- ✓ Places an undue burden on the team leader as the sole source of discipline

# Teams that holds one another accountable ...

- ✓ Ensures poor performers feel pressure to **improve**
- ✓ Identifies potential problems **quickly** by questioning one another's approach without hesitation
- ✓ Establishes **respect** among team members who are held to the same high standards

# Inattention to Results

- Focus on something other than the collective goals of the group
- Focus on team status for satisfaction
- Focus on individual status rather than collective



# Teams that is not focused on results ...

- ✓ Stagnates/fails to grow
- ✓ Rarely defeats competitors
- ✓ Loses achievements-oriented employees
- ✓ Encourages team members to focus on their own careers & individual goals
- ✓ Is easily distracted

# Teams that commits ...

- ✓ Retains achievements-oriented employees
- ✓ Minimizes individualistic behavior
- ✓ Enjoys success & suffers failure acutely
- ✓ Benefits from individuals who subjugate their own goals/interest for the good of the team
- ✓ Avoids distractions

# Summary

- This isn't rocket science
- It is committing to a small set of principles over a long period of time
- Success is mastering common sense with uncommon levels of discipline and persistence



# Collaborative Meetings

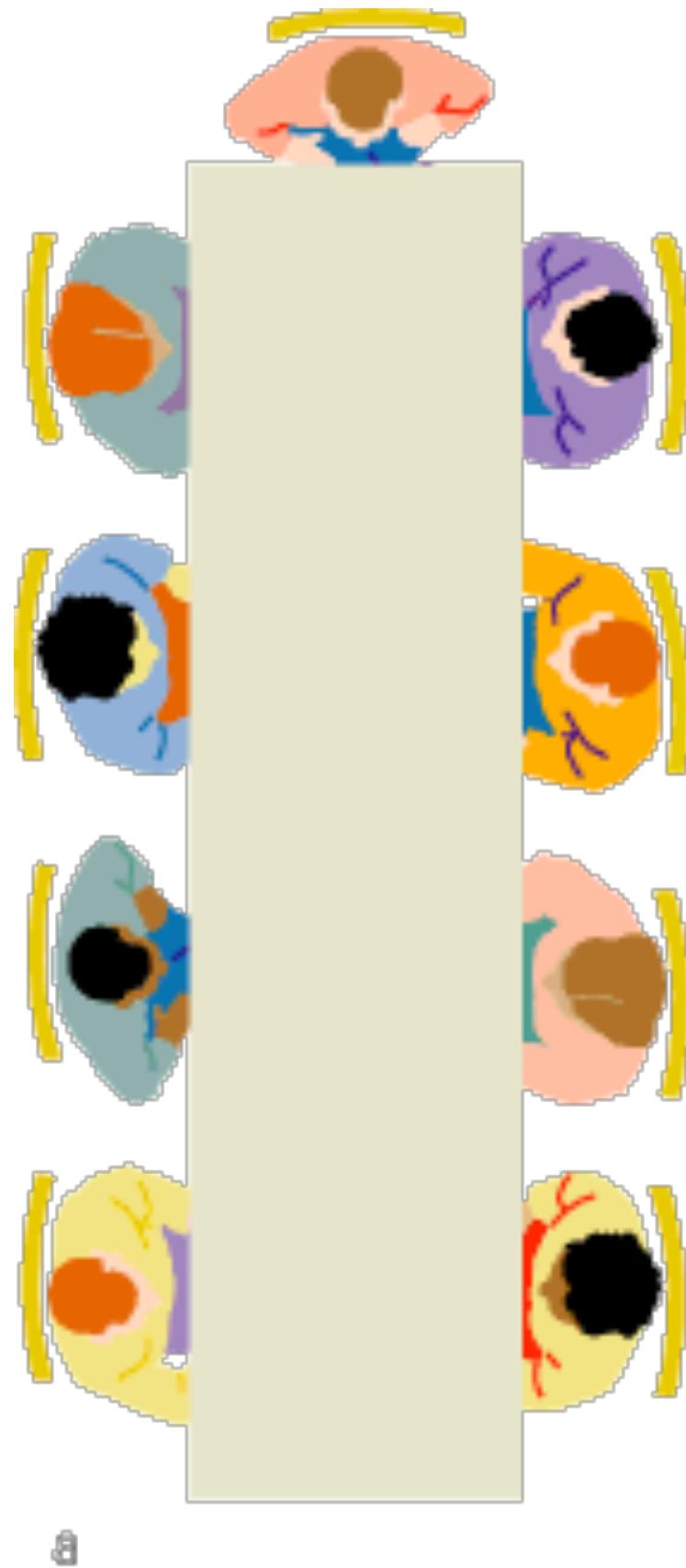


# The Physical Setting

- Physical Setting Can Affect both Group Interaction and Decision Making



# The Physical Setting

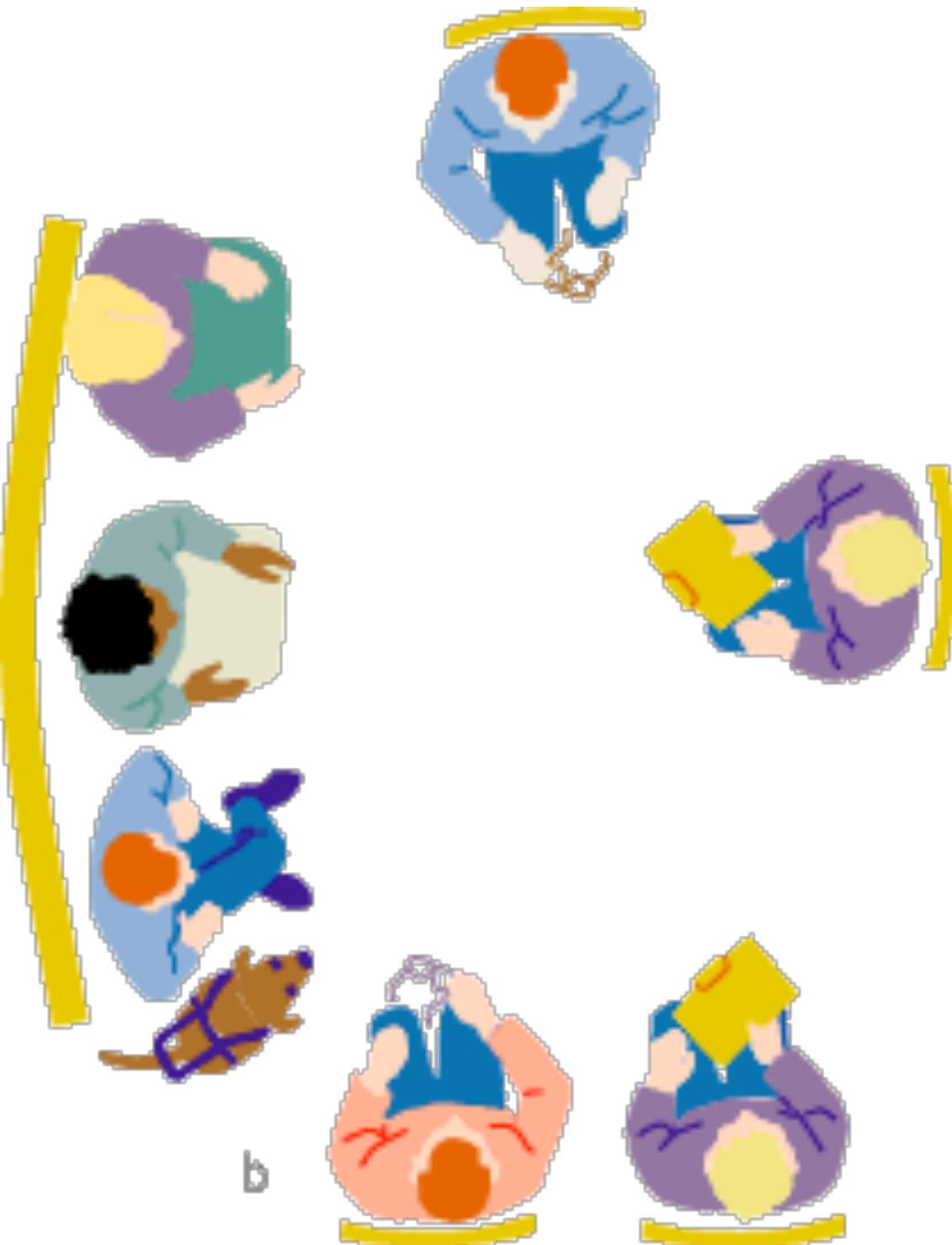


Seating can be **Too Formal**



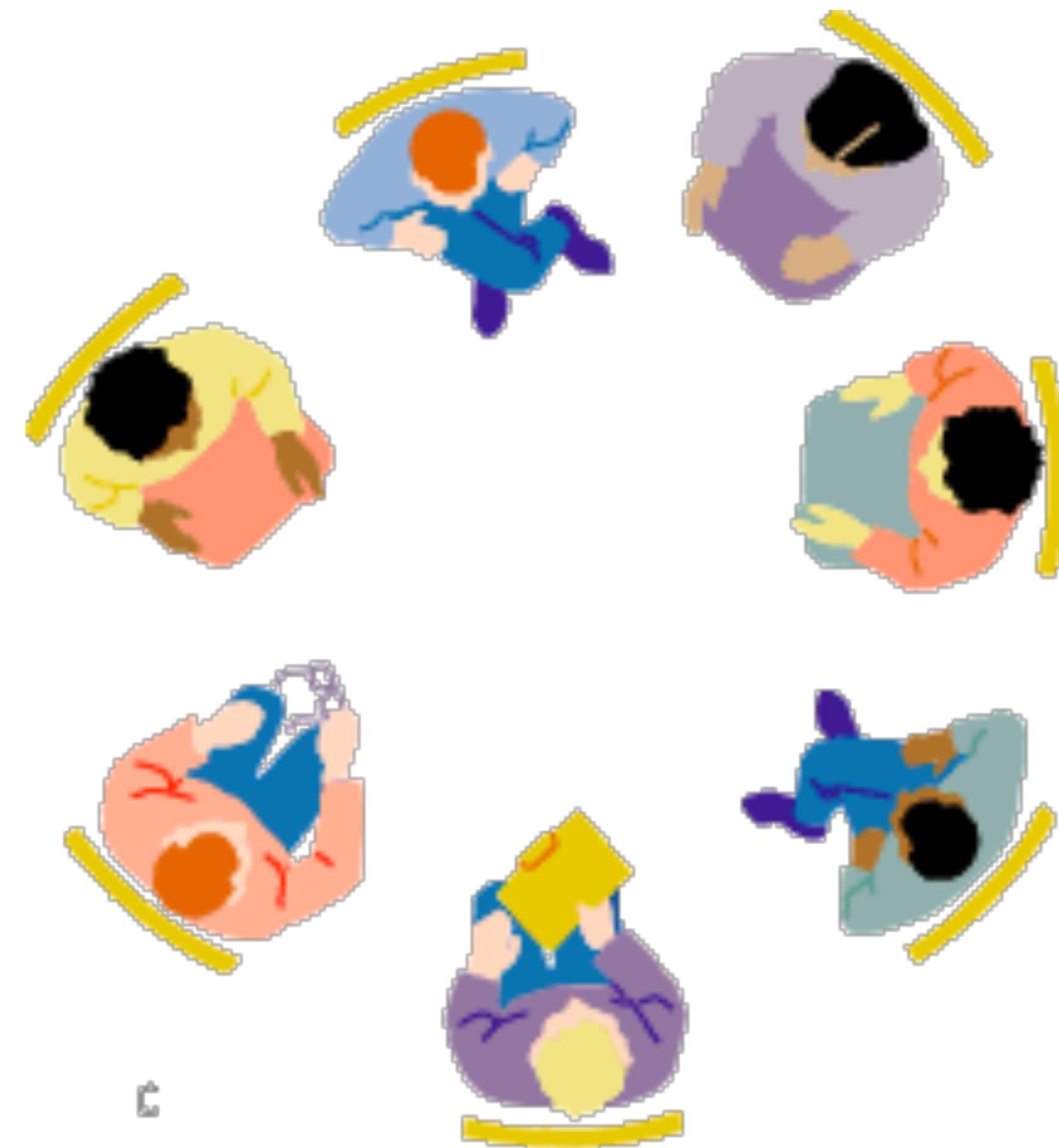
COLLEGE OF ENGINEERING  
Civil & Architectural  
Engineering & Mechanics

# The Physical Setting



Seating that is **Excessively Informal** can also inhibit interaction

# The Physical Setting



The Circle is generally  
considered **Ideal**

# Agendas

- Set expectations for a meeting
- Focus and structure the meeting
- Should be distributed in **advance**

## Meeting Agenda

---

Date: Feb 22, 2024   Time: 9:00 am   Location: Room 42

---

**Topic 1:** Title of First Topic

- Discussion point list with bullets
- Second talking point
- Third talking point

**Topic 2:** Title of Second Topic

1. Discussion point list with numbers
2. Second talking point
3. Third talking point

**Topic 3:** Title of Third Topic

- A. Discussion point list with letters
- B. Second talking point
- C. Third talking point

**Topic 4:** Title of Fourth Topic

- I. Discussion point with roman numerals
- II. Second talking point
- III. Third talking point

**Notes and Action Items**

---



# Checklist for agendas

- Participants
- Date, Starting/Ending Time,  
Location
- Intended outcomes
- Discussion items
- Time allocation
- Supplemental materials for  
discussion

# Meeting Roles

## **Group Leader**

- Authority agent to make decisions
- Legitimizes participants who play other roles
- Ensures the agenda is developed

# Meeting Roles

## **Group Facilitator**

- Ensures members own agenda
- Aids the group to focus on process and problems
- Manages meeting through agenda
- Remains neutral & builds trust

# Meeting Roles

## Group Recorder

- Needs to listen well
- Write/type quickly discussion
- Seek clarification without interrupting too often

# Meeting Roles

## Group Member

- Participate
- Should initiate ideas, express opinions, listen, present information, and evaluate ideas
- Active role

A photograph of a paved walkway made of large, light-colored hexagonal pavers. In the center of the walkway is a rectangular metal grate with horizontal slats. The background shows a blurred landscape with green trees and a body of water.

We cannot solve our *problems*  
with the same thinking we used  
when we created them. *Albert Einstein*



# Problem Solving in Groups

- Defining the Problem
- Effective Problem Definitions
  - Stated as Questions
  - Contain Only One Central Idea
  - Use Specific/Precise Language

# Problem Solving in Groups

- Analyzing the Problem
- Determining Solution Criteria
- Identifying Possible Solutions
- Evaluating Solutions
- Deciding



# Methods of Decision Making

- The Expert Opinion
- The Average Group Opinion
- The Majority Rule
- The Unanimous Decision
- The Consensus



# Constraints on Effective Decision Making



**Cognitive**



**Affiliative**



**Egocentric**

# Constraints on Effective Decision Making

- Several cognitive biases can influence decisions making
  - Confirmation bias
  - Anchoring bias
  - Halo effect
  - Overconfidence



**Cognitive**

# Constraints on Effective Decision Making

- To maintain harmony within a group,  
disagreement is suppressed
- Group think



**Affiliative**

# Constraints on Effective Decision Making

- Decisions are evaluated in terms of their impact on the individual and the good of the group is secondary



**Egocentric**

# Nominal Group Technique (NGT)

- NGT have been shown to enhance effectiveness of decision-making groups.
- Individuals write down their ideas silently and independently prior to a group discussion
- Better solutions and ideas by NGT method than other brainstorming methods

# Nominal Group Technique (NGT)

Silent generation of ideas in writing	8 min
Round-robin recording of ideas	20 min
Serial discussion for clarification	20 min
Preliminary vote on item importance	~10 min
Discussion of preliminary vote	20 min
Final vote	~ 10 min

