

## Team Policies

### **Dealing with non-cooperative team members (firing team members or quitting from your team).**

If a team member refuses to cooperate on an assignment, his/her performance should be noted as below expectations in the meeting minutes. If the problem continues, the team should meet with the tutor/lecturer to try to resolve the problem. If the problem continues, the cooperating team members should notify the uncooperative member in writing stating that he/she may be asked to leave the team; a copy of the email/text should be sent to the tutor/lecturer. If there is still no improvement, the team should notify the individual in writing (send a copy to the tutor/lecturer) that he/she is no longer part of the team and needs to meet with his/her tutor/lecturer to discuss options. If you think that you are consistently doing all the work for your team, after consulting with your tutor/lecturer, you can write an email to your team members notifying them that you will leave the team unless they start cooperating. If nothing changes, then you need to notify your tutor/lecturer and send a second email to your team-members stating you are leaving the team. If you get asked to leave a team, or if you decide to leave a team you **MUST** discuss the situation with your tutor/lecturer and then **EITHER** find another team willing to work with you or you may have to do the assignment by yourself.

### **Group work isn't always easy.**

As you will find out, team members sometimes cannot (or will not) prepare for or attend group sessions because of other responsibilities. Conflicts often result from differing skill levels and/or work ethics. When teams work and communicate well, the benefits more than compensate for the difficulties. One way to improve the chance that your team will work well is for you all to agree beforehand on your team's expectations. Reaching this understanding is the goal of the ***Team Expectations*** document available on Canvas.

### **REMEMBER**

**You are a team** NOT a collection of individuals. You can choose to work as a team and produce a piece of work that you can feel proud to submit. Alternatively, you can make the bad choice and big mistake of working as individuals; each completing a different part of the assignment then stapling these different parts together and submitting them. This individual approach doesn't work, so **DON'T DO IT!** It's not team work, you only know what you've done, you have no idea what others have written and groups will always outperform individuals in any task.

This way of working in a team also applies to many other units at university and will apply in your professional life. Work shared by multiple people is **ALWAYS** stronger than that produced by a single individual. Share in each other's strengths and cover each other's weaknesses to produce the best **TEAM** product that you can.

### **TEAM MEMBER TYPES**

**Positive team members (note: individuals may exhibit more than one trait and may include both positive and destructive team member traits)**

- 1. Initiator**—someone who actively initiates ideas on a project.
- 2. Information seeker**—actively seek knowledge and understanding related to the project.
- 3. Information giver**—openly shares information with the team.
- 4. Encourager**—maintains a positive and realistic attitude to the project. Focuses on what's achievable.
- 5. Clarifier**—works to make certain everyone's understanding of the project is the same.
- 6. Harmonizer**—enhance information to improve understanding for all team members.
- 7. Summarizer**—restates details succinctly or reframes them to enhance understanding of the big picture.
- 8. Gate keeper**—draws others in and fosters participation by all team members.

**Destructive team members (note: individuals may exhibit more than one trait and may include both positive and destructive team member traits)**











- 1. Aggressor**—openly hostile and opposed to the project.
- 2. Blocker**—blocks access to information and tries to disrupt communication.
- 3. Withdrawer**—does not participate in discussion, resolution or ideation. Rarely participates.


4. **Topic jumper**—disrupts effective communication by constantly changing the subject and bringing up irrelevant facts.
5. **Recognition seeker**—looks at the project to see what's in it for them. More interested in own benefit than project's (or teams) success.
6. **Dominator**—disrupts team participation and communication by presenting ideas forcefully without considering the merit of other's contributions.
7. **Devil's advocate**—automatically takes a contrary view to most statements or suggestions made.

### What to do with destructive types

1. Identify them as quickly as possible
2. Mentor them (where and when possible)
3. Set clear expectations for them and monitor their progress towards meeting these
4. For members with three or more destructive traits, or who do not modify their behaviour over the course of the semester, consider removing them from the team

## 10 Types of Troublesome Team Members

 <p><b>Jump-to-Solution Joey</b></p> <p>No time to waste on analysis for this guy - problem solved! For the moment...</p>	 <p><b>Disengaged Debbie</b></p> <p>She might show up, she's technically present, but you get the sense she's just waiting for the latest thing to go away.</p>	 <p><b>Corporate-Climber Cliff</b></p> <p>You know him: he's always looking in the corporate mirror, working that personal agenda and looking for the next rung.</p>	 <p><b>Tyrant Tim</b></p> <p>Watch out as the topic gets hijacked and suddenly it's his way or the lonesome highway.</p>	 <p><b>Blah-Blah Betty</b></p> <p>You've been in meetings with this person. There's a lot of rewording, restating, revisiting, and suddenly, time's up!</p>
 <p><b>Silent Sam</b></p> <p>You've met him. Never contributes during meetings, but ready to give you an earful once they're over.</p>	 <p><b>Negative Nancy</b></p> <p>You're familiar with her vocabulary: "Been there. Tried that. No money. No support. It'll never work. Next!"</p>	 <p><b>Texting Ted</b></p> <p>You know this guy, eyes focused down, thumbs moving, glancing up occasionally. He's not quite out, but never really in.</p>	 <p><b>Busy Bonnie</b></p> <p>She'd love to help you, really, but, unlike you, she's got real work to do!</p>	 <p><b>Slippery Sue</b></p> <p>Says yes to everything, but when rubber meets the road, where did she go?</p>


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