

# **CornellEngineering**

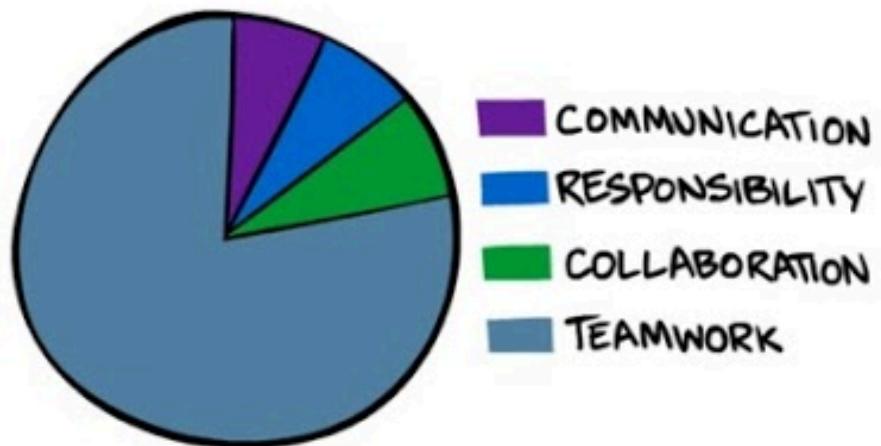
## Leadership Program

## How to Be an Effective Team

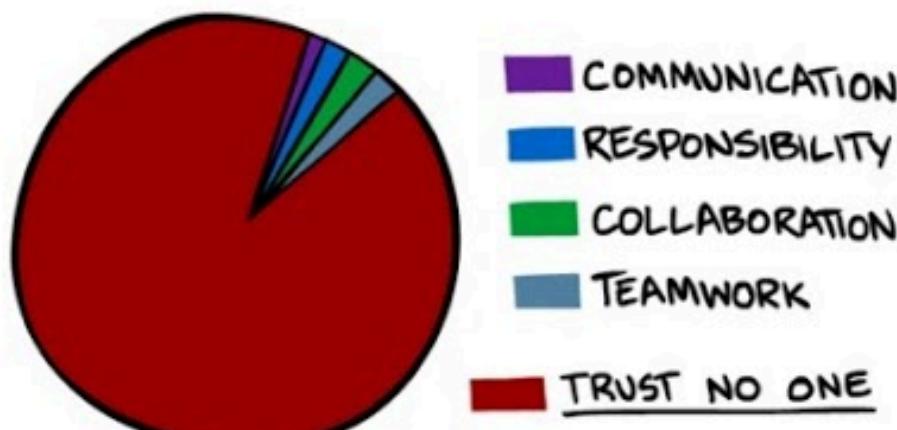
Cornell Engineering Leadership Program

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WHAT GROUP PROJECTS ARE  
SUPPOSED TO TEACH YOU



WHAT GROUP PROJECTS  
TAUGHT ME

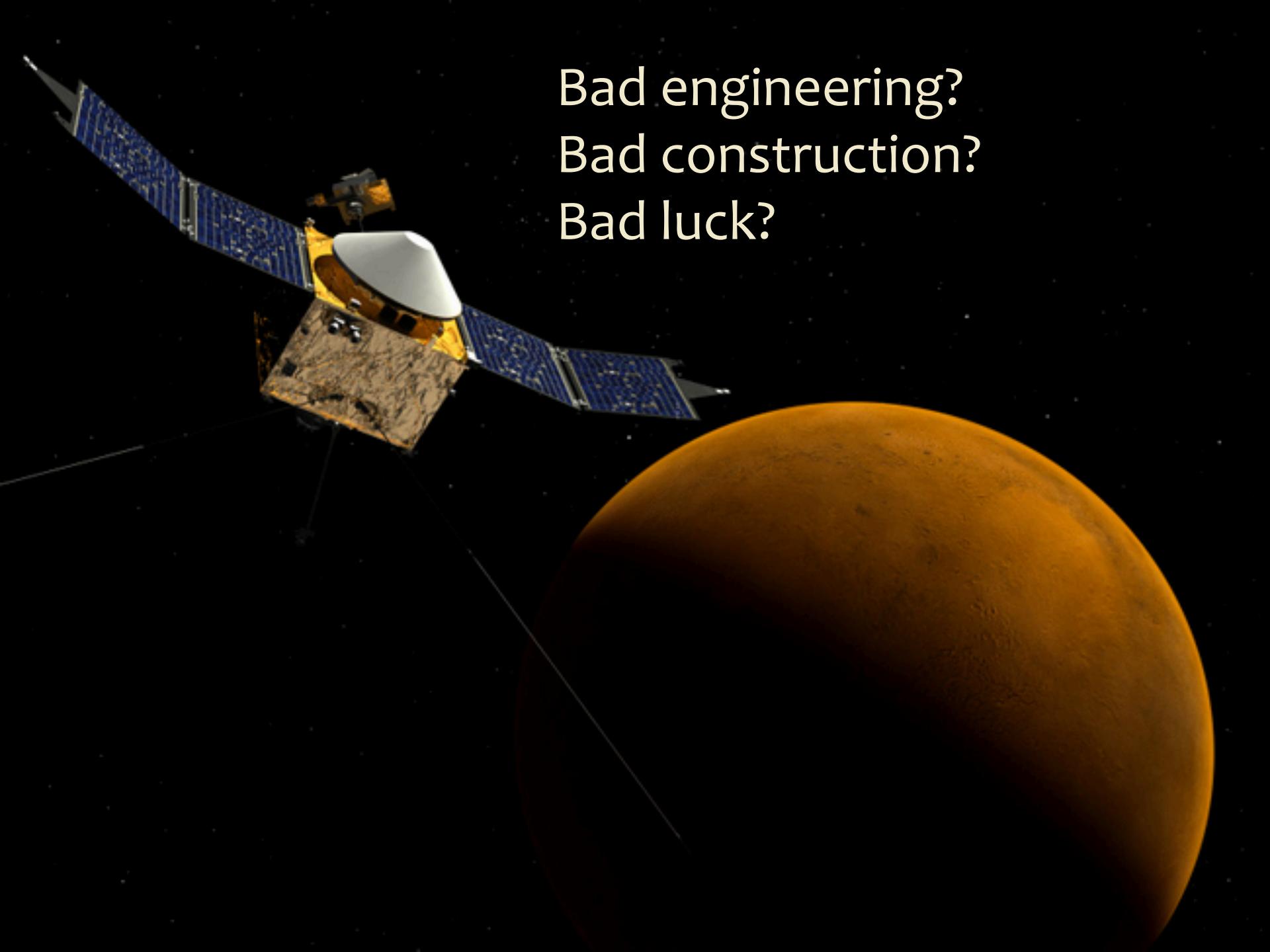


What makes an  
effective team?



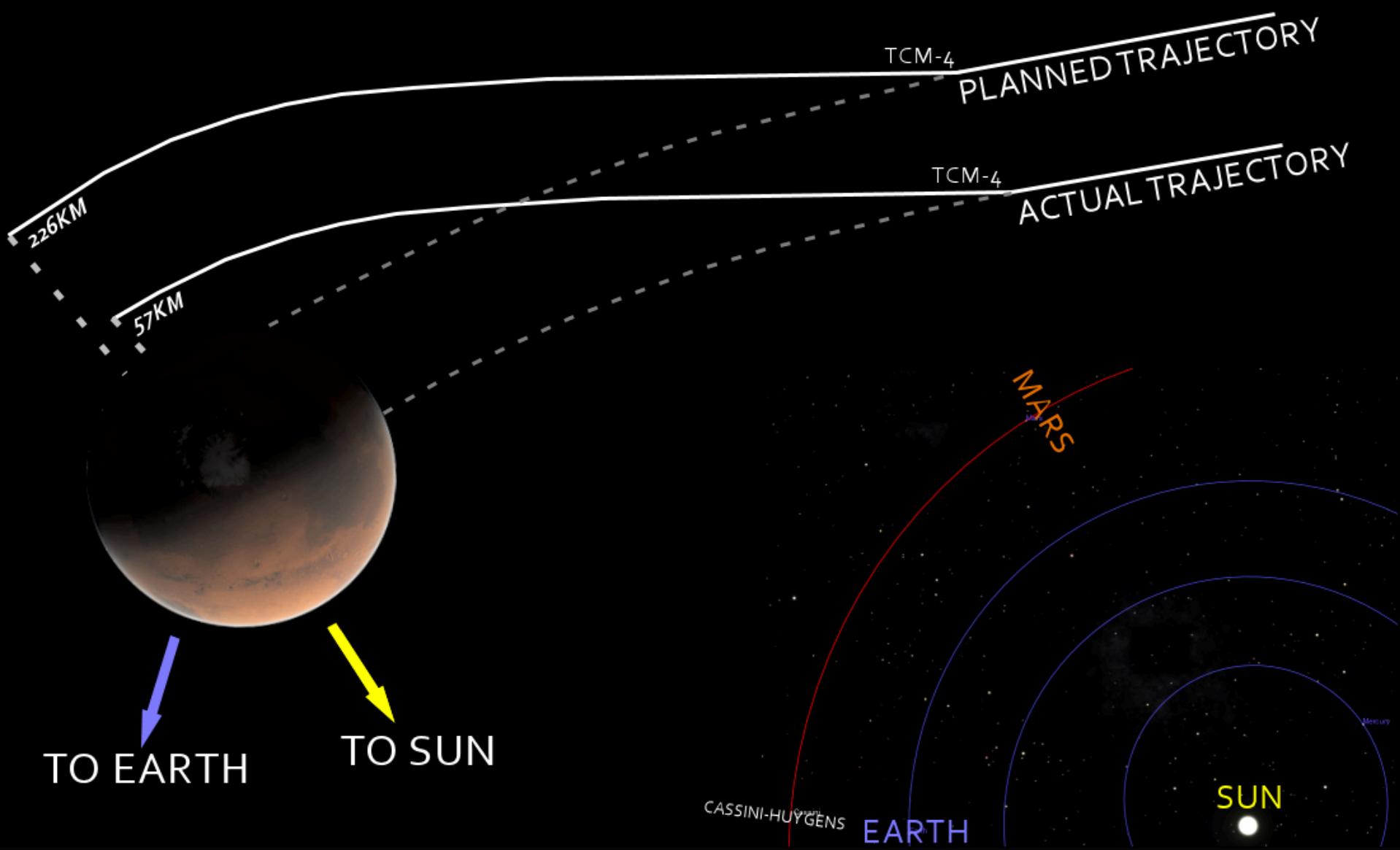


The Five Behaviors of a Cohesive Team™ Model

A photograph of a satellite in space, oriented diagonally from the top left towards the center. The satellite has a white cylindrical body, a large blue solar panel array, and a gold-colored rectangular thermal insulation cover. In the lower right foreground, a large, solid orange sphere, representing Mars, is partially visible, casting a dark shadow on the black void of space.

Bad engineering?  
Bad construction?  
Bad luck?

# BAD TEAMWORK



# What goes wrong?

A  
S  
S  
U  
M  
I  
N  
G

P  
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E  
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D  
I  
N  
G

# Assumption:

A thing that is accepted *without proof* as true or certain to happen.



- Why we are here
- What our goal is
- How we should communicate
- How we should behave
- What a meeting should look like
- What “success” looks like
- How we hold time
- How we should treat conflict
- What we value
- What’s “high quality”
- ...

# Team Contracts

- What are our goals?
- What are our ground rules?
- How will we communicate?
- What roles do we want, and what are the responsibilities?

# What do team leaders do?

HINT: Not This!



# Leader responsibilities

- Stick to your Agreements
- Schedule & run meetings
- Make a Plan
- Ensure collaboration
- Oversee process
- Identify conflict—and deal with it!





A word about conflict...

# Pretend:

Speak and act so as to make it appear that something is the case when in fact it is not.

# Dealing with Free Riders

Set firm, explicit expectations

Stick to your guns



# Team Contracts

- What are our goals?
- What are our ground rules?
- How will we communicate?
- What roles do we want, and what are the responsibilities?
- How will we hold ourselves accountable?
- How will we deal with conflict?
- When will we revisit this contract?
- What else?



**ASSUMPTIONS**



**PRETENDING**

A photograph of a sunset over a body of water. In the sky, a large formation of skydivers is arranged in a pyramid shape. The skydivers are silhouetted against a gradient sky transitioning from blue at the top to orange and yellow near the horizon. The water in the foreground reflects the warm colors of the sunset.

**Be explicit  
Be real  
Make it fun!**