

Working in Teams

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Pursuing Team Leadership

- Before leading a team or workgroup, answer the following questions”
 - 1) Is managing others part of your career plan?
 - 2) Are you ready to take on additional responsibilities?
 - 3) Do you enjoy supporting, teaching, and helping others?
 - 4) Do you have a reputation for excellence in your area of expertise?
 - 5) What are your motivations for leading a team?

Preparing to be a Team Leader

- Find a role model or mentor
- Volunteer for projects and team assignments
- Learn the politics of your organization
- Seek training opportunities
- Identify your own weaknesses and try to strengthen them

Getting started with Your Team

- Keep your feet on the ground
- Get to know your team
- Assign tasks to team members
- Set the example you want others to follow
- Pace yourself

Taking a Project Management Approach

- Define your team's success
- Develop a work breakdown structure
- Keep one eye on the schedule and budget
- Develop and use a communication plan
- Practice risk management yourself

Managing a team diplomatically

- Managing a team generally requires a soft touch, good persuasion skills, and a diplomatic approach
- There are five essential elements:
 1. Maintain high visibility
 2. Avoid the monkeys
 3. Work through personal problems privately
 4. Don't directly oppose or criticize ideas
 5. Praise more than correct

Task Management Activities

- Describing tasks
- Enforcing standards
- Giving directions
- Monitoring progress
- Providing information
- Summarizing

Managing Up

- Managing up refers to working with your direct supervisor and other managers in the company. You should keep these people informed about the team's efforts, accomplishments, and obstacles.

Managing Up

- Know your manager's priorities
- Adopt your manager's communication style
- Avoid surprises
- Deliver bad news in person
- Package solutions with problems

Being Sensitive to Intangibles

- Intangibles are ideas or concepts you can't directly touch or manipulate.
- In business, intangibles include customer good will, employee morale, and the perception of your product or service.
- When working with a team, be aware of intangibles such as quality, loyalty, and honesty.

Being Sensitive to Intangibles

- Strive to maintain equity
- Make professional information transparent
- Focus on quality
- Demonstrate loyalty
- Be honest and ethical

Concluding team activities

- Create a project closeout report
- Document the lessons learned
- Ask for feedback
- Survey your team
- Hold a formal conclusion