**ENG 270C Class Reflection Workbook Assignment**

Joseph Lee

For each Class Module and its related Objective below, please reflect on what you learned in each Class Module and provide an example that is relevant to each Objective. The examples can be from your academic background, work experience, or research done on companies. Each example should be limited to 100 words or less.

**Please complete each section below within this Word document and submit the document to bCourses by 11:59PM on Friday, April 13. This assignment will be graded on a 100-point scale based on the written document. A total of 100 will be the highest, with 0 being assigned only if a student fails to meet the submission deadline.**

**Module 1: Team Effectiveness**

*Objective: you will be able to increase the effectiveness of your team by maximizing each team-member’s contribution.*

Example here: While our capstone team was balanced and work was more or less evenly distributed among the different members, valuable time and effort was lost due to weak communication skills. During the first half of the capstone project, we made clear objectives that we wanted to pursue on a weekly basis but we never discussed the how we’d achieve those objectives and what exactly everyone was working on. Due to this, members would often do research separately for the same objective when their efforts would have been better spent on a different unexplored topic. After going through this module, we were able to increase our team effectiveness by being more active in our communication. By the end of the meetings, everyone would know what they were working on as we better defined how we planned to reach our objectives.

**Module 2: Managing Projects**

*Objective: you will be able to increase the likelihood of your project’s success by finding and implementing management techniques most appropriate to your project type and/or stage.*

Example here: With all of us adjusting to the graduate life, the capstone project started off slow. Delivery deadlines weren’t being met and coordination between the team was lacking. At a certain point, we took a step back and analyzed the root of our issue and looked for ways to rectify it. Ultimately, we decided that we would meet up more often, have better communication, and that we’d all take the deadlines more seriously.

**Module 3: Conflict Management**

*Objective: you will learn how to embrace conflict and make it an integral component of your high-performing team.*

Example here:For the first half of the project, we were having trouble deciding the direction that our capstone project should go in. At the time, we didn’t know each other too well and we all believed that our idea was superior to the others and in some cases, we begrudgingly yielded to the idea that our professor decided to was best. This internal conflict became a halting issue within our group until we learned to use it to our advantage. The issue was everyone had a unique perspective of the project and often times had difficulty understanding what the others were working on. Ultimately, we began to put ourselves in each others shoes and learned and used our unique perspectives to come up with novel solutions to roadblocks in our project.

**Module 4: External Teaming**

*Objective: you will find strategies to engage multiple stakeholders in your project, and learn techniques necessary to manage these stakeholders’ competing objectives as well as techniques necessary to generate insights that can contribute to your own team’s success.*

Example here: Given that our project is highly theoretical, our pool of stakeholders that have a relevant impact on our project is rather limited. Nevertheless, we have two stakeholders that we can directly interact with and those are our advisor and the Fung institute. One thing we noticed is that the Fung institute demanded a large number of deliverables for us to submit while performing our capstone project and many of these felt superfluous as we weren’t getting feedback on our work and how we can improve for future deliverables. After working on this module, however, we discovered that it was simply a matter of maintaining better communications with the Fung institute (whether its our GSI or instructors). Additionally, for the first half of the capstone, we simply reported our work to our advisor and asked what direction our project should continue to follow. As the tasks became harder, however, we found ourselves at a roadblock but realized that we could gain more from our advisor by leveraging his expertise and his connections regarding the matters at hand.

**Module 5: Leadership**

*Objective: you will be able to identify challenges and opportunities associated with leadership roles in a variety of different contexts -- established and new organizations, formal and informal settings, startpoint and midpoint of projects.*

Example here: Part of having a highly functioning team comes from understanding each person's leadership style. We went through the module and assigned ourselves and our teammates leadership styles to gauge how we viewed each other and astoundingly, we had a very uniform understanding of how each person liked to work. Additionally, we found that we all brought a different style of leadership to the table. While these styles may work against each other at times, our shared understanding allowed us to be extremely effective as a team.