Module 1: Team Effectiveness

After-Class Activity [with your Capstone Team]

Guidelines:

1. Review four attributes of team health, described in the attached Health Monitor.

Also, take several minutes to review and compare your class notes, or, rather, insights. Take advantage of different instructors’ perspectives! There’s no one “right way” to go about improving team effectiveness; you want to have as many tools in your leadership repertoire as possible.

1. Have each team member complete the attached Health Diagnostic.
2. Compare your diagnostics. Focus on the most challenging attribute.
3. Run the associated play.
4. Based on the resultant discussion, devise a way to improve your team effectiveness.

E270C: Capstone Team Health Monitor

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| **Attribute** | | **Example** | **Play** |
| **Balanced Team:** Roles and responsibilities are clear (i.e., differentiated between members). The project has people with the right blend of skills. There is flexibility in getting the work done with good integration of individual output. | | This team is well staffed. We are green now but moving red as the project moves into a phase where we don’t have as much knowledge. We need to figure out how to learn or get access to some new skills. | [Roles and Responsibilities](https://www.atlassian.com/team-playbook/plays/roles-and-responsibilities)  https://www.atlassian.com/team-playbook/plays/roles-and-responsibilities |
| **Team Cohesiveness:** Members proactively provide their experience and insights to make the group more effective. There is trust and respect across the group. | | We work well together and there is a healthy degree of trust. However, we need to be stronger in constructively challenging each other. We’re not sharing ideas early enough and not pushing each other- sometimes it all feels “too nice”. | [Demo Trust](https://www.atlassian.com/team-playbook/plays/demo-trust)  https://www.atlassian.com/team-playbook/plays/demo-trust  [Rules of Engagement](https://www.atlassian.com/team-playbook/plays/rules-of-engagement)  https://www.atlassian.com/team-playbook/plays/rules-of-engagement |
| **Shared Understanding:** The team has a  common understanding of their objective, the problem/need, are convinced about the idea, confident they have what they need to succeed. | | We don’t agree on the customer problem we are solving and are all moving in different directions. Need to fix this fast! | [Goals, Signals, Measures](https://www.atlassian.com/team-playbook/plays/goals-signals-measures)  https://www.atlassian.com/team-playbook/plays/goals-signals-measures  [Problem Framing](https://www.atlassian.com/team-playbook/plays/problem-framing)  https://www.atlassian.com/team-playbook/plays/problem-framing |
| **Decision Making:** There is a process to make decisions and they are made with a sense of urgency, with a discussion of priorities and trade-offs. Decisions are timely, effectively communicated to team members and advisors, and followed (even if not all team members agree). | | Decision-making can feel clunky. Sometimes we go too deep on low risk, low impact decisions- when we should just make the call and move on. Other times we don’t discuss the details on high impact decisions. We need to be better at considering trade-offs and how to resolve team disagreements. | [DACI](https://www.atlassian.com/team-playbook/plays/daci)  https://www.atlassian.com/team-playbook/plays/daci |

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E270C: Capstone Team Health Diagnostic

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| --- | --- | --- |
| **Attribute** | **Overall Health**  Healthy, Not Well, Sick | **Your Capstone Example (which illustrates your diagnosis)** |
| Balanced Team | Healthy | The roles for the team are well defined. We each bring to the group a unique point of view since we all had different engineering majors during our undergraduate years: nuclear, nanotechnology, and chemical engineer. These unique backgrounds allow us to tackle very different portions of this capstone project. |
| Team Cohesiveness | Healthy | In our meetings we are able to constructively challenge each other's work. We are able to communicate effectively and accommodate each others working styles while respecting each others opinions. |
| Shared Understanding | Not Well | There are clearly defined objectives however we need to work on addressing a uniform direction for our group to take. Also implementation of concrete intermediate goals will help better define the path to our capstone goal. |
| Decision Making | Not Well | The group needs to work on defining goals that are clear. We often face difficulties with coming to a consensus in proceeding forward. We can mitigate these issues by being more specific and communicating more effectively. |



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