

Finishing from Tuesday

...Understanding Teamwork



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CALDWELL8573

COMP3120/8110

Thursday 4 March 2021

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Acton, ACT, Australia

Course representatives

I received 1 nomination for COMP8110 and therefore our COMP8110 Course Representative will be

COMP8110 Yixin Cheng

I received 5 nominations for COMP3120.

This was quite difficult. Given the new process for course representatives, it is not a simple matter to hold an election, especially when the first course representative meeting is next week.

I have appointed two Course Representatives for COMP3120:

COMP3120: Runxiang Huang, Zefan Wu

Please support your Course Representative when they seek your views on the course and how it is working/not working for you.



Important
Information

**Thank you to all of
you engaged and
proactive people!**

Understanding teamwork

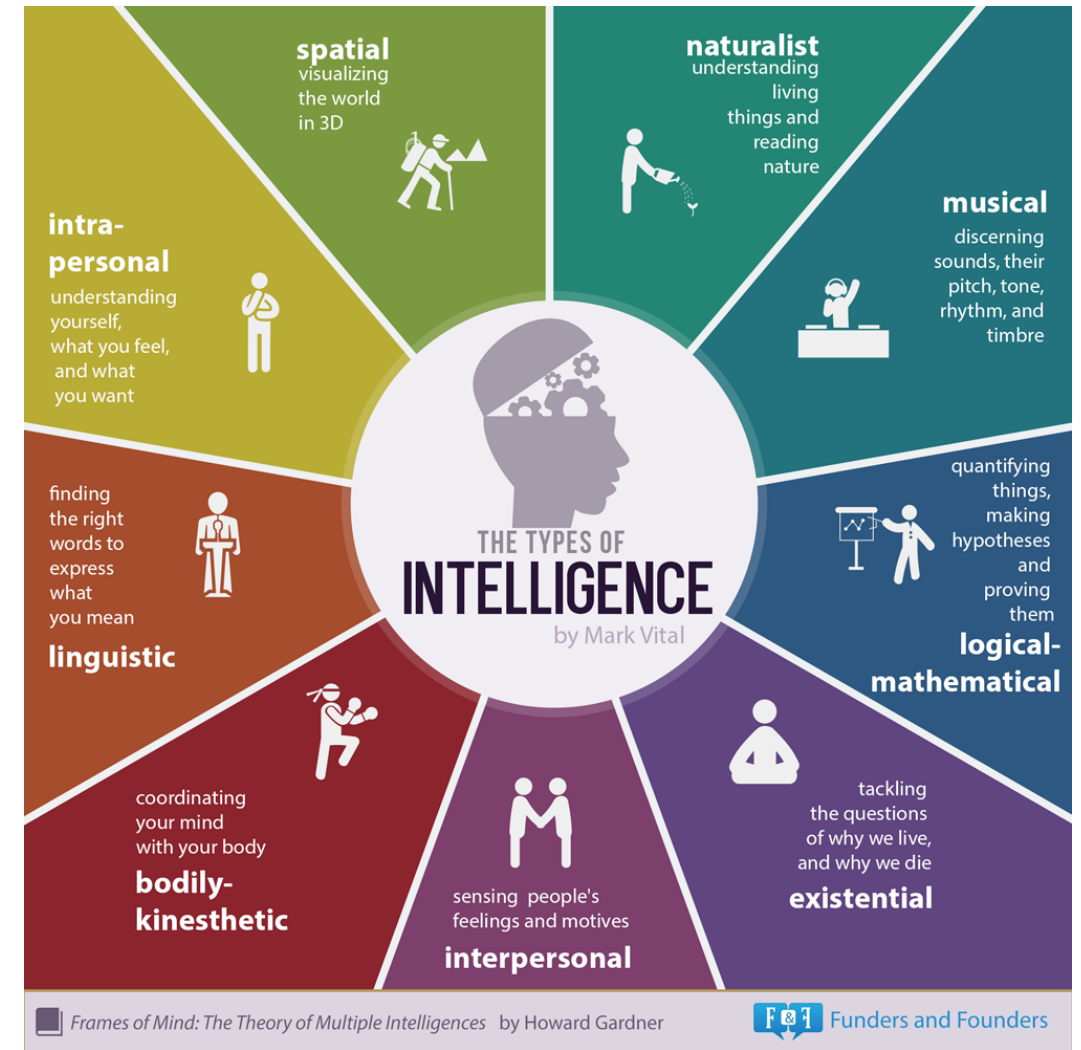
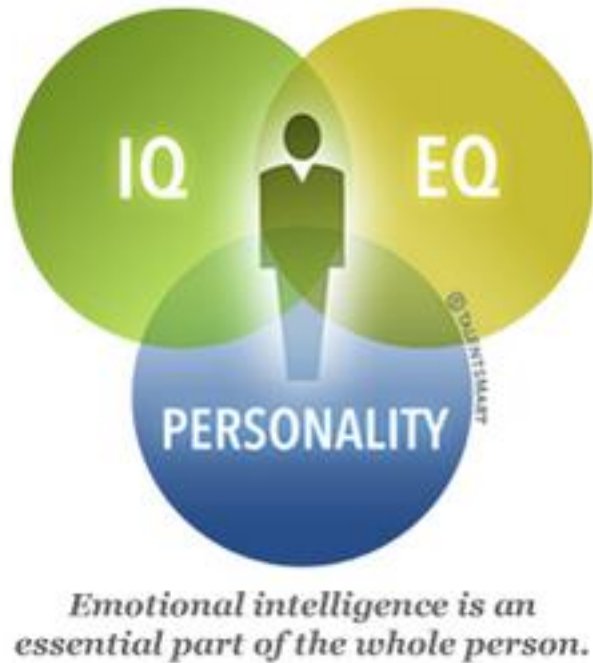
Team formation

Developing your people skills

Personality and its impact

Emotional intelligence and performance

Emotional Intelligence, IQ and Personality are different



...and everyone has different levels of different types of intelligence

Emotional Intelligence is linked to performance



Emotional intelligence is the foundation for critical skills.

Emotional Intelligence can be developed

Communication between our emotional and rational “brains” is the physical source of emotional intelligence.

We have an emotional reaction to events before our rational mind is able to engage.

Emotional intelligence requires effective communication between the rational and emotional centers of the brain.

Characteristics of high performing teams

Share a sense of **common purpose**

Make effective use of **individual talents and expertise**

Have **balanced and shared roles**

Maintain a **problem solving focus**

Accept differences of opinion and expression

Encourage risk taking and **creativity**

Sets high personal performance **standards**

Identify with the team

Conditions Favouring Development of High Performance Project Teams

Ten or fewer team members

Voluntary team membership

Continuous service on the team

Full-time assignment to the team

An organization culture of cooperation and trust

Members report only to the project manager

All relevant functional areas are represented on the team

The project has a compelling objective

Members are in speaking distance of each other

Synergy - a combined effect greater than the sum of their separate effects

1 + 1 + 1 = 10 (positive synergy)

1 + 1 + 1 = 2 (negative synergy)

High performance teams cohere via...

Effective Use
of Meetings

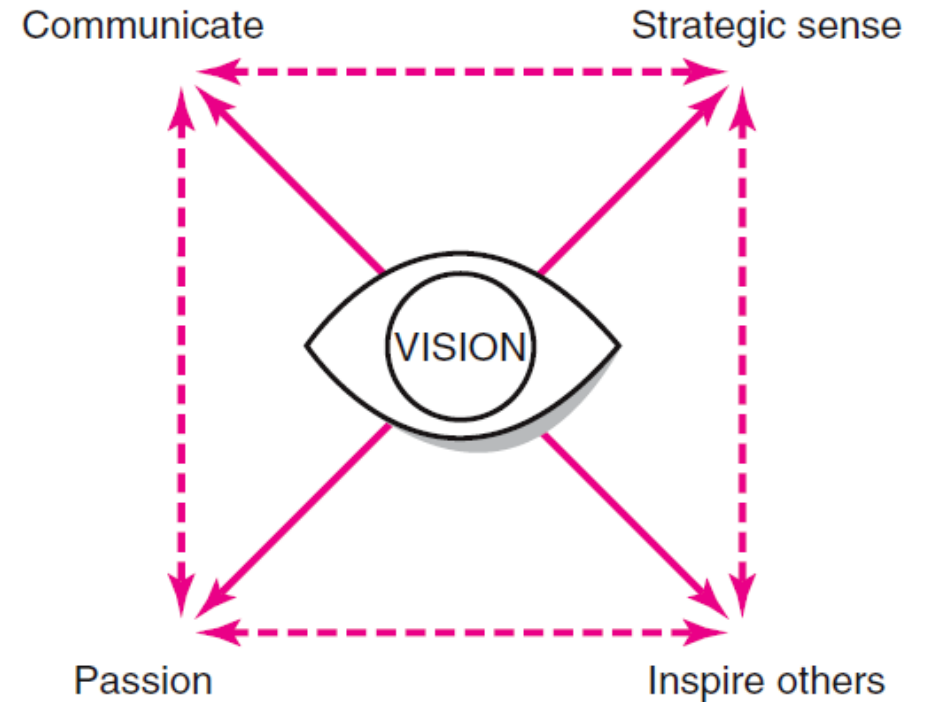
Co-location of
team members

Creation of project
team name

Team rituals



...and they use multiple
skills to work towards
achieving their vision



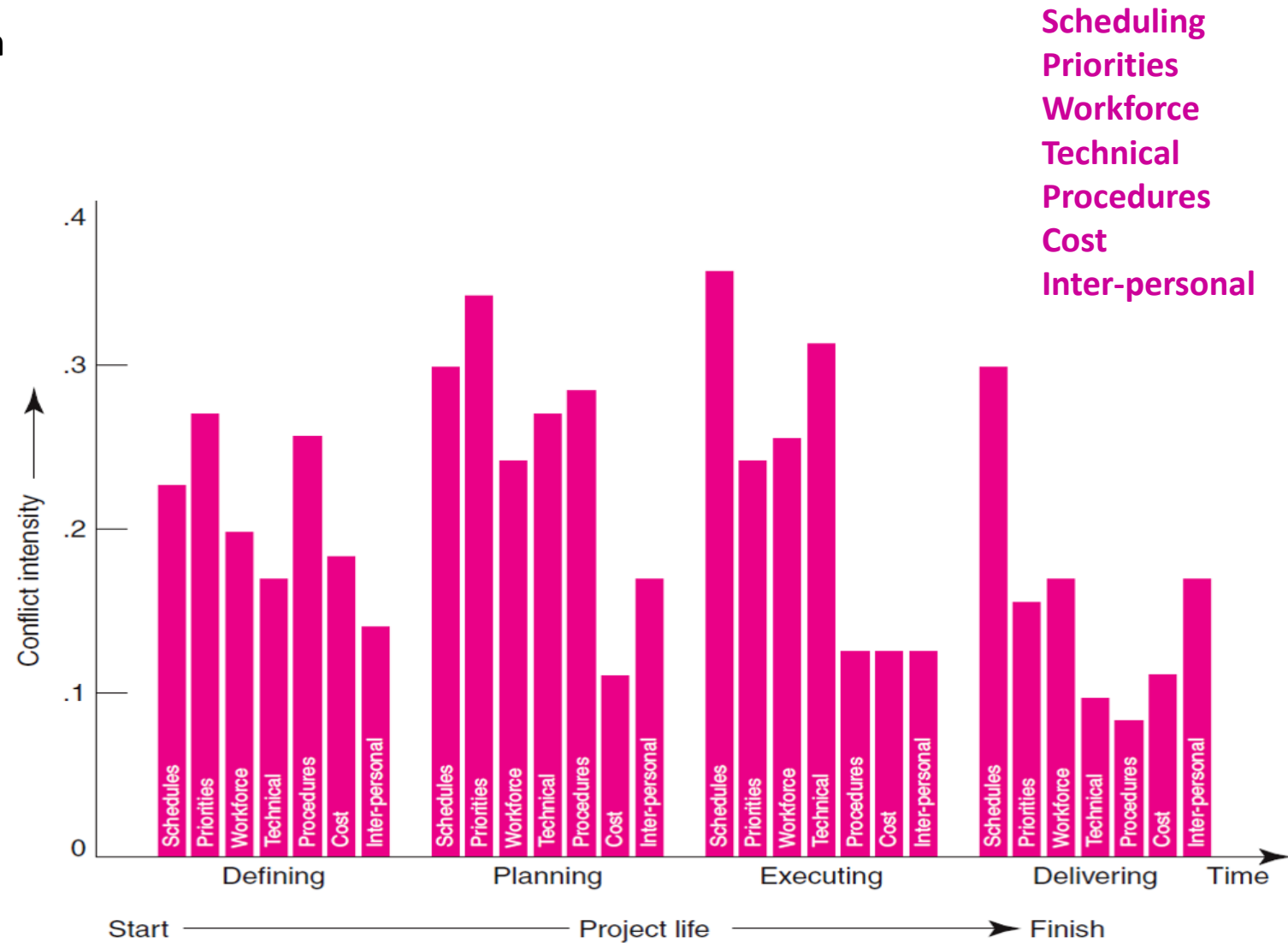
How to Manage different types of conflict within the Project Team

Encourage Functional Conflict

Encourage dissent by asking tough questions.
Bring in people with different points of view.
Designate someone to be a devil's advocate.
Ask team to consider unthinkable alternative

Manage Dysfunctional Conflict

Mediate the conflict.
Arbitrate the conflict.
Control the conflict.
Accept the conflict.
Eliminate the conflict.



Rejuvenating the Project Team

- Informal Techniques
 - Institute new rituals.
 - Take an off-site break as a team from the project.
 - View an inspiration message or movie.
 - Have the project sponsor give a pep talk.
- Formal Techniques
 - Hold a team building session facilitated by an outsider to clarify ownership issues affecting performance.
 - Engage in an outside activity that provides an intense common experience to promote social development of the team



"We are communicating better, but we are still not out of the woods."