Team Development

EECS 541 Computer Systems Design Laboratory
Prasad Kulkarni
Team Size and Composition

• Small: 3—5, Large: >8 or so
  – small teams can work faster, be more productive
  – large teams should have an expert facilitator, create sub-teams, can produce more ideas

• Teams should include people with different skills
  – technical experts, administrative skills, interpersonal and communication skills

• Teams should include people with different and diverse personality traits
  – Myers-Briggs Type Indicator (MBTI)
  – Five Factor Model (FFM)
  – Belbin’s nine roles required for successful teams
  – identify traits in people and assign them to teams
Myers-Briggs Type Indicator

• Wikipedia – an introspective self-report questionnaire designed to indicate psychological preferences in how people perceive the world and make decisions
• Four preferences – myersbriggs.org
• Favorite world
  – do you prefer to focus on the outer world (Extraversion - E) or on your own inner world (Introversion - I)?
• Information
  – do you prefer to focus on the basic information you take in (Sensing – S) or do you prefer to interpret and add meaning (Intuition – N)?
Myers-Briggs Type Indicator – 2

• Decisions
  – when making decisions, do you prefer to first look at logic and consistency (Thinking – T) or first look at the people and special circumstances (Feeling – F)?

• Structure
  – in dealing with the outside world, do you prefer to get things decided (Judging – J) or do you prefer to stay open to new information and options (Perceiving – P)?

• Decision on each category gives your personality score as a four letter code.
Myers-Briggs Type Indicator – 3

• References
  – https://en.wikipedia.org/wiki/Myers%E2%80%93Briggs_Type_Indicator
  – http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/
  – http://www.humanmetrics.com/cgi-win/jtypes2.asp
  – http://www.16personalities.com/free-personality-test
Five Factor Model

• Covers different personality aspects of team members
  – Extraversion – defined by adjectives; active, assertive, energetic, enthusiastic, outgoing, talkative
  – Agreeableness – defined by adjectives; appreciative, forgiving, generous, kind, sympathetic, trusting
  – Conscientiousness – defined by adjectives; efficient, organized, planful, reliable, responsible, through
  – Neuroticism – defined by adjectives; anxious, self-pitying, tense, touchy, unstable, worrying
  – Openness – defined by adjectives; artistic, curious, imaginative, insightful, original, wide-interests

Five-Factor Model – 2

• Extraversion – may increase team viability and communication
• Agreeableness – may increase team cohesion, communication and productivity
• Conscientiousness – may increase overall team performance
• Neuroticism – (or emotional stability) may increase cohesion and overall performance
• Openness – may lead to increase in communication
Belbin’s Nine Roles for Successful Teams

- Leader and organizer (usually one)
- Hands-on worker (more than one may be needed)
- Realist or “naysayer”
- Conformist or utility worker
- Artist or designer
- Social worker who helps to ease team relationships
- Specialist
- Resource investigator
- Motivator

Team Roles – Other Literature

• Leader – prepare/lead meeting, direct team activities towards goals, ensure productivity
• Facilitator – ensure equal participation, mediate/resolve conflicts, support leader
• Member – includes all, offer ideas and perspectives, actively participate, complete assignments on time
• Recorder – take meeting minutes, distribute meetings to team members
• Timekeeper – ensure team stays on time budget
Bruce Tuckman’s Stages of Team Development

• Forming
  – anxious, polite interactions, role unclear, excitement about task ahead

• Storming
  – conflict due to different working styles, criticism of ideas and team goals, polarization, coalition forming

• Norming
  – reduction in role ambiguity, work together, respect roles in team, team feeling

• Performing
  – all cooperating, working hard to achieve team goals, some leaving or joining the team does not affect productivity
Recommendations for this Class

• Team sizes should be between 3-5
• Rotate team roles
• Document minutes of team meetings
• Be active listener, supportive, cooperative, participate in all team meetings, show respect for others’ contributions, share responsibility and success/failure of team
Assignments and Deadlines

• Complete MBTI/personality assessment test
  – will be sent via email
  – verify that team is diverse and adapt
  – Deadline – Oct. 16th
• Assign and rotate team roles
• Document all team meetings
• For each project submission, each team member will score every other team member
  – will be used to assign differential score to members on the same team
• October 16th is deadline for initial proposal submission
  – initiate discussions with me and the GTA