CornellEngineering
Leadership Program

How to Be an Effective Team

Cornell Engineering Leadership Program

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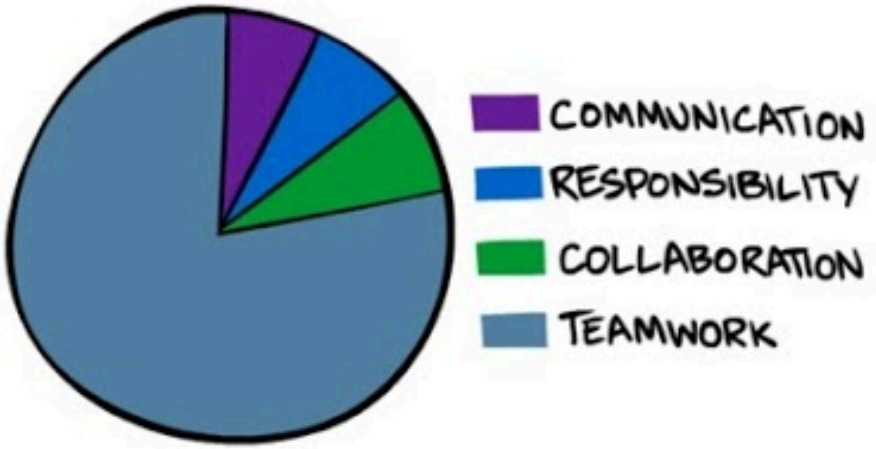
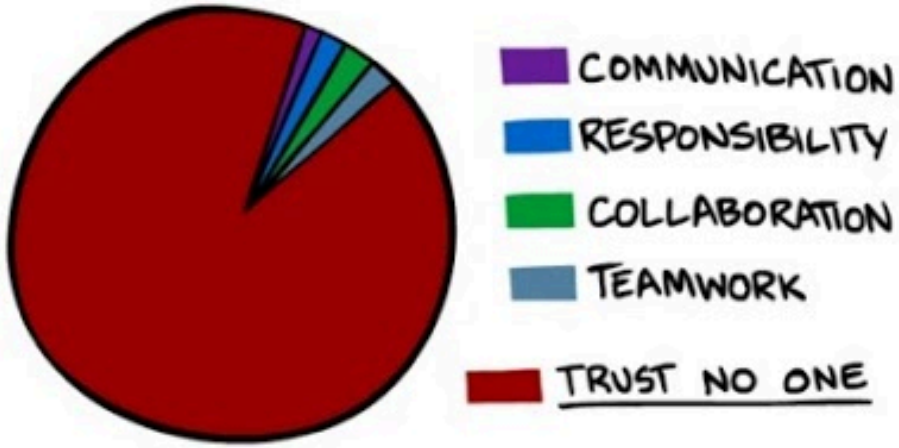
WHAT GROUP PROJECTS ARE SUPPOSED TO TEACH YOU

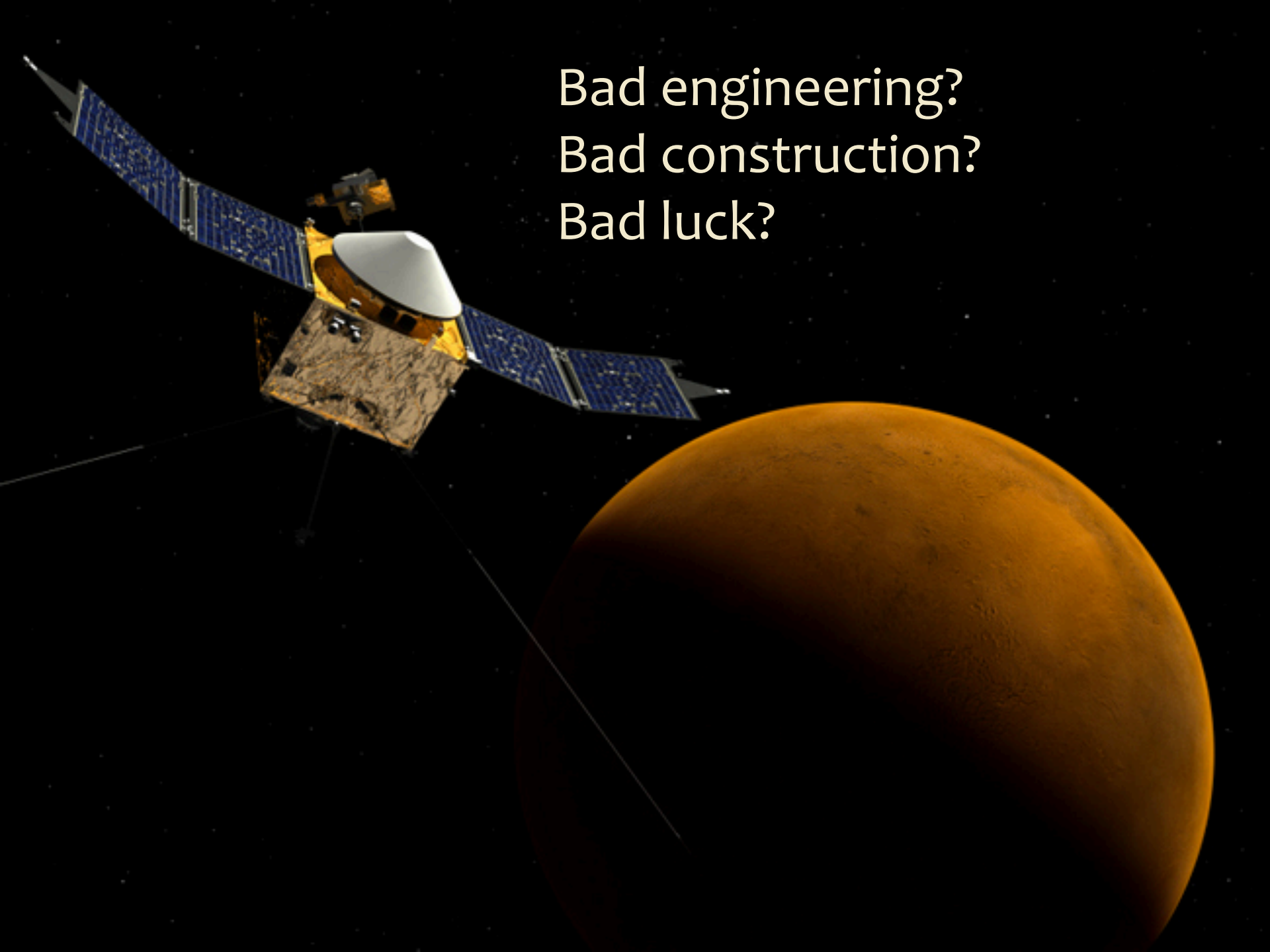


WHAT GROUP PROJECTS TAUGHT ME

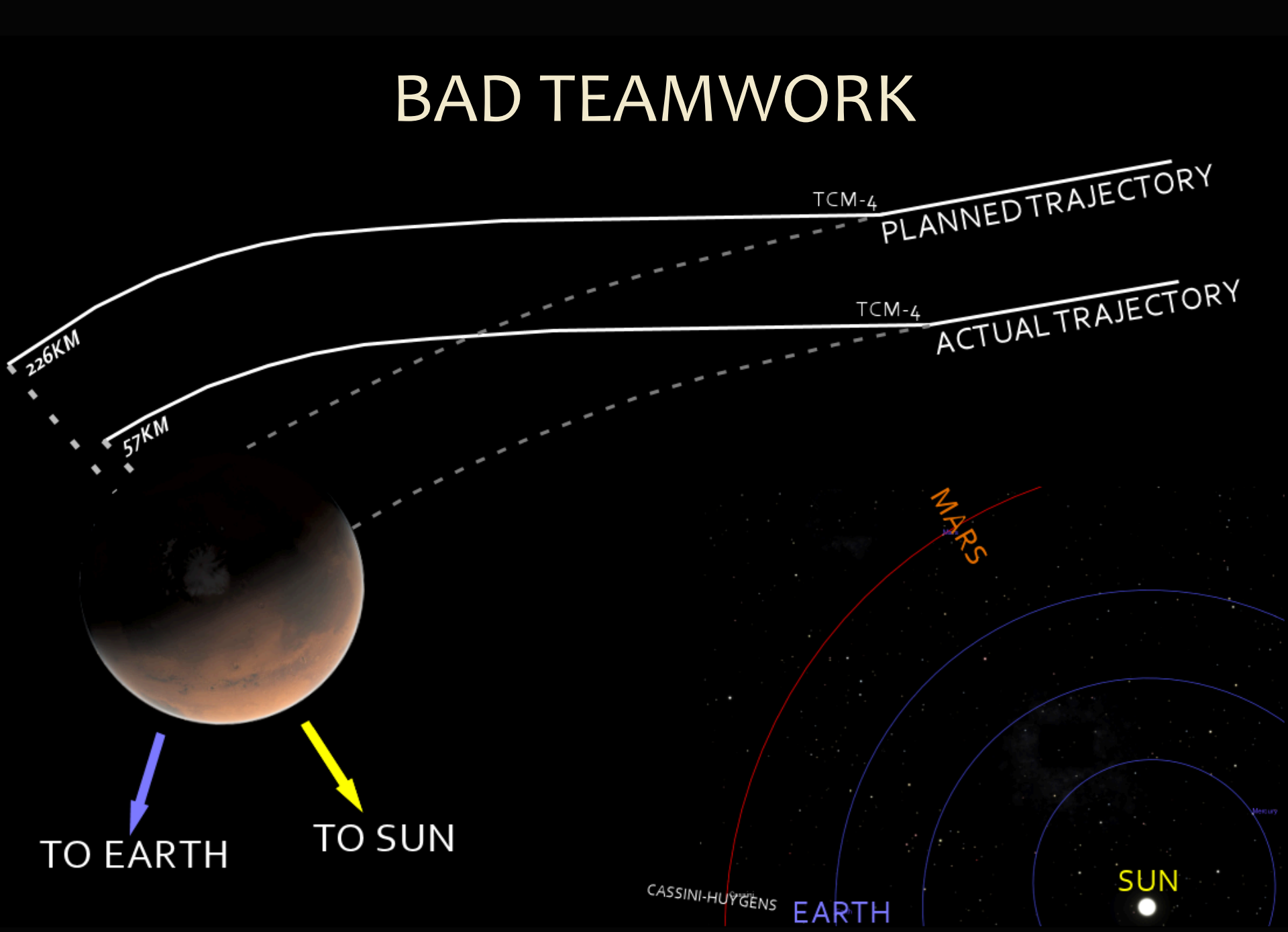


What makes an effective team?

The Five Behaviors of a Cohesive Team™ Model


Bad engineering?
Bad construction?
Bad luck?

BAD TEAMWORK



What goes wrong?

ASSUMING

PRETENDING

Assumption:

A thing that is accepted *without proof* as true or certain to happen.

- Why we are here
- What our goal is
- How we should communicate
- How we should behave
- What a meeting should look like
- What “success” looks like
- How we hold time
- How we should treat conflict
- What we value
- What’s “high quality”
- …

Team Contracts

- What are our goals?
- What are our ground rules?
- How will we communicate?
- What roles do we want, and what are the responsibilities?

HINT: Not This!

What do team leaders do?

Leader responsibilities

- Stick to your Agreements
- Schedule & run meetings
- Make a Plan
- Ensure collaboration
- Oversee process
- Identify conflict—and deal with it!

A word about conflict…

Pretend:

Speak and act so as to make it appear that something is the case when in fact it is not.

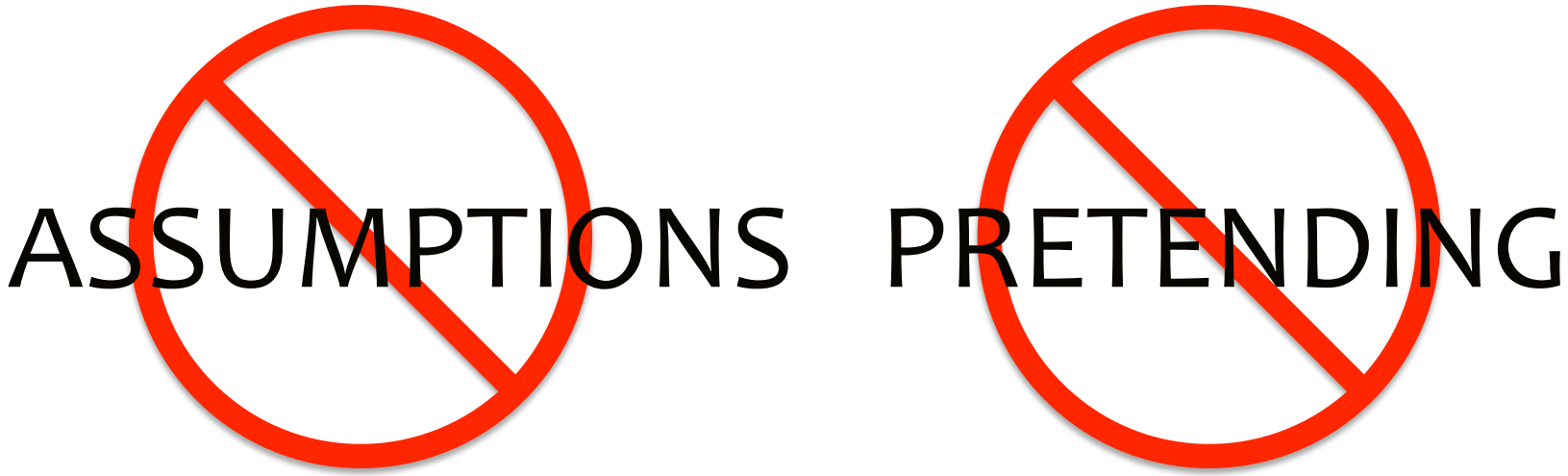
Dealing with Free Riders

Set firm, explicit expectations

Stick to your guns

Team Contracts

- What are our goals?
- What are our ground rules?
- How will we communicate?
- What roles do we want, and what are the responsibilities?
- How will we hold ourselves accountable?
- How will we deal with conflict?
- When will we revisit this contract?
- What else?


ASSUMPTIONS
PRETENDING

Be explicit
Be real
Make it fun!