The background of the slide is a photograph of a Cornell University campus. In the foreground, there is a large, abstract, metallic sculpture with curved, overlapping bands. The middle ground shows a wide, green lawn with a paved walkway and a few people walking. In the background, there are several large, multi-story buildings with windows and trees with some autumn-colored leaves. The sky is bright and clear.

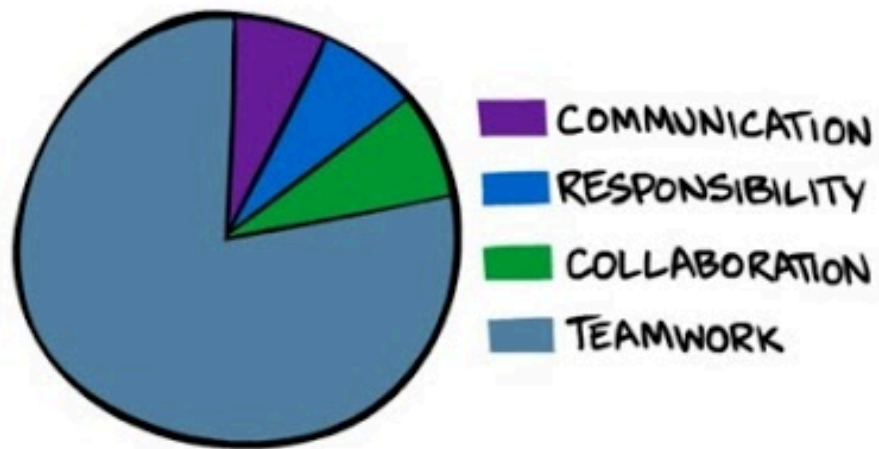
CornellEngineering Leadership Program

How to Be an Effective Team

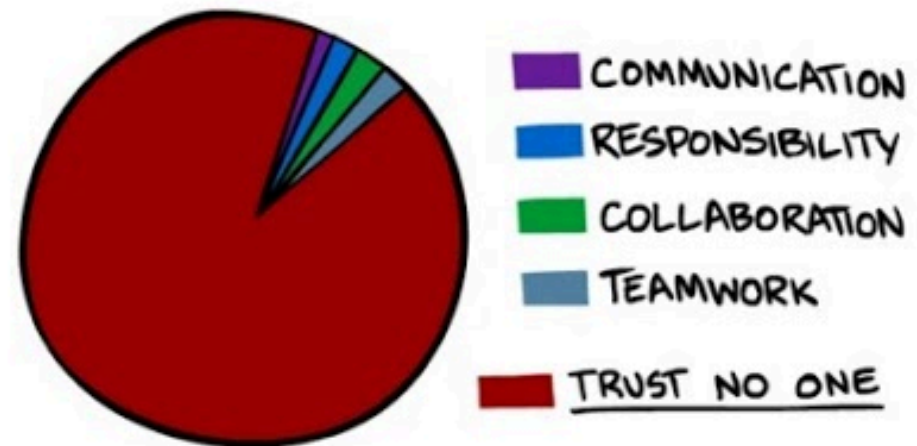
Cornell Engineering Leadership Program

Erica Dawson, PhD

WHAT GROUP PROJECTS ARE SUPPOSED TO TEACH YOU



WHAT GROUP PROJECTS TAUGHT ME



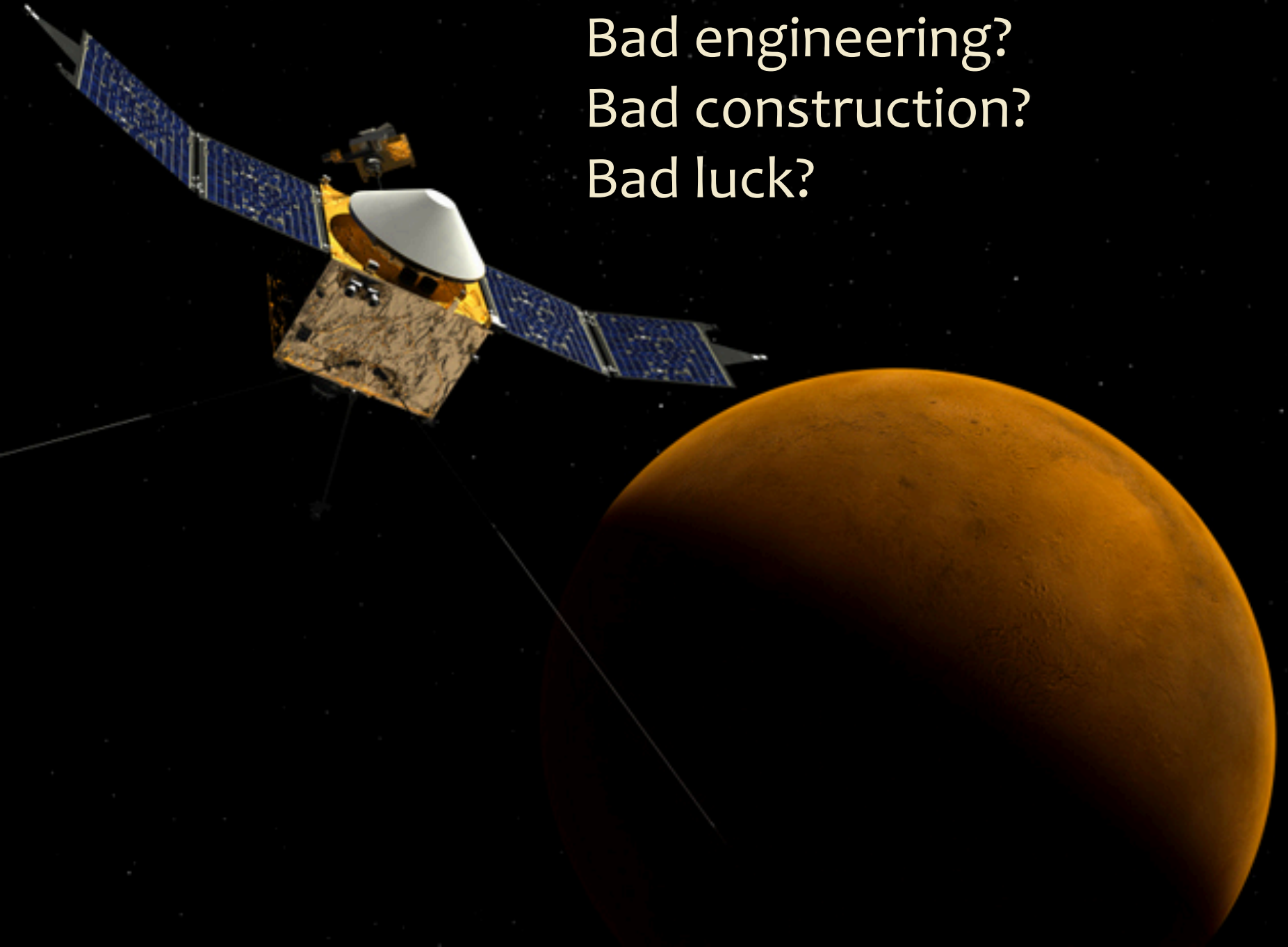


What makes an effective team?

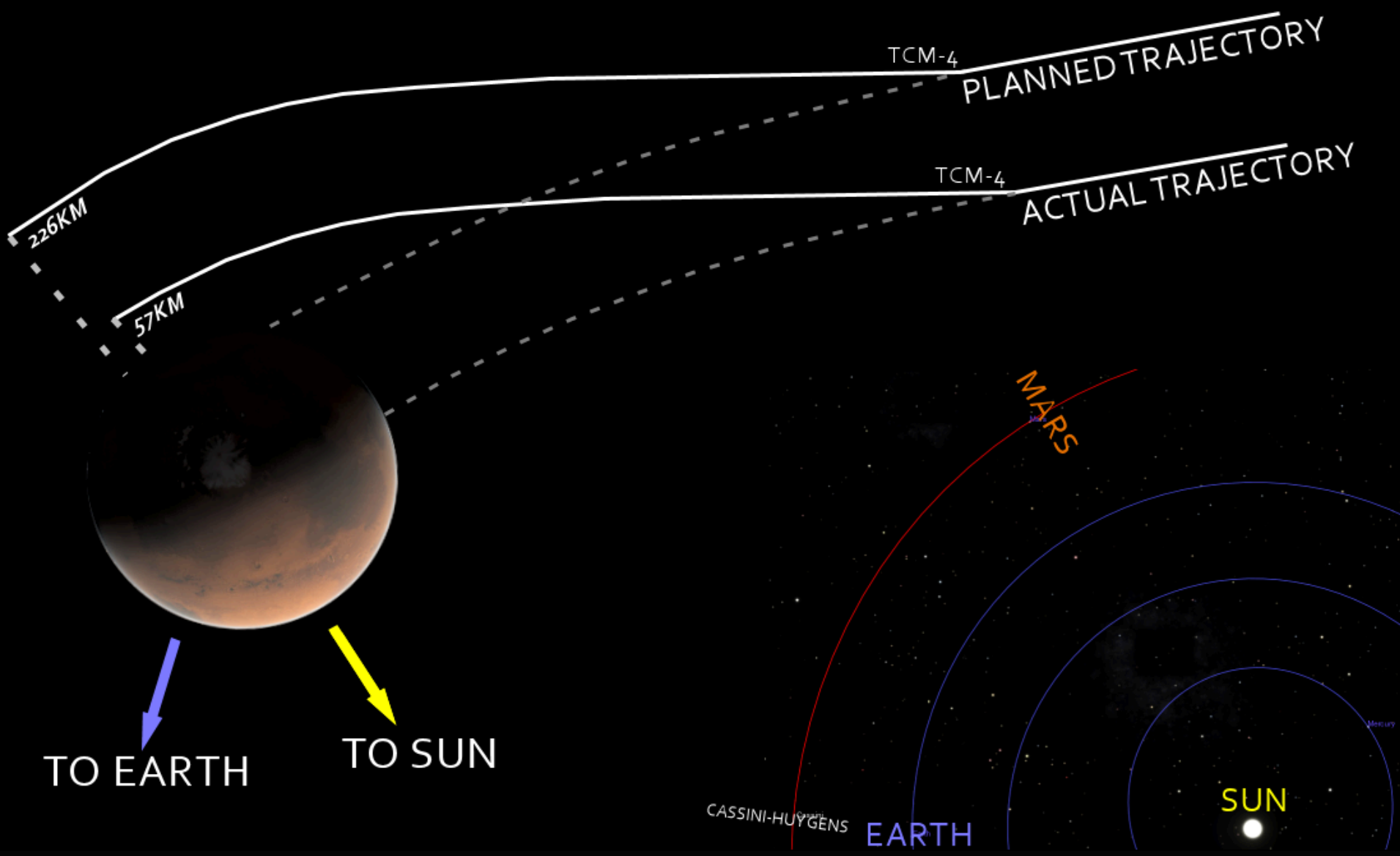


The Five Behaviors of a Cohesive Team™ Model

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

A large formation of skydivers is captured in a pyramid shape against a sunset sky. The skydivers are silhouetted against the bright orange and yellow light of the sun, which is low on the horizon. The sky transitions from a deep blue at the top to a warm orange near the sun. The skydivers are arranged in a grid-like pattern, with the number of divers decreasing from the base to the top. The overall scene is dynamic and visually striking.

Be explicit
Be real
Make it fun!