

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, open shapes. The middle ground shows a wide, green lawn with a paved path on the right and a few people walking. In the background, there are several large, multi-story buildings with windows and trees with some autumn-colored leaves.

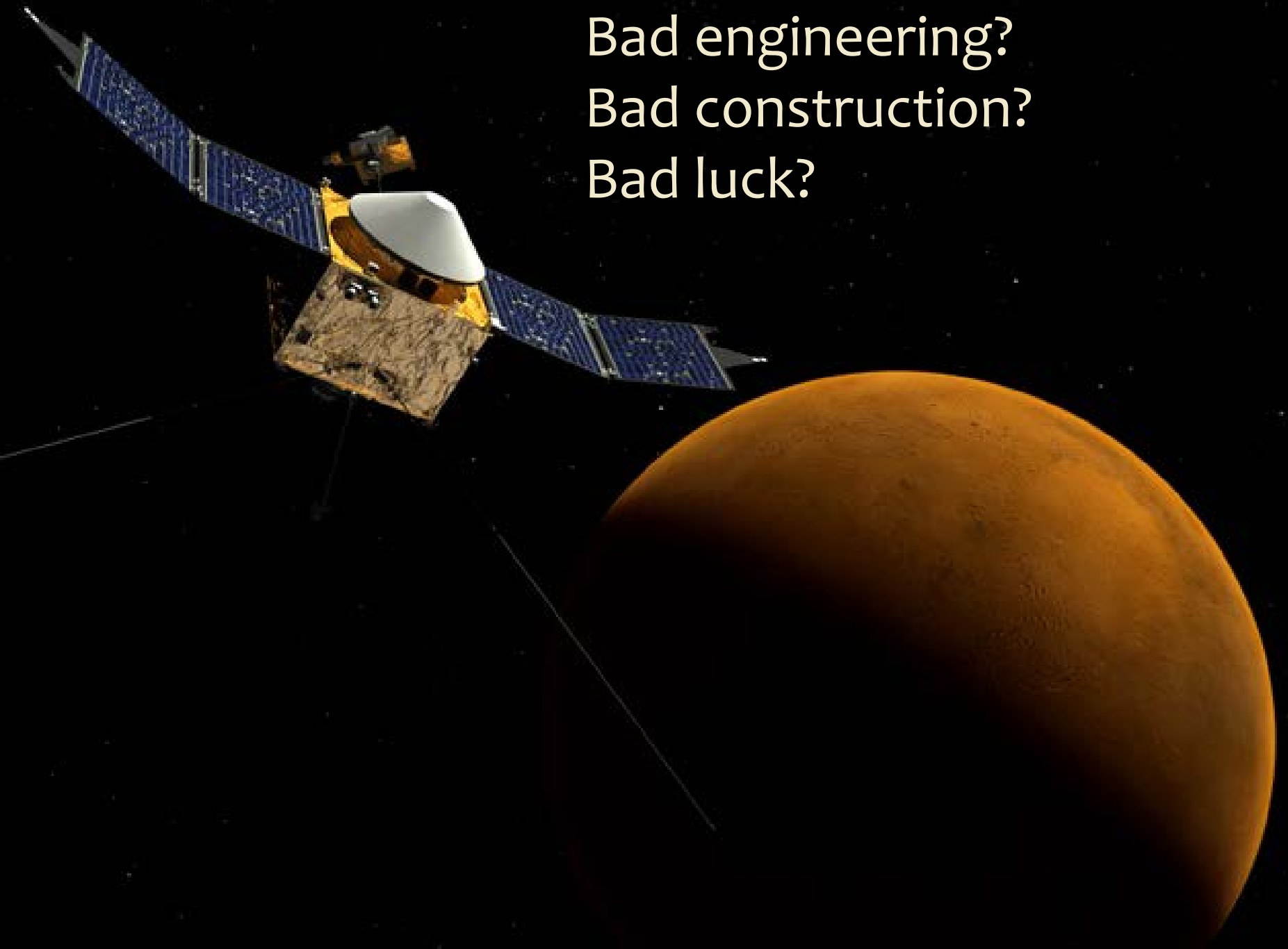
# **Cornell**Engineering Leadership Program

## How to Be an Effective Team

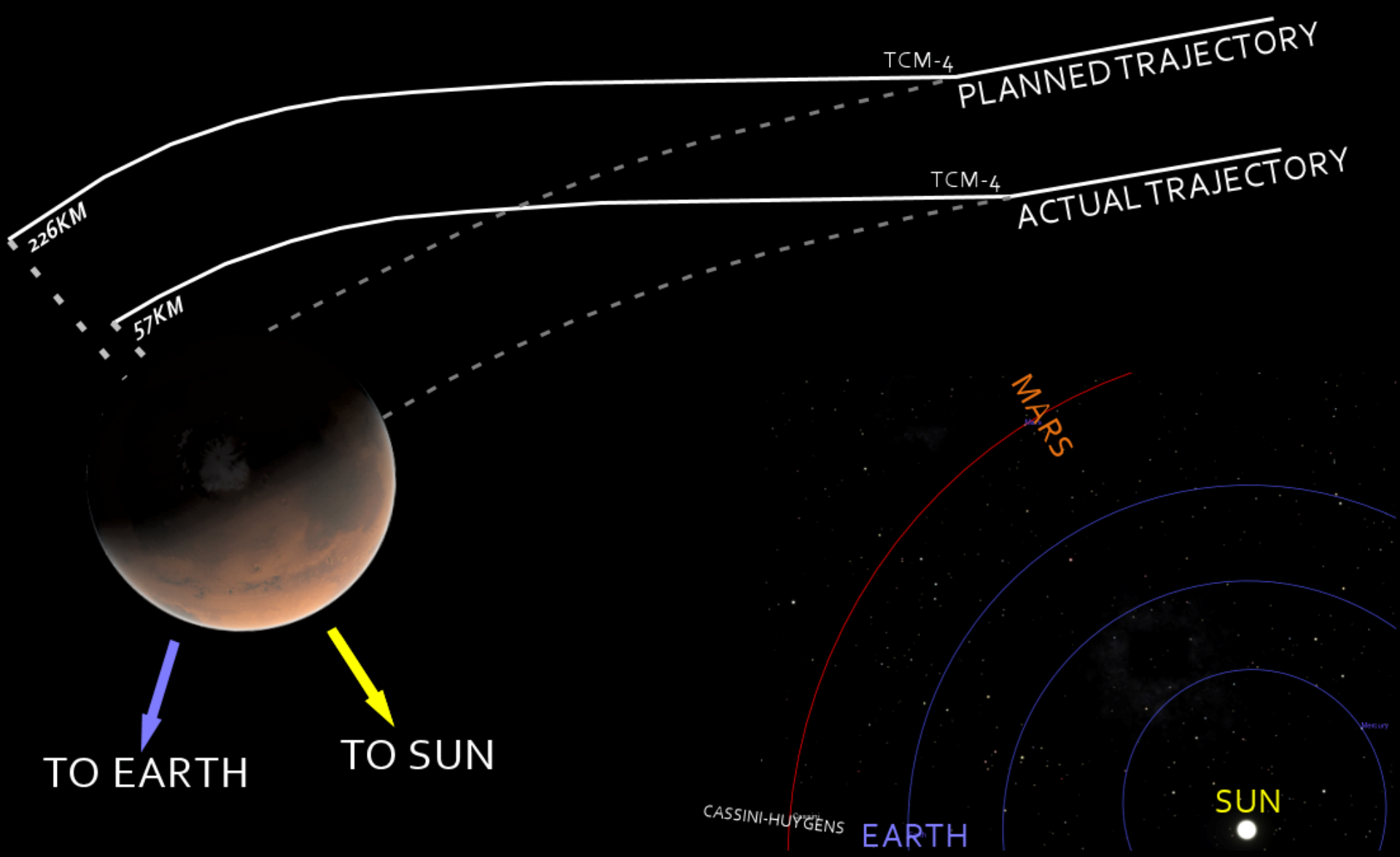
Cornell Engineering Leadership Program

Rob Parker, ACC

Bad engineering?  
Bad construction?  
Bad luck?



# BAD TEAMWORK





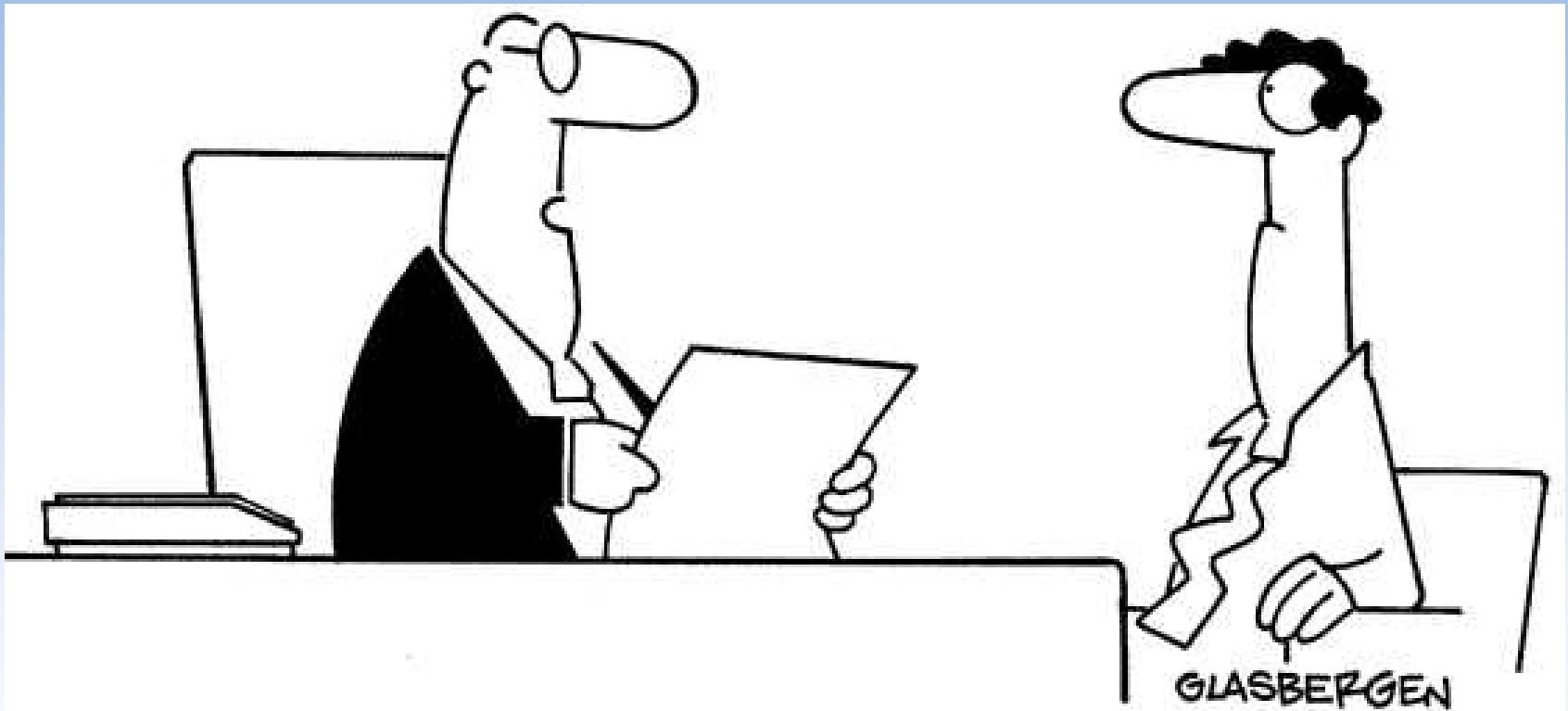
What makes an effective team?

What goes wrong?

ASSUMING

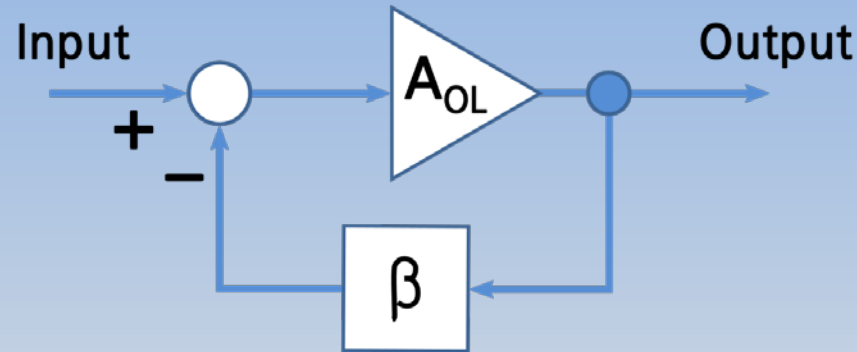
PRETENDING

# Feedback



**“You participate with enthusiasm during staff meetings and never hesitate to offer a creative suggestion or opinion. That has to stop.”**

# Characteristics of Useful Feedback?



## SBI Model of Feedback:

Situation

Behavior

Impact

# Team Self-Assessments

- Where do we have the same perceptions?
  - Where do we have different perceptions?
  - What is at the root of different perceptions?
- 
- What are we doing well and want to continue?
  - What needs to change?
  - What change behaviors do we commit to?



# Team Contracts