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Teamwork
A case study

Engin 103 **team 12** consists of 4 members: A, B, C, D. During Project 0 A acted as the team's leader, he sent out an email regarding the project, only B replied so he thought C and D are not interested in participating, he scheduled meetings with B and they both completed part I of Project 0. During Part I presentations, A and B performed the PowerPoint presentation, while C and D did not participate since they felt they did not contribute to the project being presented.

C and D wanted to change the team, they said they felt left out, were not given a chance to participate in the project. The instructor encouraged the members to try to work together and give it a second chance. Member C tried to be more responsive to the team leader, B, participated as much as possible in the team meetings. D was told to build a part, which will be connected to the team device, for Project 1 presentation. D asked if the team could finish their part so then give it to him, he will build his part and connect to the whole system. He asked to have it by 1pm on a Wednesday before the presentation. The team did not think they could have it by that time, also they thought D did not need their part to complete his part, they never communicated their decision back to D. D traveled to the meeting place and waited for an hour on Wednesday afternoon to get the team system, nobody showed up. B, A, C completed the project on their own the night before the presentation, and gave D a poor grade for his participation.

The team improved slightly when C became the leader. However when Project 2 was completed, A, B, C wanted to change the team, they were afraid D would "revenge" by giving them a poor performance grade when he will be the leader for Project 3. D maintained he will promote participation after a meeting with the instructor. At 8:25am on Tuesday, A and B were still skeptical on D promises, and since he did not show up yet, they were afraid their grades will be affected because D will not delivered as he did not in the previous projects. D showed up and delivered the presentation using inputs from all members of the team.

Team leaders: Take a look at the Elements of Teamwork Checklist below, discuss with your team to select which one element would have helped **Team 12** the most with references to the particular circumstances in the case study, type in the corresponding box below, save the file as "teamwork1.html", then upload it to the team's "files" folder in the server.

Team #	Teamwork element
1	
2	

3	
4	
5	
6	
7	
8	
9	
10	

Elements of Teamwork Checklist

By Joanne Fortuin, Northern Albert Institute of Technology, Alberta, Canada

COMMUNICATION

Excellent: Free, open expression of ideas and feelings at the right times with no fear of embarrassment or reprisal.

Poor: Stifled, close to the vest, guarded. Lets the other person start the communication.

PARTICIPATION

Excellent: Full Contribution, reaches out to lend a hand, readily available.

Poor: Lack of initiative to help the other person? not around when needed, begrudging contribution.

GIVE AND TAKE

Excellent: Open to compromise, flexible? Recognition that it is sometimes better to give in than be "right".

Poor: Stubbornly dug in on own viewpoint, uncompromising, always right, never wrong.

LEADERSHIP

Excellent: Promotes team actions and decisions, recognizes he/she needs the team, and lets each member know where they stand. Team members support his/her suggestions.

Poor: No leadership initiated. Reacts rather than acts. Poor or reluctant support of ideas.

ORGANIZATION

Excellent: Knows their responsibilities. Provides structure to accomplish team goals.

Poor: Unclear of responsibilities or doesn't care about responsibilities.

PREPARATION

Excellent: Did their homework. Research was thorough, especially as it affects other team members.

Poor: Team progress was held up because of participant's lack of preparation. Consistently dropped the ball.

PROCEDURE

- Excellent: Lives by the ground rules and procedures. Functions smoothly, works with the team.
- Poor: Absence of order, operates on their own rules, progresses from crisis to crisis.

CAPABILITY

- Excellent: Members have confidence in participant and can rely on performance.
- Poor: Mediocre "Class C" player not interested in becoming "Class A".

COMMITMENT

- Excellent: Participant rallies to the goals. Goals clearly defined in his/her mind.
- Poor: Lack of awareness of, or resistance to, team goals.

PROGRESS

- Excellent: An attitude of action and momentum, makes suggestions of steps forward.
- Poor: Dead in the water ? "Everything is a drag" attitude.
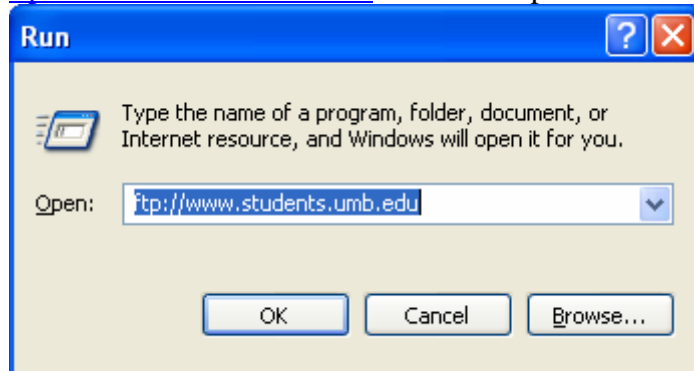
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Team Web Page

Instructions on e-syllabus

After signing server access agreement for Spring '08, usernames and passwords were provided to upload team webpages.

Please follow the instructions on the e-syllabus under the link named "Team Web Master".

Depending on the version of Windows installed in the machine you are using, after typing ftp://www.students.umb.edu into a browser window you may get a blank window, in that case click on "Start", then "Run" to get the window below, you need to type ftp://www.students.umb.edu into the "Open" box.
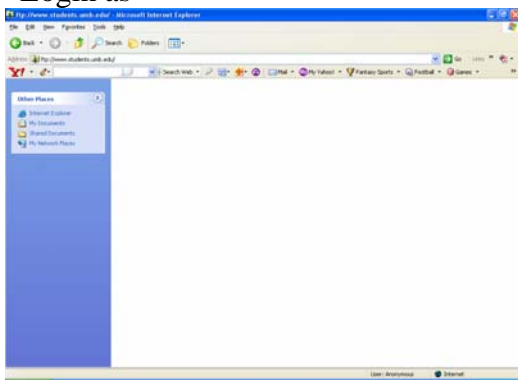

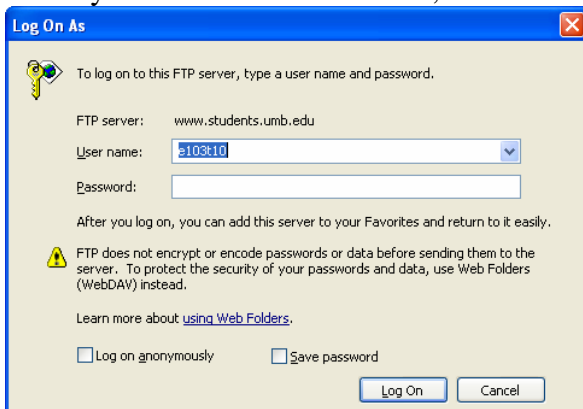If it still does not work, then click on "Page" on the upper right side of the Browser

Window, then select "Open FTP…". When the following error message shows up, click OK.
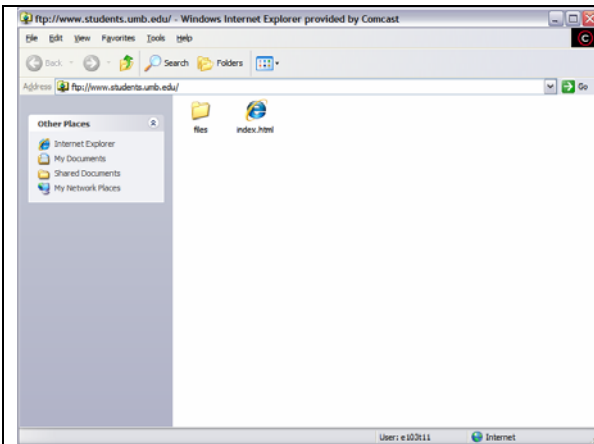

When you see a blank window as shown below, right click on the mouse and select "Login as"

When you see the window below, enter the username and password

Now you are logged into the server, if you see a blank window, you need to upload a team homepage created using Word and named "index.html". Use the example contained in the link to instructions for the Team WebMaster in the e-syllabus. If the homepage you created contains a picture there is a folder named "index_files" you will need to upload here as well.

You will also need to create on the server a folder named "files" where you will upload files for the projects 0 or 1 or 2 or 3 or 4. The project files need to be named "project0.html" or "project1.html", etc. If they contain pictures you will need to upload the "project0_files", or "project1_files" folder to the "files" folder in the server as well.

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LOGBOOK: example of a logbook page

-Use a quadrille notebook; number all pages; date all entries
-Write your notes for all activities, thoughts, problems and solutions, and learning conclusions related to Engin 103. You should write down progress, outcomes, and conclusions on projects and teamwork; conclusions from class work (including LabVIEW) and homework.
-In addition you should answer in the logbook all questions listed in these notes in blue, as shown below:

3) Which the five categories of leadership skills summarized in Phase #4 of the brainstorming process we did in the previous class is the most important (look at the class notes for the previous class)? Explain your position in your own words

4) Explain what leadership skill would have helped team 12 in the Case Study above, support your claim by referring to specific circumstances in the Case Study.

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