Working in Teams

CS 320: Software Engineering Guest Lecture

Agenda

- Introductions
- Teams
- Business Chemistry
- Self analysis of work styles
- Team Inclusivity

Introduction

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Teams

Find Your Team and Sit Together!

Teams

What are they?

Let's Start at the Beginning…

What is a team?

A team is a group of people working together…



What is a team that delivers?

…to make something happen.



Worksheets!

As Individuals (5 mins)

Access the worksheet: https://tinyurl.com/WSheetCS320Perretta

Save your own copy of it somewhere that you and your team can access

Fill out **Sections 1 and 2** of your worksheet and reflect on past experiences working in teams.

Worksheets!

As a Team (5 mins)

Fill out section 3 to identify common themes of working on teams that you identified as individuals.

How Are Teams Formed?

- Choice is often not an option
- People have different work styles
- Left to chance, problems can arise.



It Doesn't Just Happen



Communication: Verbal and written

Critical Thinking: Be curious!

Adaptability: Things change!

Empathy: Understand others' viewpoints

Creativity: Thinking outside the box

Business Chemistry

Understanding work styles

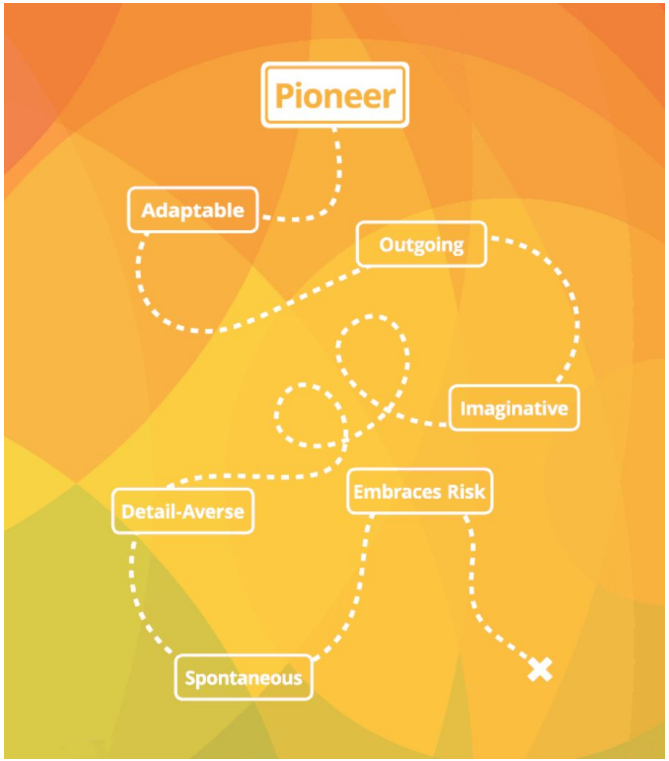
Work Styles

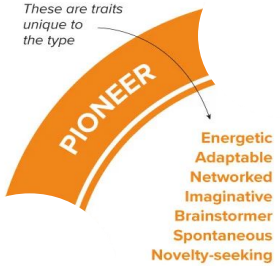
- Business Chemistry
  - Developed at Deloitte
  - Work style framework
  - It is a tool for understanding differences
  - Diversity on teams leads to more creative problem solving, but it requires skills to build relationships to create strong teams



Pioneers

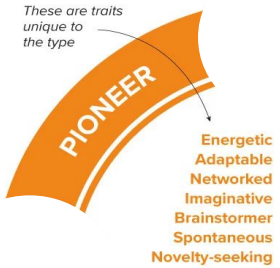
- Value **Possibilities**
- Spark Energy and Imagination
- Collaborative idea generation
  - Thrive with ambiguity
  - Highly adaptable to change





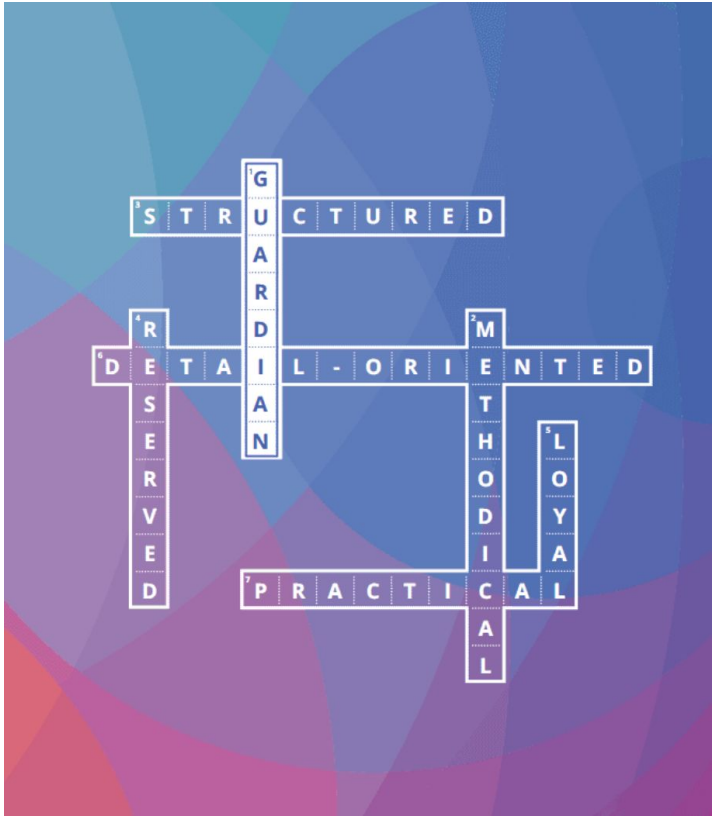
Pioneers

Strengths	Weaknesses
Energetic and Passionate	Take up a lot of space; inject chaos; easily distracted
Comfortable taking risks	Over confidence and don't consider impact on others
Creative and generate ideas, catalyzing innovation	Often expect others to execute since they don't like thinking about the details
Comfortable in leadership roles	Often don't consider pragmatic realities



Guardians

- Value **Stability**
- Bring Order and Rigor
  - All about the details
  - Can consider implications
  - Like process and predictability





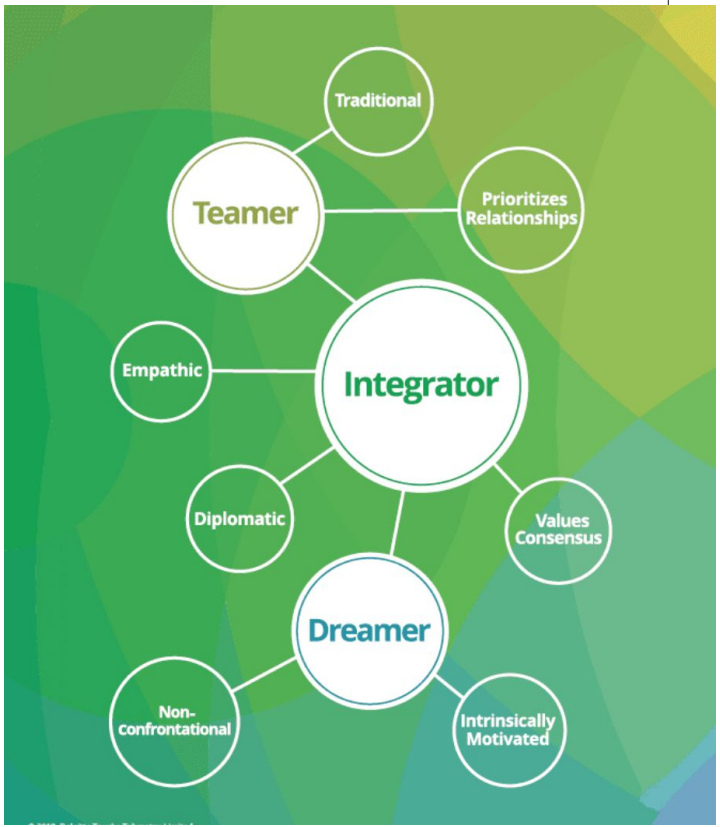
Guardians

Strengths	Weaknesses
Pay attention to details and follow processes precisely, can consider potential implications	Can be sticklers for rules, and can be seen as rigid and inflexible
Are accountable for their work and are considered dependent, responsible, persistent, and loyal.	Don't adapt to change, they are too careful, too conservative and resistant to progress.
Can keep the team out of trouble by insisting on due diligence	Unwilling to accept risk.
Realistic and pragmatic and can balance creativity	Too focused on perfection and can micromanage



Integrators

- Value **Connection**
- Draw Teams Together
  - Create connections between people and ideas
  - See opportunities others miss since they focus on these connections
  - Prefer working on teams





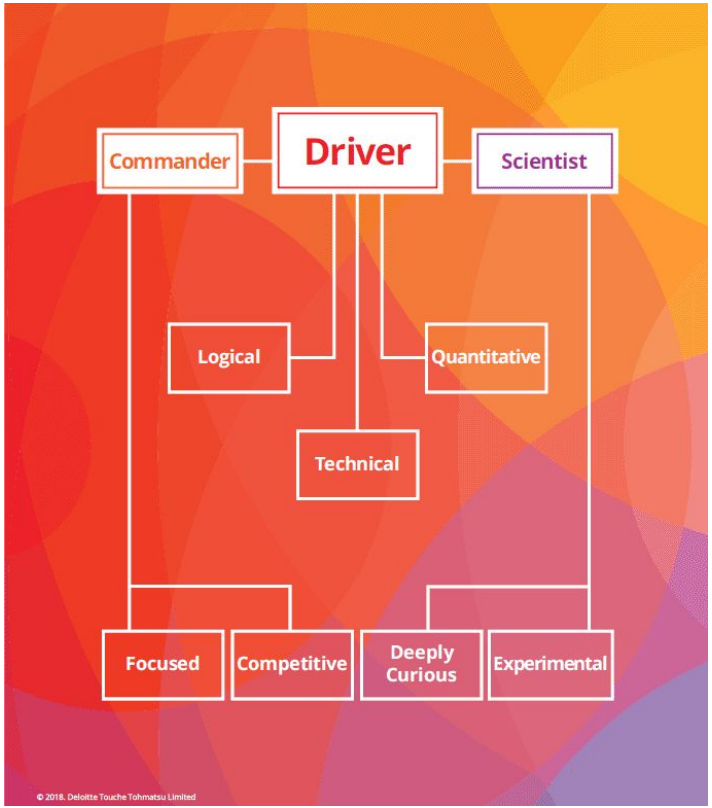
Integrators

Strengths	Weaknesses
Often serve as a bridge to bring people together. Moderators, facilitators, and peacemakers.	Diplomatic style can make it hard to know where they stand on issues.
Emotionally Intelligent (EQ) and compassionate. Helpful.	Often accused of being over emotional and over sensitive.
Ask great questions and are attentive listeners. Ask people for their input, opinions, thoughts, suggestions, and reactions.	Conflict adverse to a point where they prioritize making people happy over getting the work accomplished.
Connect ideas and can recognize context.	Take too long to make decision because everybody needs to be on board.



Drivers

- Value **Challenge**
- Generate Momentum
  - Love a challenge and to challenge
  - Competitive
  - Pragmatic rather than philosophical





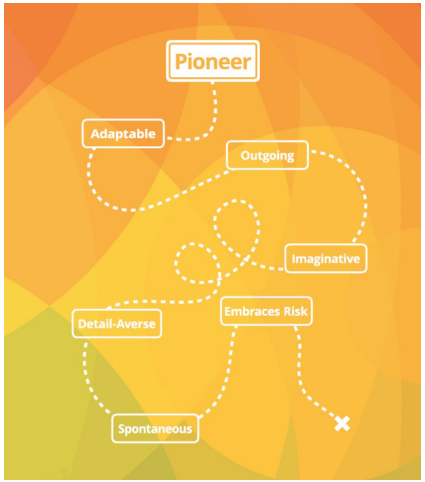
Drivers

Strengths	Weaknesses
Don’t mind being unpopular in service of results.	Impatient and don’t hold much value for social niceties (they’re jerks). Blunt and abrasive.
Unique combination of originality and pragmatism. Can translate vague visions into actionable strategies.	Can be inflexible since they make decisions on “facts”, so their decisions are irrefutable.
Drivers are all about getting results. Persistent.	Competitive and have a killer instinct. Don’t pull punches.
Great at making decisions and moving on rather than second guessing.	Intolerant of consensus building. They want to get things done.

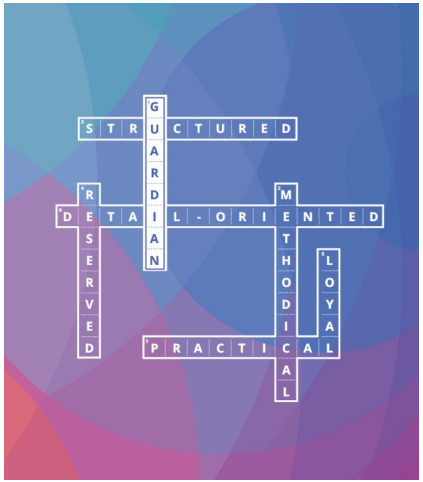


Summary of Work Styles

Pioneers
Possibilities



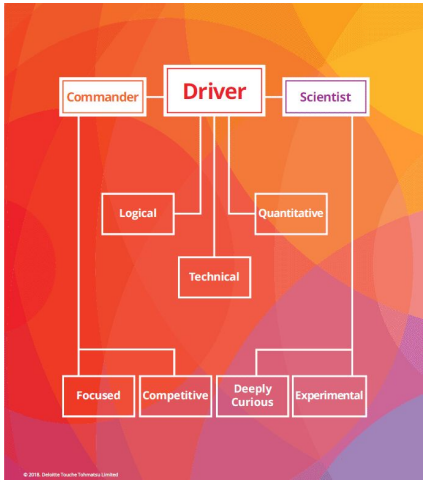
Guardians
Stability



Integrators
Connection



Drivers
Challenge



What is Your Work Style?

- Major Characteristic
  - The type you identify with the most
- Minor Characteristic
  - You also identify with this type
- You are Complicated!
  - You have aspects of all of these types!
  - Context matters!



Activity: What is Your Major Characteristic?



As Individuals:

1. Find the work style you identify with the *least.*

2. Look to the *diagonal.* For example, if you identify **Pioneer** as the style you identify with the least, look at **Guardian**.

3. Gut check: does this seem like a good fit for you?

Activity: What is Your Minor Characteristic?



As Individuals:

1. Start with your major characteristic (Let's use **Guardian** as an example)

2. Look to the *adjacent characteristics.* In this case, look at **Integrator** or **Driver**.

3. Gut check: does this seem like a good fit for you?

Self-Analysis of Work Style

- Access the Google Drive https://tinyurl.com/CS320Sept22
- Save the file in a shared team location
- Each person creates one slide in a shared document for their self analysis
- Take 10 minutes to create your self-analysis
- Each person create their own slide using the provided template!

Self-Analysis: I am a *Pioneer-integrator*



Novelty: I get bored easily and want to find the next new thing. I don't put much stock into the idea that this is how things have always been. There is always room to improve. Most jobs I've had, I'm the first person to have that job.

Adaptable: Drivers tend to come up with a problem statement and stick it. Typically, problems are complicated enough that we need to be able t adapt. It's a balance, but the ability to adapt to new information is key wh dealing with ill-structure, ambiguous problems.

Imaginative: I appreciate that we cannot get it right the first time. Run the experiment and learn from our experiences! Complex problems require imagination and creativity to solve. Who cares if it hasn't been done before. Let's give it a try!

Ambiguity: When working on new and complex problems, I need to be comfortable not knowing everything. It's something I have learned to be comfortable with.

Helpful: I find it very important to help others around me. I'm not always the one to get things done. Knowing when to help someone is key to successfully tackling problems.



Let's Go Back to the Worksheet

Now that you have reflected on your own workstyle, go back to the worksheet and fill out Section 4 as individuals:

1. What is one challenge you personally struggle with when working in teams?
2. What is one action you can take to become a better team member?

Team Inclusivity

All this is great, but what do we do with it?

Understanding your own work style and the work style of others on your team will allow you to



Manage conflict



Be self aware



Meet people where they are



Solve issues with positive language



Create a team culture where ***everyone*** contributes to the project.

What is Inclusive?

- **All voices contribute, and all voices are valued.**
  - This means that we need to **LISTEN!**
- **Everybody on the team can speak without fear.**
  - Comfort in bringing their unique perspective and experiences to the table.
  - Comfort to ask for help.
- **Team members are empathic to each other.**
  - Understand and incorporate new ideas into the conversations.
- **Consensus decision making.**
  - Discuss as a group and proceed forward together.

Inclusion is a Mindset

- A *mindset* is a combination of beliefs, perceptions, and behaviors.
- How we think about things.
- How we approach conversations and interactions.



Inclusive Teams



While there is value to all items, inclusive teams value the items highlighted *over* those indicated in small print.

Activity: Team Agreements

Use the 4 core values of inclusive teams and what you know about your team's work style composition to create an additional 2-3 slides describing a team framework which explains:

- ✔ How you plan to work together
- ✔ Strengths and weaknesses identified in your team
- ✔ Specific strategies to building an inclusive team environment

We will use the remainder of the time working on team agreements. To be completed by

Final Reflection Questions

You've analyzed your own workstyle and you are building a team framework to use this semester for your team. As you create your team agreement, consider:

1. What is the MOST important factor that will make your team successful?

2. What will you do to prevent or address negative team experiences to maintain a high functioning team?

Final Thoughts

- Working in teams takes skill and work. It doesn't just happen!
- Understanding your own workstyle is a good first step in becoming a good team member.
- Make room for different work styles. That's where the magic happens!
- Use your framework throughout the semester to make sure your team works well together. Check in with it and use it to maintain healthy working relationships!
- If things aren't going well, approach the problem with compassion and humility. It's amazing what can happen when you work together.

References

Christfort, K., & Vickberg, S. (2018). *Business chemistry: Practical magic for crafting powerful work relationships*. John Wiley & Sons.

Harrison, J. (2021). *Inclusive Teams Deliver*. YouTube. https://www.youtube.com/watch?v=-vj-dHfDzDU

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