The more complex problems demand the integration of many divergent points of view and the effective collaboration of many individuals.

- The key is an effective team.
- No matter the career path, there is a high probability that it will involve teamwork.
Increase the potential opportunity for creative problem solving. The key is an effective team.

No matter the career path, there is a high probability that it will involve teamwork.
- varied expertise and experience,
- approach problems from many perspectives
- much more likely to generate a broad array of potential solutions.

Can make the best use of the resources of individuals.
- A team can collectively decide how to divide work to make the best possible use of each person’s knowledge and skills.

Can motivate each member to contribute to the fullest extent.
- When team members work interdependently toward shared goals they believe are important, they can motivate each other to work at their highest level.

Successful teams don’t just happen; they need to be built by each individual working together, and require effective communication at all levels.

A team needs a long-range goal that everyone will work together to achieve, in order to excel as an effective team. The key is an effective team.

Long-term goals insure that team members understand where they are heading collectively and that they believe in the value of what they are doing.

Effective teams believe strongly in the value of what they are doing. The value may take different forms:
- Value to an organization in solving a problem that is wasting resources,
- Value to users whose needs aren’t currently being met,
- Value to society which will benefit from the team’s design, and
- Value to the team members themselves in allowing them to develop important skills or to stretch themselves.

“What significant contribution does your team make to the organization, the community, society, the world…”
### Shared Standards
- Your team should also discuss and reach consensus on your shared standards.
  - Quality of product: How developed and functional will the design prototype be?
  - Working procedures: How many hours per week will each team member devote to the project? What are the expectations for sticking to deadlines? What are the expectations for attending meetings and communicating with team members, etc.
  - Ethics: We each have unspoken ethical standards, but problems can arise on a team when they go unspoken. Teams can therefore benefit from reaching a consensus on ethical questions.

### Dealing with Conflicts
- Conflict on teams is inevitable. Teams are formed to capitalize on the strengths of different individuals and to meld those strengths into a unit that is greater than the sum of its parts. The differences are what lead to the conflicts; the resolution of those conflicts strengthens the team and improves its performance.
  - A successful team performs well not because it has no conflicts but because it has developed strategies for resolving and learning from them.

### Conflicts
1. Differences of opinion about team goals and decisions.
2. Differences in personality or working style.
3. Perceptions that some team members are not fulfilling their responsibilities.

### Dealing with Conflicts
- Confront the conflict,
- Develop alternative ways to resolve it, and
- Come up with a solution that allows the team to become more productive.

### Dealing with Goal Conflicts
- When your team is having conflicts over goals and decisions, shift the focus from what team members want to why they want it.
  - It's very possible to satisfy a person's or a group's needs without necessarily giving them what they claim they want.
Dealing with Personality Conflicts

- Decide what you can and can't change
- Consider the possibility that differences in personality and working style might be strengths to be exploited
- Decide when and where you want to discuss the conflict.
- Say explicitly that you want to discuss the problem. Being upfront will help you to focus the discussion and prepare the person to listen.

When you're the problem...

1. Try to keep from getting defensive.
2. Paraphrase what you heard the person say.
3. Comment on the suggestion offered by your teammate.
4. Offer explanatory facts if appropriate.

Dealing with Work Perception Conflicts

- Determine if members are not doing their fair share.
  - Teams can be torn apart by conflicts over whether a member is doing his or her fair share of work.
- If responsibilities are being neglected, discuss it with them and, if necessary, with the supervisor.
  - The team has two options: 1) Discuss ways in which responsibilities can be assigned fairly so that both individual and team needs are met, and 2) Ask the Supervisor to intervene.

Conflict Resolution Tools

- Team process check.
  - Team process checks provide an opportunity for the team as a whole to take stock of its effectiveness and to plan necessary improvements. They also provide an opportunity for team members to raise issues that they believe are important to the team's success.

Team contribution evaluation.

- Team evaluations provide an opportunity for team members to assess their own contribution—and their teammate contributions—to various aspects of the project. Team members will contribute different amounts to various aspects of the project. However, in a successful team, each team member will make a substantial contribution to the overall work of the team.
**Team Meetings**
- They allow you to allocate responsibilities efficiently.
- They help team members stick to deadlines.
- They offer an opportunity to discuss the difficult questions you will inevitably face.
- They help to insure that your team is working as a team toward shared goals.
- They spark creativity.

**Preparing Team Meetings**
- Set an agenda.
- Set a place.
- Set a time.
- Set key roles

**Meeting Leader**
- Prepare an agenda, and provide to all members prior to the meeting.
- Make sure that the meeting starts and finishes on time.
- Keep the discussion focused on the topic.
- Encourage everyone to participate.
- Insure that all agenda items are dealt with.
- Help the team reach a consensus.

**Meeting Leader**
- Help the team identify what actions that need to be taken.
- File a copy of the meeting agenda in the project notebook.