

Data Science Workshop

Lecture 3: Teamworking

Marcin Luckner, PhD
mluckner@mini.pw.edu.pl

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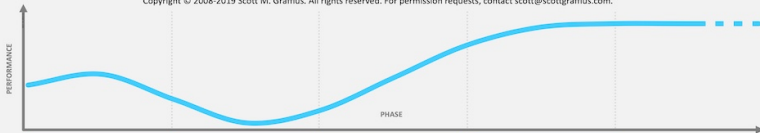
Teams



Team development

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results
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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none">• Questioning• Socializing• Displaying eagerness• Focusing on group identity & purpose• Sticking to safe topics	<ul style="list-style-type: none">• Resistance• Lack of participation• Conflict• Competition• High emotions• Starting to move towards group norms	<ul style="list-style-type: none">• Reconciliation• Relief, lowered anxiety• Members are engaged & supportive• Developing cohesion	<ul style="list-style-type: none">• Demonstrations of interdependence• Healthy system• Ability to effectively produce as a team• Balance of task and process orientation	<ul style="list-style-type: none">• Shift to process orientation• Sadness• Recognition of team and individual efforts
STRATEGIES	<ul style="list-style-type: none">• Taking the 'lead'• Providing clear expectations and consistent instructions• Quick response times	<ul style="list-style-type: none">• Normalizing matters• Encouraging leadership	<ul style="list-style-type: none">• Recognizing individual and group efforts• Providing learning opportunities and feedback• Monitoring the 'energy' of the group	<ul style="list-style-type: none">• Celebrating• 'Guide from the side' (minimal intervention)• Encouraging group decision-making and problem-solving• Providing opportunities to share learning across teams	<ul style="list-style-type: none">• Recognizing change• Providing an opportunity for summative team evaluations• Providing an opportunity for acknowledgments

source: <https://agilescrumguide.com/blog/files/Use-Tuckmans-Model-of-Team-Dynamics.html>

Team development phases

1. Forming
 - New team members are polite ...
 - because they do not know each other.
2. Storming
 - Differences in views and attitudes cause conflicts.
3. Norming
 - The members establish norms and rules for their cooperation.
4. Performing
 - The team is focused on the job.
5. Adjourning
 - Celebration and sadness.

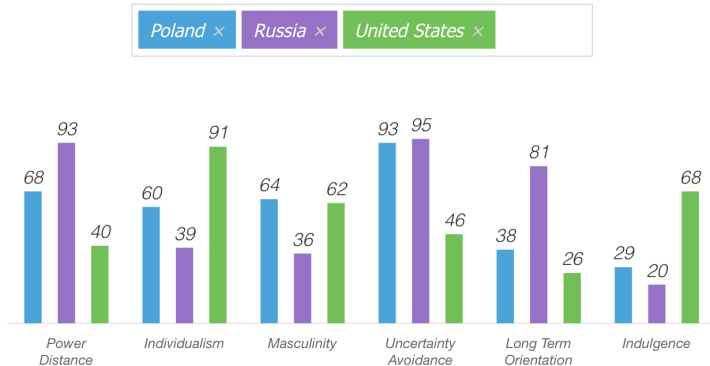
Sources of differences

- Sources of the differences in the team lay in individual traits and cultural background.
- Geert Hofstede came up with six fundamental issues that society needs to come to term with to organise itself.
- These are called dimensions of culture. Each of them has been expressed on a scale that runs roughly from 0 to 100.
- The dimensions were measured using employee value scores collected within IBM between 1967 and 1973. The data covered more than 70 countries.

6D-model - dimensions

- Power distance** the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.
- Individualism** the degree of interdependence a society maintains among its members
- Masculinity** the fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine).
- Uncertainty avoidance** the extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these
- Long term orientation** how every society has to maintain some links with its own past while dealing with the challenges of the present and future
- Indulgence** the extent to which people try to control their desires and impulses.










International team



source: <https://www.hofstede-insights.com/country-comparison/poland,russia,the-usa/>

Team role theory

- Meredith Belbin identified nine theoretical roles that can be present in a team.
 - Plant,
 - Resource Investigator,
 - Co-ordinator,
 - Shaper,
 - Monitor Evaluator,
 - Teamworker,
 - Implementer,
 - Completer Finisher,
 - Specialist.
- People that cover various roles need different motivations and management.

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

source: <https://www.prepearl.net/belbin-team-roles/>

Aims of teamworkers

- We can narrow the team role theory to selected motivations of the teamworkers:
 - Focused on the project,
 - focused on the team,
 - focused on the task,
 - ...

Person focused on the project

- Dynamic involved quick decision making.
- An engine of the project.
- Valuable in projects with short deadlines.
- Can be conflicted and offending coworkers.
- Should be managed by strategic aims.

Person focused on the team

- Cooperative, perceptive, and diplomatic.
- A heart of the project.
- Valuable in team-building process and non-profit projects.
- Can be a source of delay and indecision in crunch situations.
- Should be managed by team needs.

Person focused on the task

- Single-minded, self-starting, dedicated.
- Provides knowledge and skills.
- Valuable in every project.
- Can underestimate competencies contributes only on a narrow front.
- Should be supported and asked about his/her needs.

Leader vs Manager

- A Project Manager is delegated to the project from an organisation.
- However, the main role in the project plays an unofficial leader.
- A team leader is a person who delivers the project.
- Mostly, a leader is focused on the project but may be focused on the team.

Leader role

- A leader cuts discussions; he or she decides what action will be taken.
- A leader is a parent of the final success.
- The organisation cannot suggest a leader.
- A leader can dominate the team.
- We can limit a leader's influence promoting teamwork.

Leader vs team

- A leader focused on the team.
 - Already knows that the teamwork is important but can forget about the project's aim.
- A leader focused on the project.
 - A manager should convince the leader that teamwork is effective.

References



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G. Hofstede, G. J. Hofstede, and M. Minkov.

Cultures and organizations: Software of the mind. Revised and Expanded 3rd Edition.

McGraw-Hill, 2010.



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