

# Enhancing and Assessing Teamwork through an Open Educational Resource

The Process and Procedures

---

Andrew M. Clark, Ph.D. and Justin T. Dellinger, Ph.D.

# Creation Process

- Create advisory committee (stakeholders)
- Initial survey of perceptions/needs

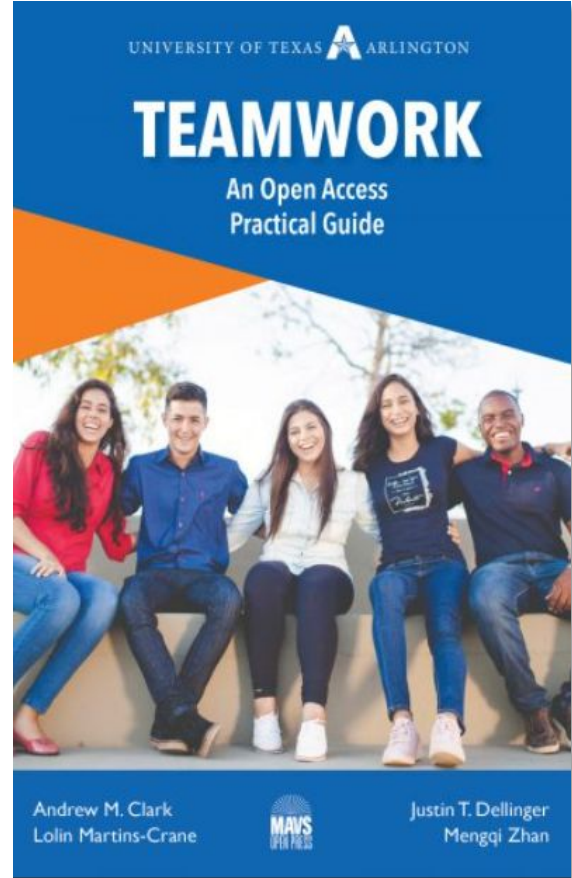


# Creation Process

- Draft version (text heavy)
- Focus groups and peer feedback
- Revision (visual, infographics, language)



An Open Access  
Student Handbook



## Table of Contents

Preface.....	4
Introduction.....	5
Objective.....	6
After reading and participating in the activities in this handbook you'll.....	6
Why is teamwork so important? .....	6
Teamwork Quotes .....	8
What is a Team? .....	9
Benefits of Teamwork.....	11
The Importance of Being a Follower.....	12
How to Become a Good Team Leader .....	13
Handling Conflict in Teams .....	14
Types of Teams .....	16
Project Team .....	16
Long-term or Stable.....	16
Virtual Team .....	16
The Process for Forming a Successful Team .....	18
Understanding yourself as a Team member.....	19
Understand Yourself .....	20
Evaluating Yourself for Teamwork.....	20
Evaluating Your Team .....	21
Marketing Your Teamwork Experience .....	22
Importance of Teamwork Skills on a Resume.....	22
Preparing for the Interview .....	26
Testimonials from Employers .....	28
Liberal Arts.....	28
Engineering.....	28
Business .....	28
Nursing.....	28
Science.....	28
Education .....	28

## Table of Contents



### INTRODUCTION AND OBJECTIVE

- Student Learning Outcomes
- Why is Teamwork Important?

### WHAT ARE THE BENEFITS OF TEAMWORK?

- What is a Team?
- Benefits of Teamwork



### BEING A LEADER; BEING A FOLLOWER



- The Importance of Being a Follower
- How to Become a Good Team Leader
- Handling Conflict in Teams

### WHAT IS A TEAM AND HOW CAN YOU CONTRIBUTE?

- Types of Teams
- The Process for Forming a Successful Team
- Understanding Yourself as a Team Member
- Evaluating Yourself and Your Team



### MARKETING YOUR TEAMWORK EXPERIENCE

- Importance of Teamwork Skills on a Resume
- Preparing for the Interview

### TESTIMONIALS, REFLECTIONS, AND RESOURCES

- Testimonials from Employers
- Reflection
- Resources
- References



- ✓ **Use positive tones.**
  - Frame your disagreements regarding potential areas of improvement, rather than critical comments.
- ✓ **Listen.**
  - Hear what others have to say about the issue, and seriously consider others' suggestions.
- ✓ **Avoid saying others are wrong.** Acknowledge the other person's opinion before you disagree. You may use phrases such as:
  - "I see what you are saying but..."
  - "I understand where you are coming from, but..."
  - "That is a valid point, but..."
- ✓ **Task conflicts vs. relationship conflict.**
  - Engage in task conflicts that foster creativity and improve team performance, avoid engaging in relationship conflicts. In other words, focus on the task itself, don't get personal.

### **Working with Difficult People**

Sometimes, we have to work with difficult people. When a team member shows a bad attitude or does not put in real effort, social contagion may drag down the team morale and productivity. Team members pick up on subtle social cues from other people. Over time, if nothing is done, the problem may be more acute and prevalent. Here are some tips to keep in mind before things get worse (O'Hara, 2017):

- ✓ **Don't judge the book by its cover.**
  - Before assuming someone is a slacker, try to understand the root causes of her behavior. It could be that she is dealing with a stressful situation at home, or she is not sure how to best contribute.
- ✓ **Start a dialogue and clarify individual and team mission.**
  - Take the lead and make sure you're not ostracizing the person.
  - Talk to the person in a less formal context (e.g., go for a coffee break together) and get to know them. Building a positive relationship helps foster a productive dialogue.
  - Revisit the team mission and clarify individual job tasks by reminding people what they should do in the team.

We often need to express disagreement when working with our colleagues. How we express our disagreement is important. Here we offer some scientifically proven ways to express disagreement effectively.



#### USE POSITIVES TONES

Frame your disagreement in terms of potential areas of improvement, rather than critical comments.



#### LISTEN

Hear what others have to say about the issue and seriously consider others' suggestions.



#### AVOID SAYING OTHERS ARE WRONG

Acknowledge the other person's opinion before you disagree. You may use phrases such as:  
"I see what you are saying but..."  
"I understand where you are coming from but..."



#### ASK CONFLICTS VS. RELATIONSHIP CONFLICT

Engage in task conflicts that foster creativity and improve team performance, avoid engaging in relationship conflicts. In other words, focus on the task, don't get personal.

Sometimes, we have to work with difficult people. When a team member shows a bad attitude or does not put in real effort, social contagion may drag down a team's morale and productivity. Team members pick up on subtle social cues from other people. Over time, if nothing is done, the problem may be more acute and prevalent. Here are some tips to keep in mind before things get worse (O'Hara, 2017):



#### Don't judge the book by its cover.

Before assuming someone is a slacker, try to understand the root causes of a person's behavior. It could be that the person is dealing with a stressful situation at home, or she is not sure how to best contribute to the team.



#### Start a dialogue and clarify individual and team mission.

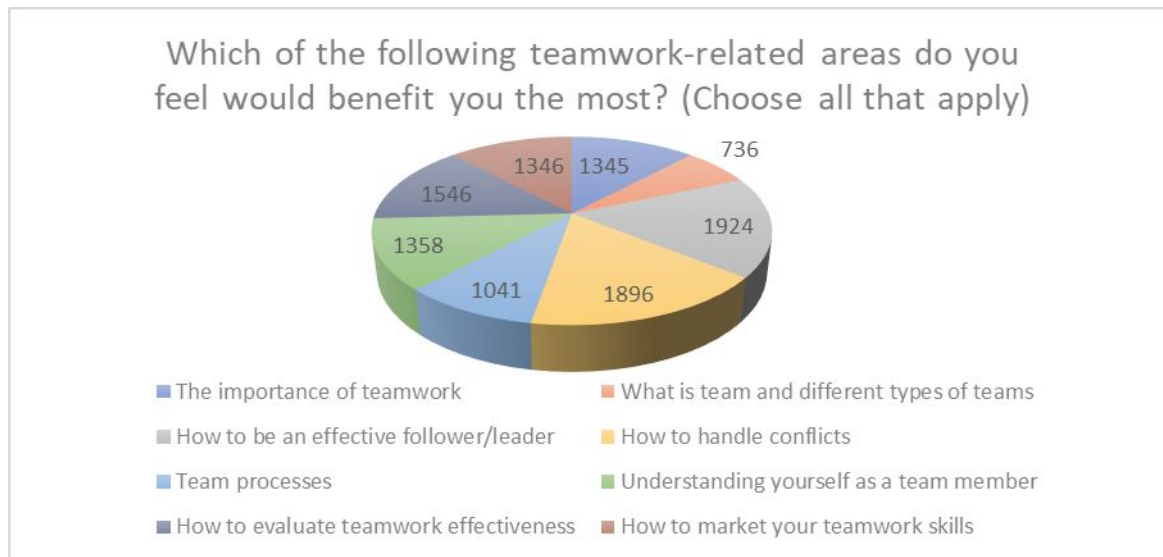
Take the lead and make sure you're not ostracizing the person.

Talk to the person in a less formal context (e.g., go for a coffee break together) and get to know them. Building a positive relationship helps foster a productive dialogue.

Revisit the team mission and clarify individual job tasks by reminding people what they should do in the team.

# Implementation Process

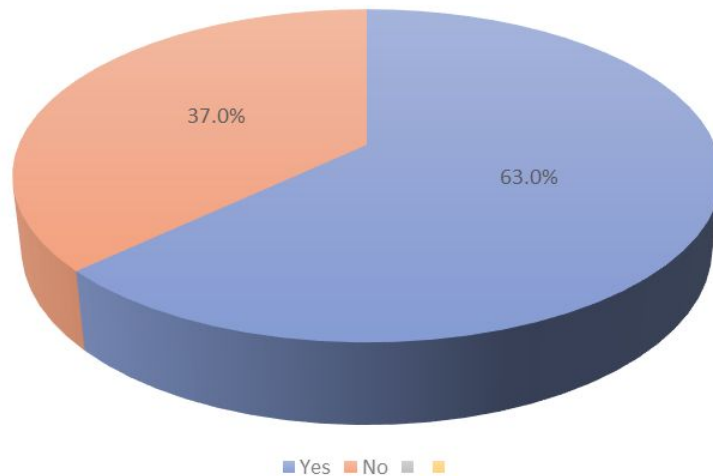
- Piloted in FYE, PLC, and other courses





# Feedback Process

Q11: Has your appreciation for teamwork changed after using the Student Teamwork Guide and participating in the course discussions?



# Feedback Process

*My attitude has not changed all that much. I believe teamwork is a very important and efficient process and reading the guide has only strengthened that thought. It has given me some ideas on how to improve as a teammate, however, such as being more communicative.*

- I have learned to consider other people's experiences when working on a group project.*
- I have a more positive outlook towards teamwork now that I know what to do in certain situations when in a team environment.*
- I now realize the importance of communication, and how it helps for the team to understand each step for a goal*
- My attitude towards teamwork has changed in the fact that we can hold each mutually accountable and having a clear, open and honest communication with each other. These are some of the factors into creating a stronger bond as a team.*

UNIVERSITY OF TEXAS  ARLINGTON