



# ***Team Process Report***

**Course:** Communication and Team Building in Engineering Management

**Course Number:** ETM 522/622

**Instructor:** Dr. Dryden

**Term:** Winter 2013

**Team: Team 2**

Bayar Demchig

Joseph Letlean

Srujana Penmetsa

Sumir Varma

## Table of Contents

Executive Summary.....	2
Introduction .....	2
Team Member Profile:.....	2
Team Assignments .....	3
Stages of Team Formation .....	3
Phase 1:.....	3
Transition: .....	4
Phase 2:.....	5
Team Radar .....	5
Team Journal.....	6
Lessons Learned .....	6
Conclusion.....	7
References .....	7
Appendix A: Team Class Session Assignments.....	8
Appendix B: Selected Reading Assignments (SRs) .....	10
Appendix C: Team Radar.....	11
Before Class Skills.....	11
After Class Skills Assessment. ....	12
Appendix D: Editing and publishing Assignments.....	13
Appendix E: Team Journal.....	14

## Executive Summary

The team process report presented here discusses the experience of individuals in the ETM department Team Building Course, as they work together to form a cohesively functioning team, and their shared challenges and successes in achieving their team goal. The progress of these individuals in this process is compared against Gersick's Punctuated Equilibrium Model for Group Development [1], along with an analysis of what could have been done better within this process to achieve the goal faster.

## Introduction

There are many models in the field of Organizational Behavior that relate to Group Dynamics and Development. One of the more widely discussed ones is Gersick's Punctuated Equilibrium Model.

This model is summarized thus: "Groups develop through the formation, maintenance, and abrupt revision of a "framework for performance". During this progression, when individuals come together in a group to work on a task, they go through a process that can be described as "punctuated equilibrium" – they will rapidly plan out task goals and plans of action to achieve these goals.

This planned schedule will then be worked on until the group realizes the original plan and schedule are not sufficient to achieve the goal in the allotted time, a secondary planning exercise is then performed for the group in order to achieve the goal.

Our project group, henceforth known as Team Two, was a diverse group with members from different backgrounds. Originally, there were six members within the group, but at the conclusion of the exercise, four remained. Of these, two team members had recently joined the ETM program and the remainder was partially through the requirements of the program. This process report describes the shared challenges and successes of team members Bayar Demchig, Joseph Lethlean, Srujana Penmetsa and Sumir Varma within this class.

## Team Member Profile:

Our team (Team two) was comprised of four people at the end of the project. Their curricula vitae are described below:

**Bayar Demchig:** Batbayar (Bayar) was born and raised in Mongolia and graduated from the Petersburg State Transport University in Russia with Bachelor of Science in Mechanical Engineering. He is married with 2 daughters and enjoys traveling, numismatics and working on projects. He has worked in diverse industries including automation, broadcasting, travel, government projects, and in the high-tech manufacturing since he immigrated to the US 7 years ago. This is his very first term in the ETM program.

**Joseph Lethlean:** Joseph was born and raised in Oregon, and enjoys working on computers and taking time to enjoy being with his extended family. He graduated from Oregon Institute of  
ENGINEERING AND TECHNOLOGY MANAGEMENT

Technology with a Bachelor's of Management Information Systems degree. He has been working as an IT Support Technician for most of his career with the past 5 years in the Federal government. This is his fifth course in the Engineering and Technology Management (ETM) program.

**Srujana Penmetsa:** Srujana is from India and a full - time student. She has a Bachelor of Science in Electrical and Electronic Engineering. Married and likes to learn about new technologies and electronics. Worked as a Software Engineer in an IT industry with clients in insurance domain for several years and also did internship as an engineer trainee in a Steel Plant and worked at Schneider Electronics for a short duration. This is her very first term in the ETM program.

**Sumir Varma:** Sumir was born in India and moved to Oregon after college in Rochester, New York with a Bachelor of Science degree in Microelectronic Engineering. He went back to college to get his MBA with a focus on Finance and Operations from the University of Texas (Dallas) and now is enrolled in the Engineering and Technology Management program at PSU, where this is his fifth term. He enjoys reading and watching football.

### Team Assignments

During the team meetings, the framework for the upcoming sessions was discussed. Team assignments were allocated for each class session based on individual choice and preference.

The scheduled readings were allocated based on the same method – team members were asked which reading they wanted to write a paper on. The assignments and readings for each class session are listed in Appendix A.

### Stages of Team Formation

The stages of the team explains how the group came together as a team to accomplish the tasks assigned. The team developed and progressed in a punctuated equilibrium pattern, a group development model proposed by Gersick in a selected reading “Time and transition in work teams: Toward a new model of group development”[1].

#### Phase 1:

Originally, the team was formed on the first day of the class with four team members. Later, it expanded when two more team members joined in the next class and the members introduced ourselves to one another.

In week two of the semester, one of the team members had to drop out of the class due to personal reasons, leaving five members in the team. The team consists of members from different cultural and professional background. The diversity of the team makes it more interesting and provided scope for learning new things from the experiences of the team members and their professions. All the team members had the common goal of improving communication and team building skills and to become a better team player.

The team is assigned with four tasks of, writing five selected readings hand ins, owning three class ownerships, preparing a team charter document, and writing a team research report for the duration of this course which is about three months. The team knew exactly what was needed and

ENGINEERING AND TECHNOLOGY MANAGEMENT

how to do the work in order to finish these tasks in time. Each team member had common approach to accomplish these tasks. The approach to the first task was to select one of the selected readings from the list per person and work on it. There were five members in the team and this way the team would be able to do five selected readings. The group approach to the second task was to go through the syllabus and select a topic; one that everyone in the group was comfortable with, to deliver and present it to the class. Then each member would work on their individual part of the presentation and piece all the individual presentations into one final presentation for the class. The approach for the third task was to sit together and draft the team charter document. The fourth task was approach in a way to find at least one book per person which can replace or be addition to the original textbook and critically analyses and prepare a research report. In order to achieve all of this the team decided to meet regularly at PSU library.

Before the second week of class, the team decided on what selected readings each team member wanted to submit the hand in for. The team member responsible for the submission of the review of the SR due on week 2 was responsible for writing it and submitting it for review by the other team members. Once the draft was reviewed changes were suggested, made, and the paper was submitted on time. Before the third week of the class, the week the team owned the class ownership; individual slides were prepared for the presentation by the person responsible for the topic covered by their individual slides and one team member volunteered to compile all of the slides into one free flowing final slide show for the class. The team also drafted the team charter report as well. On the day of Team 2 class ownership, the presentation was given and submission of the team charter document was complete. The team did perform well for the first time, but it was thought there was need to improvise for better performance and delivery of the information to the class.

### Transition:

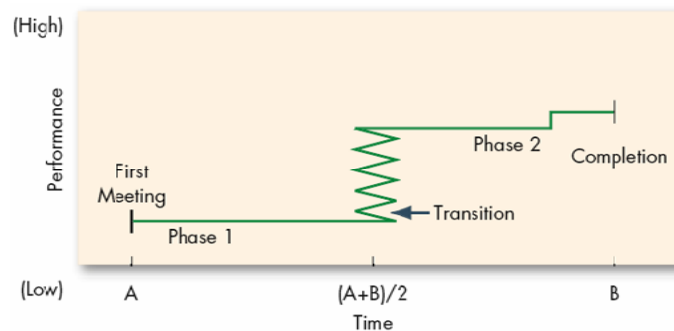
By the time the team reached the transition phase, a third of the course was finished. The thought to improvise and nearing deadlines for some of the tasks lead to reconsidering the approaches and changes needed in the transition phase.

Even though the team performed fairly well in the first class ownership, team 2 unanimously agreed that continually improving on and improvising will keep the positive competition we had in the class in mind with the other team. So, it was decided to modify the teams approach to class ownership. The new approach required each member to prepare the slides for the class presentation well in advance and have a mock presentation or rehearsal done the next time the group met outside. After the mock presentation, all of the team members would critique/review each other's work and suggest ways to improve each other's slides and presentation skills. The nearing deadline for the team research report and the time taking task of reading every relevant book in the library to come up with an alternative textbook to replace or supplement the original one led the team to consider an alternative approach to this task. After long discussions among team members, a chat with the professor, and the team's observation of the fact that many SRs in the course are quite outdated and needs refreshing, led to the new approach. The approach was to take an SR per person, research, and find at least three alternatives to the current SR. then, do a qualitative analysis to come up with the best alternative or supplement for the current SR and draft the research report with the findings and results.

ENGINEERING AND TECHNOLOGY MANAGEMENT

## Phase 2:

In Phase 2 of the team development, the group adopted the new approaches set during the transition phase. The team followed the new approach for the second and third class ownerships. It was observed that the team improved significantly and performed much better. Improvement between the second and third class ownerships was also observed. With the new approach towards the team research report, the group was able to do a better qualitative analysis and produce the team research report on time. The group formed a stronger relationship and bond among the team members and was mutually accountable to each other. Each member understood the responsibility towards the team and provided a helping hand to each other when in crisis. For example, when one of the members could not attend the remaining classes due to personal issues. The entire team was burdened with extra work and the team would come together to share the work load making the deadlines and achieving a higher performance than before. Proudly the group considers themselves to be a high performing team considering the issues faced and the kind of dedication needed to overcome the obstacles that arise to achieve our tasks.



## Team Radar

A radar chart, also known as a star chart first used by Georg von Mayr in 1877 allows data points to be plotted and seen in a way that allows team members to compare relative points [4]. Our team decided on the following points in order to rate each member and the team as a whole.

- Cooperation
- Performance
- Output Target
- Accountability
- Communication

Each person rated themselves from 1 to 10 showing a beginning of the class rating and then an after class rating in each of the criteria previously mentioned. Based on the radar chart, it is possible to see the growth of the team in each area. This data and change in the group according to the radar chart are presented in Appendices C.

### Team Journal

A Journal was kept for reference and history for the team to keep track of who said, did, or did not do what things. For Journal entries and information please refer to Appendix E.

### Lessons Learned

Over the course, the knowledge on teams has been transformed from a basic understanding to a deeper knowledge about how teams form, function, succeed or fail, what works best for cohesive teams, what challenges and pitfalls can be considered and avoided, what signs of dysfunctional teams can be identified, etc. Now the team is confident about being better team players after learning these skills at a more advanced level.

The team was formed easily with a mission of personal growth and learning achieved as a result of shared goals, collaborative efforts, and taking individual responsibilities. The goal that was set, was to attain a level of team excellence that demonstrates that indeed the whole is greater than the sum of its parts. The team members collaborated well and those members who enrolled in the ETM program earlier than others shared their knowledge and experiences very productively with those who just enrolled in the program. It was demonstrated in many cases but the most significant example can be emphasized on the case where the team approached the research project. One of the team members, Sumir, suggested and shared the Pairwise Comparison Method knowledge obtained from a different course in the program and tutored others to use the software application and made the whole team project successful. Another team member, Joseph, suggested the team to use Dropbox server for easy access to class and shared documents. This technology was very helpful for the entire team and more efficient than email attachments. Although no one was dominating in the team, it was observed that a leadership tendency in the team with more ideas and experience from certain members and it was another proof that you do not need a title to be a leader.

Two-hour meetings prior to the sessions the team was to present, review, discuss, improvised, and provided constructive critiques to each other. It was very helpful for all team members and contributed positive impacts onto the presentations. Team 2 worked well together on three group sessions presenting materials learned, and reviewing. By analyzing selected readings, team research report, and team process report each time, the team performance was improved significantly. In doing the preceding, the group was able to develop the mutual accountability among team members. All team members were open to suggestions, respectful to each other, listened to each other well, and shared information freely. By learned that, it was clear timely communication is essential to complete projects successfully on time and submitted for grading.

Although the things went smoothly despite the challenges that were faced by the team, there is always room for improvement. Even if it is common sense, team rules could have been made more clearly indicating that the team members should equally participate in the team communications and must inform other members immediately in case someone becomes unable to complete the assignment responsible for in order to allow sufficient time to reassign work and duties. There was an incident that missed communications from a team member for a while caused the team to wonder what was happening and couldn't do much more than just sending email. Calling and

leaving messages on the phone did not get a response from the team member that was trying to be contacted. We could have had all telephone numbers of team members as back-up contact information readily available in addition to their personal email addresses and a second contact list of information in case of an emergency. An internal discussion about what could have been done better as a team brought up lessons learned going forward. The conclusion was that time is the most important component and our current team model development is the best for the circumstances in this case. None of the other models (Tuckman's Stages Model, Tubbs' Systems Model, etc.) could have done any better.

Based on the development model by Gersick from the selected reading "Time and transition in work teams: Toward a new model of group development", the transition could have been faster, saved a lot of time, and completed the final report long before the due date. As a team, other get-togethers outside of the class sessions and other meetings to prepare for the classes would have helped to develop our relationships and team bonding further.

## Conclusion

It is amazing how this team was formed from a collection of random people with diverse cultural and professional background. The team performed so well during the entire term despite the challenges they faced along the way. The team members looked at those challenges as a bonus opportunity to learn and grow in addition to the entire course. They are now confident that the course equipped them well in terms of communication and team building. Applying all the newly acquired knowledge, skills, and experiences into practice will increase the contributions in their future endeavors. The team's dynamics allowed them to approach the assignments and class presentations with great enthusiasm and eased the entire ride of the team roller-coaster.

## References

- [1] Gersick, C. J. G. (1988). Time and transition in work teams: Toward a new model of group development, *Academy of Management Journal*, 31: 9-41
- [2] "A Script for Group Development: Punctuated Equilibrium and the Stages Model", Alan R. Dennis, Monica J. Garfield, Bryan Reinicke
- [3] "Punctuated equilibrium and linear progression: Toward a new understanding of group development," Chang, A., Bordia, P., and Duck, J. 2003, *Academy of Management Journal*, 46: 106-117
- [4] [http://en.wikipedia.org/wiki/Radar\\_chart](http://en.wikipedia.org/wiki/Radar_chart)

**Radar chart**, From Wikipedia, the free encyclopedia, last modified on 27 February 2013



## Appendix A: Team Class Session Assignments

### Session #2, Week 3

Class Topics	Presenter
3.1 Introduction: Understanding Teams: What is a (high performance) team?	Sumir
3.2 High Performance Team Models: Summary and Discussion	Bayar
3.3 The Team Performance Curve: Summary and Discussion	Srujana
3.4 Brainstorming & The Nominal Group Technique and Affinity – Gathering and Grouping Team Ideas: Summary and Discussion	Joseph
3.5 Problem Solving & Process Improvement: Summary and Discussion	Mel
<i>Presentation Edit and hardcopy to Professor/TA</i>	<i>Sumir</i>

### Session #4, Week 5

Class Topics	Presenter
5.1 Introduction: Learning to Work Together	Bayar
5.2 Stages of Team Growth: Summary and Discussion	Joseph
5.3 Riding the Team roller Coaster: Summary and Discussion	Bayar
5.4 SR4 - TIME AND TRANSITION IN WORK TEAMS: TOWARD A NEW MODEL : Summary and Discussion	Srujana
5.5 Recipe for a Successful Team Clearly Defined Roles: Summary and Discussion	Mel – presented by Sumir
<i>Presentation Edit and hardcopy to Professor/TA</i>	<i>Sumir</i>

## Session #6, Week 7

<b>Class Topics</b>	<b>Presenter</b>
<b>7.1 Introduction: Ten common problems and solution strategies</b>	Joseph
<b>7.2 SR6 - Bridging Space Over Time : Global Virtual Team Dynamics and Effectiveness: Summary and Discussion</b>	Srujana
<b>7.3 SR7 - Effective New Product Team leaders: Summary and Discussion</b>	Bayar
<b>7.4 SR9 - The Nut Island Case – or When Good Teams Go Bad: Summary and Discussion</b>	Sumir
<b>7.5 SR8 - Bridging the Boundary - Clearly Defined Roles: Summary and Discussion</b>	Sumir (Originally Mel)
<i><b>Presentation Edit and hardcopy to Professor/TA</b></i>	<i>Sumir</i>

## Session #8, Week 9

<b>Class Topics</b>	<b>Presenter</b>
<b>Team Process Presentation</b>	Joseph
<i><b>Presentation Edit and hardcopy to Professor/TA</b></i>	<i>Sumir</i>

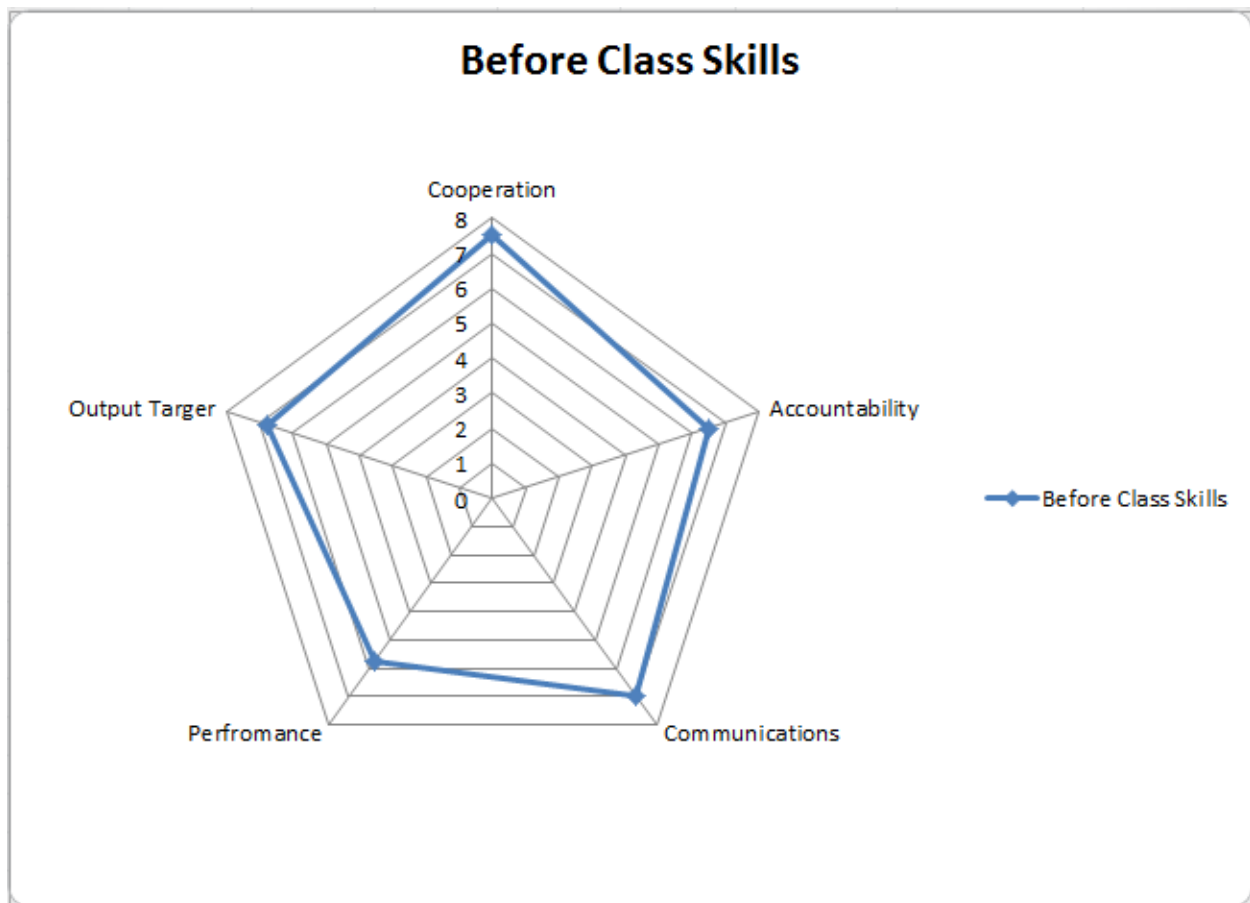
**Appendix B: Selected Reading Assignments (SRs)**

<b>Selected Reading</b>	<b>Due Date</b>	<b>Assigned to:</b>	<b>Uploaded to drop Box</b>
<b>SR1</b>	01/16/13	Joseph	Yes
<b>SR6</b>	02/20/13	Srujana	Yes
<b>SR7</b>	02/20/13	Bayar	Yes
<b>SR8</b>	02/20/13	Joseph	Yes
<b>SR9</b>	02/20/13	Sumir	Yes

## Appendix C: Team Radar

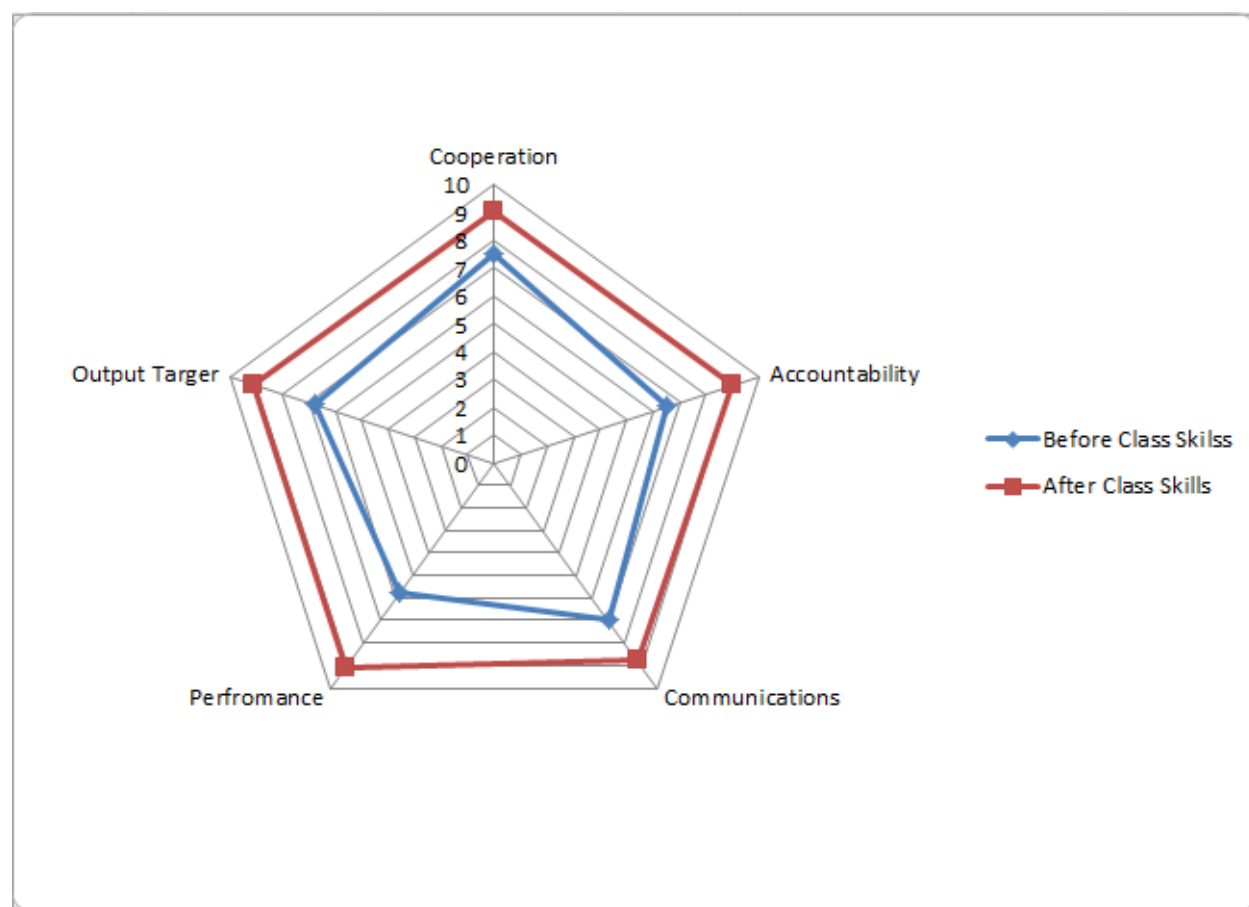
### Before Class Skills

	Cooperation	Performance	Output Target	Accountability	Communication
Bayar	6	6	5	5	6
Srujana	8	6	6	5	7
Sumir	8	7	9	7	7
Joseph	8	7	8	6	7
Total	30	26	28	23	27
<b>Divide Total by 4 for Mean</b>	<b>7.5</b>	<b>6.5</b>	<b>7</b>	<b>5.75</b>	<b>6.75</b>



### After Class Skills Assessment.

	Cooperation	Accountability	Communications	Performance	Output Target
Bayar	9	10	9	9	9
Srujana	8	8	8	9	9
Sumir	10	9	9	8.5	8.5
Joseph	9	9	9	10	10
Total	36	36	35	36.5	36.5
<b>Average</b>	<b>9</b>	<b>9</b>	<b>8.75</b>	<b>9.125</b>	<b>9.125</b>



## **Appendix D: Editing and publishing Assignments**

The following is the breakdown of who worked on the slides for class

Week 3 – Sumir

Week 5 – Sumir

Week 7 – Sumir

Week 9 – Sumir

## Appendix E: Team Journal

### **01/09/2013                      Session 0**

Joseph and Craig both new each other and wanted to be on the same team. Sumir joined the team if the group would meet around PCC and Mel joined the team as the other team had more than enough members.

### **01/09/2013                      Team Meeting 1**

First small group meeting was after the first class deciding first meeting and assignments. It was decided that the person who does and SR will be the one who submits it. Joseph will compose paper for SR1 review and turned in on the 16<sup>th</sup>.

### **01/16/2013                      Session 1**

Two new members Bayar and Srujana joined the group, Meeting agenda created. Assignments reassigned and templates will be made for class presentation and a new dynamic of communication had to be developed for addition of new team members.

SR1 was completed and turned in.

### **01/16/2013                      Team Meeting 2**

Second small group meeting was after the first class deciding first meeting and assignments. Reminded everyone that the Team Charter had to be done at our first meeting as a group at PSU. Sent out agenda for next meeting.

### **01/18/2013                      Major Event 1**

We lost Craig due to work and home issues. We are down to 5 people in our group and Mel still has not done what he said he would do. Send out an agenda with peoples contact info.

### **01/19/2013                      Team Meeting 3**

We started breaking down the presentation for Wednesday and selecting sections that each person wanted and would be willing to do. Sumir would combine the slides on Monday and everyone would have their draft of the slides done on Sunday. Mel would work on the Team Charter that is due before class and draft to be ready for review on Tuesday. The Meeting seemed to go well, but Mel spent half the time in the bathroom. Assignments made.

### **01/23/2013                      Session 2**

We gave our presentation and each of us had issues when presenting our parts.

Sumir – talked quietly and at times it was hard to understand him. He did not pay attention to who was talking when he was done.

Bayar – Always said “um” in between thoughts and sentences.

Mel – Impatient and talked to the screen a lot when he was giving his presentation and did not maintain eye contact with the class.

Srujana – Lost control of the discussion when the professor started telling stories and she was kind of quiet.

ENGINEERING AND TECHNOLOGY MANAGEMENT

Joseph – Still needed to know the material better to give more information to the group. Sent out agenda for next meeting.

**01/23/2013                      Team Meeting 4**

Team has decided to meet the next time and give each person time to present their slides and to work on each other's presentation skills and slides. Sections were broken up and assigned by choice whenever possible.

**01/30/2013                      Session 3**

Sumir is out sick and missed class. He also was supposed to have SR3 done, but due to his sickness he will work on a later SR. Instructor was out sick as well. Class went a lot faster and was just as enjoyable. Sent out agenda for next meeting.

**02/02/2013                      Team Meeting 5**

Mel did not show up for group meeting. Meeting went well and we seem to get a lot done. Sumir did not have any slides, but the rest of the team did and Mel came in by phone for the first 30 minutes. Team seems to be pulling together and helping each other. Bayar did better when speaking and did not say um as much during our practice presentation and Sumir timed us. Group wants to do research and find better SRs and will talk to professor about it at the next class. Study room info is incorrect about a place to have group meetings at PCC. Little room on Saturdays.

**02/06/2013                      Session 5**

Everyone did better in presentation. Bayar over talked about his topic. Sumir put animations in all the slides, not just certain sections to do special actions. Caused issues with a segment. Mel is out sick and Sumir had to cover for him and give his presentation. Sumir did very well. Exercise needs to not have a hollow gram like puzzle. Some of Srujana slides were missing. Talked to professor and he will check on space issue at PCC.

**02/06/2013    Team Meeting**

Talked about getting SRs done and made sure everyone knew what SRs they were working on and slides.

**02/13/2013    Session 5**

Sent out agenda for the week, Sumir is out of state on business. Need to talk to the Professor about page and topic issue in MJ book. Can't find Radar. Have concern that we may not make deadline of research paper or on most of the SRs. They are due next week.

**02/13/2013    Team Meeting**

Talked about getting SRs done and made sure everyone knew what SRs they were working on and slides. Thought we could each take two SRs and find replacements for them.

**02/16/2013    Team Meeting**

Sumir, Srujana, and Bayar have worked well and really pitched in. Due to Mel's illnesses, the team is afraid Mel will leave the team without a leg to stand on with SR-8.

Mel didn't show up for class.



Set a date for SRs draft for Sunday 17<sup>th</sup>. Decided that each group member would only find a replacement SR for and SR they were doing with two to three possible replacements as doing all of them was not possible due to time constraints.

Team research Report draft due Sunday 17<sup>th</sup>.

Group meeting went well, but Mel was a no show. He sent an email saying he was going to do SR8 for sure and was working on his part of the research paper for another add in for SR8 replacement.

Just in case Sumir and Joseph will read SR8 just in case. Hope Mel has something for Monday, a draft or an email saying he is not going to be able to do it as we need to know soon.

### **02/20/2013                      Session 6**

Sumir, Srujana, Joseph, and Bayar worked hard over the weekend on the research paper. Still no word from Mel. Table of content was added and the other team members did additional formatting. Paper soon to be ready.

Sumir, Srujana, and Bayar have their SR papers ready to turn in. Still no word from Mel after several emails.

Morning of assignments due. Mel still has not responded.

Sumir, Srujana, Bayar, and Joseph have been working well on the paper. Wanted to give Mel more time to give the team something as he was adamant that he was going to get SR8 done.

Around 10:30am Bayar calls Mel and finds out Mel was not going to get anything done.

Group had to scramble to adjust research paper and get slides and SR8 review done.

Manage to get work done in on time and presentation went well.

Mel sent email trying to explain his inactions and issues.

TA said that Mel was on crisis line and he was going through some issues.

### **02/23/2013    Team Meeting**

Had meeting on Saturday and Mel did not show up.

Reviewed what he had worked on and the group came to a decision that Mel was no longer a viable team member. Credibility and trust was gone. He didn't even do 50% of the work he volunteered for or was assigned to him.

Team 1 has decided on a desert presentation for the class as our final presentation. Looking forward getting the final paper draft done. Parts assigned to present group members. Group will send the TA and the Professor an email about our decision.

Sumir volunteered for the email write up and to be sent. Sumir also let us know that we are not the first group that Mel had done this too.

Srujana reminded us to all get sugar free ice cream so that all the class can have some.

### **02/20/2013                      Session 7**

No Class this week

ENGINEERING AND TECHNOLOGY MANAGEMENT

**03/02/2013                      Team Meeting**

Sumir could not attend the meeting on Saturday morning. Surjana could not attend if it was Sunday so we all met at the last minute at 6pm and went till 8:15pm Saturday night.

We spend the meeting talking about our presentation and how we could make it better. The team talked about final paper and spider graph to show our progress over the term.

Group is ready for the final presentation.

**03/06/2013                      Session 8**

The group gave our last presentation for the term. It seemed to go very well and the ice cream was a hit with everyone. Although our presentation was only 20 minutes, it covered how the group came together in a way that was similar to making a sundae.

The team had a last 10 minute meeting before saying our goodbyes and looked forward to completing our final report. It is on the verge of getting done.

There was no word from Mel and he never showed up for class.

We are down to our 360 review papers and finalizing the final report documents. As the radar showed us from our last meeting, we all have improved the prescribed areas (Outlined in Appendix C).