



# *Team Process Report*

**BY TEAM# 5:**

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PROFESSOR: DR. FATIMA ALBAR**

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## Executive Summary

During the communication and team building course, our team went through positive transformation. The team process report describes that transformation. Throughout the span of this course, our team experienced the different stages of team growth: forming, norming, storming and performing. Each team member contributed through their respective industry experience and skillsets which worked in favor of the team. Our team positively worked through the constructive classroom feedback to improve team performance. Throughout this coursework, our team cohesively worked together as a unit with a common goal to excel in this class. This report also describes the shared challenges and achievements of the team.

## Introduction

The functioning of the team is not a matter of course and there is no ready-made formula for guaranteeing the functioning of the team. Factors that facilitated functioning and cooperation within our team are:

- Common objective and commitment
- Sharing of work duties
- Supporting and encouraging team members
- Honesty and openness
- Responsibility
- Homogeneity
- Appreciation
- Ability to confront problems

Our team, Team 5, is a set of people with a range of different skills. All of the team members have industry experience and contribute naturally through their experiences and knowledge. One of the people within the team is new to the ETM course and remainders have been with ETM for at least 2 terms. This process report describes the shared challenges and successes of team members Akshata Hosmath, Asma Razavi, David Wigen, and Prajakta Patil within this class.

## Team member's profile

Our team's personal and professional backgrounds are very diverse as described in the brief profiles below:

**Prajakta Patil** is originally from India and has lived in the United States for two years. This is her third term into ETM program. She has a Bachelor in Computer Science and Engineering and has over 5+ years of IT industry experience. Prajakta has experience of working in cross-functional teams and worked with national as well as international clients. She enjoys traveling, photography, and cooking.

**Akshata Hosmath** is from India and has lived in the United States for two and a half years. She is currently a Computer Science graduate student and working as a Software Intern at Intel Corporation. Akshata has a Bachelor in Information Science and Engineering and her employment history is composed of 1 year of experience with Tata Consultancy Services as Systems Engineer. She loves travelling and hiking.

**Asma Razavi** is an Electrical Engineer with 5+ years of professional IT experience. Having worked with Infosys, one of India's biggest software companies, and clients such as Microsoft, Wachovia and UBS, she brings with herself keen insights from all areas of project execution. Communication, according to Asma, is one of the most important aspects of project execution and is often more important than project delivery itself.

**David Wigen** graduated in 1994 with a Bachelor's degree in Electrical Engineering. With 20+ years of overall experience, he enables a broad view of the technology development world. Having design experience on projects from SW automation through Thermoguard Equipment to power systems development at Northern

Technologies, David has more recently focused on project and team management roles within Intel Corporation. Team development and innovative thinking are key areas of passion for him.

## Team assignments

Teamwork divides the task and multiplies the success. Our team didn't follow any documented method for delivering course targets; instead members volunteered to take on specific aspects of the assignment(s) and hence divided work.

Following are the assignments that were to be delivered during the course:

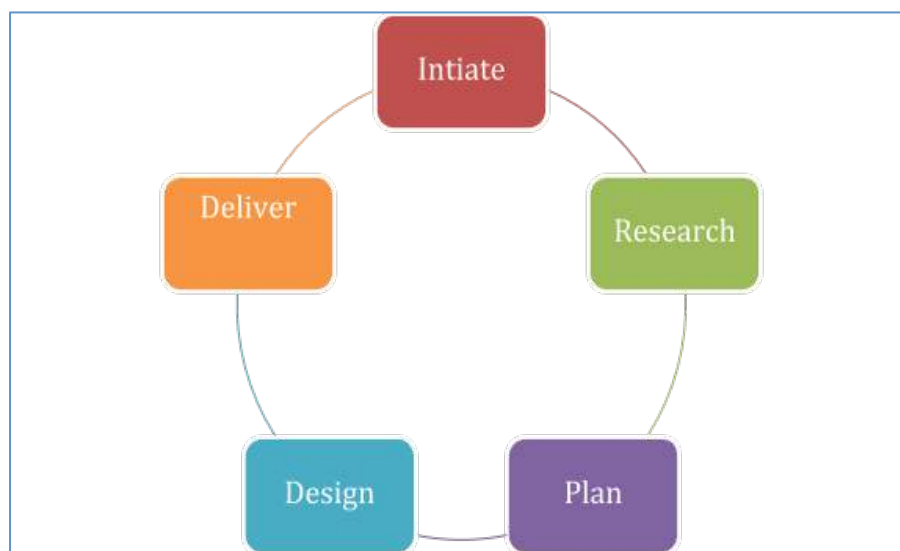
1. Selected Readings / Case study reports
2. Class ownerships
3. Research report
4. Process Report
5. Team charter

On the very first day of team formation we all decided to summarize at-least one Selected Reading or Case Study. A total of 5 summaries were to be submitted and since we were only 4 team members we decided to write the last one collectively. During first week David mailed and reminded everyone to choose respective readings. We also decided to go on 'first come first serve' mantra. We all agreed that one who will select any reading first would get to write on that.

Class ownerships were a 90-minute team presentations on the topics already decided by Professor Albar. Our first presentation was in week 4 and another one was in week 8 of the term. For each presentation we decided to go through the respective topic. We assigned ETAs for going through the topics, which were usually one week before the presentations. Once everyone had gone through the topics we picked what portion of the chapter to present and who will present which portion. We also decided to look for any activities and relevant videos for enhancing the class participations. This method for determining ownership for the class presentations worked fine for our team and provided very enjoyable presentations for the presenter and the class.

For the research report, our team went on their own to find new research papers or books related to team building or communication that would add an updated viewpoint to the class. During our first meeting in the class we decided to come up with the topic and during our second meeting on day we finalized our topic. We were quite ahead in selecting and finalizing our research topic that gave us ample amount of time to look for material and come up with ideas in preparing report.

The diagram below summarizes the strategy of our team in delivering the assignments.



**Initiate:** Determine what needs to be done and by when

**Research:** Research related articles or books

**Plan:** Assign what part to be done by whom.

**Design:** Write or design slides of respective portions.

**Deliver:** Class presentations or drop box submissions.

Please refer Appendix I, II, and III for team class sessions, selected readings/case study and team report assignment information.

## Tools

In addition to emails and phone calls, our team used following tools to collaborate and develop deliverables in order to perform efficiently.

1. **Google Drive:** We used Google Drive to submit deliverable/documents. It was a good tool to collaborate and all of us could access the class documents. It helped us to keep our work deliverables coordinated and revision controlled in a very efficient way without having to worry about sharing emails with attachments. The team had followed a method, such as, increasing the version number of each document after making updates for example: Team5\_SR#2\_Version 1.doc, Team5\_SR#2\_Version2.doc).
2. **Whatsapp:** Whatsapp was very helpful for any quick updates, meeting or passing any important updates and reminders.

## Stages of team formation

The stages of the team explains how the group came together as a team to accomplish the tasks assigned:

### Forming

We formed our team on the first day of the class. Two of our team members Prajakta and Asma chose each other based on the rapport they built in the previous class. Two members were added to the team by professor, one member David with some experience into the program and a new student. Furthermore, our team was formed with four members from different background. We started with a very informal introduction and exchanged our contact information. After the class we had short meeting where we decided on immediate deliverables and expectations from the team as mentioned in the Team Charter (see Appendix IV). David took the initiative to send the minutes of the meeting to the team. Everybody had the feeling of excitement, and optimism to give their best in all the tasks. The team also planned to meet every Tuesday evening at 5.00PM at PCC conference room. One of our team members dropped the class and hence had only three members. We meet at PCC the next Tuesday to discuss our research topic. Later Akshata joined our team in week #2 of the class.

### Storming

Team had to take class ownership in the fourth week. We all decided that everybody will read chapters before the meeting. Asma and Prajakta contributed towards making the initial draft of the presentation before the meeting. We met on weekend and decided on activity and who will present which topic in the class ownership presentation. Asma and Prajakta were late for the meeting due to the heavy traffic and hence joined the meeting over a call while still on the road. Other team members had to wait for half hour. Team didn't seem very happy about this incident. After this incident, everybody stayed on schedule for future meetings.

Another disagreement was about one of team member Akshata panicked about presenting her part of before a night of our class ownership presentation. After some persuasion she agreed but wasn't sure, David handled

this situation nicely, he pitched in and presented the case study review. Our class presentation went well and received good feedback from our professor. After the class we all discussed about team commitments, meeting time, cooperation, and how team members need to intimate the team in case of any difficulties in advance. After that incident Akshata made extra effort to deliver her tasks on time.

### Norming

Our team realized that we reached norming stage when we started preparing for the write ups and presentations. We helped each other in deciding on what part of the topic each member has to present based on their skills. This lead to building the trust and understanding between each other as a team. At some point, when one of our team member was finding difficulty in understanding a topic from textbook, rest of the team members lead a discussion and came up with bullet points for that topic.

We have always been keen on maintaining schedule and having the preparation done ahead of time. Asma took an initiative to have everyone get the preparation done on time. This initiative of her made everyone prepare for presentations early and on time. The team members shared personal, professional and cultural experience which made our bonding strong. We definitely had a chance to strengthen our professional network and to discuss about career opportunities. Everybody in the team became good friends and we laughed and joked during our team meetings to have fun in between our busy discussions.

### Performing

After having faced certain glitches during our week 4 presentation preparations, the first class ownership presentation went very well. The team realized that we all need to put in extra efforts and work together as a cohesive unit. Eventually, the team was happy and satisfied with their progress. In fact, we started having more of the tele meetings became as team members had better understanding on what needed to be discussed and prepared towards our future deliverables. In the end we as team felt that we were effective and performed as team.

## Team Radar Chart

Radar chart captures a range of perceptions about performance to see gaps between current and ideal performance of the team. It gives an opportunity to know the performance in different categories and to make a comparison of team characteristics. The different criteria for team radar chart which each team member used are:

- Cooperation
- Accountability
- Communication
- Performance
- Output Target

Team member out of ten, one being the lowest and ten being the highest score is rating each criterion. According to survey results our team radar chart was created and is in Appendix section IV.

Based on team ratings on different criteria, the Communication category has been the strongest among all in the after skills. Whatsapp was the best means of communication and everyone was comfortable with it. To share the documents and presentations emails were the best means of communication and everyone in the team were prompt in updating their part of work on time. This progress shows that communication owns a highest score in the chart.

Cooperation is a means of developing trust in a team and hence we see a huge improvement of cooperation in the chart. All our team members had trust on each other that the ones ideas will be respected by everyone else. This behavior motivated the team to perform the tasks successfully with great results. After skills of cooperation proves the teams togetherness.

Accountability was rated better in before skills and after skills. Our team never held any individual accountable for any task, instead we worked together to get good results and held accountable for everything as a team. The radar chart reflects how the team is happy to take accountability as a team. Each one of us took initiatives in different things and that helped us to have clear goals for the deliverables and hence the output target was excellent according to the survey.

Our team members proudly rate the performance to be the best right from our first deliverable. Hence, in the radar chart performance has good rating in both before and after skills and stands next to communication and accountability categories. Team worked hard to get the entire deliverables ready in time with best output. All together we verified each other's work to get the performance out of it and improved as and when required. Enormous efforts were contributed by all of us to meet the exceeded expectations and the radar chart proves it.

## **Team Journal**

A journal was kept for reference for the team to keep track of who said, did, what. Please refer Appendix V for Journal entries and information.

## **Lessons learned**

We believe there were several key lessons learned throughout this class process. Some of the highlights focus on the variance of personalities of the team members, work practices and planning strategies, and communication styles. It was important that we learned early on how to work together and assign tasks. As the team executed tasks we continued to build a trust and gain in understanding of each other strengths. These developed perceptions were used to help assign tasks associated with these final assignments and may perhaps carry into future classwork.

Each team member works a little bit differently with clear roles established early on. Certainly individual behaviors were impacted by other work and school priorities but we had a mix of very proactive workers that are much more comfortable with work being done early. These team members assumed coordination roles within the team, setting timetables and monitoring progress. In contrast, others relied more heavily on prioritized approach incorporating events outside of class and often pushing deliverables too late in the requirement cycle. Although both can be acceptable approaches, assuming the work gets done on time, certain compromises and negotiations became part of the planning cycle up front for later tasks.

Additionally, communication amongst team members was generally very good. Early on the team adopted multiple modes of interaction and developed the philosophy that more discussion is certainly better than less. Perhaps in future projects we can establish a formal strategy regarding regular check-in times and maximum times for question responses. Improved deliverable tracking through a project file or status indicator may also be beneficial.

## **Conclusion**

In conclusion, working together as a group has offered each of us a differing perspective of what it is like to be a team player. Demonstrating what skills are required for highly effective team efforts and understanding how individuals sometimes need to compromise have helped us to achieve our shared goals. As noted by the radar chart findings, our team has grown in key skills areas and successfully transitioned into the norming phase of team development. Given more time, a more detailed professional assignment and a closer personal relationship, further advancement in a performing state would have been possible. It is worth reiterating that

specific tools, especially those focused on communication and file sharing like WhatsApp and Google drive, have provided the backbone for working together. Although face-to-face interaction is generally preferred, with busy lives it is not always practical, and tools such as these can help to effectively fill in the gaps.

## References

1. The wisdom of teams- Jon R. and Douglas K. Smith
2. Team Handbook – Scholtes, Peter R, Brian L, Streibel and Barabara J.
3. Using the Stages of Team Development <http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development>
4. Radar charts: <http://www.fusioncharts.com/chart-primers/radar-chart/>



## Appendix

### I. Team class session assignments

#### Session #5, Week 4

Class Topic	Presenter
Stages of Team Growth and High Performing Teams: Introduction	David W.
Stages of Team Growth	Asma. R. and Prajakta P.
Activity 1	David W., Prajakta P. Asma. R, Akshata H.
What is High Performing Team	Akshata H.
Activity 2	David W., Prajakta P. Asma. R, Akshata H.
Case Study Review	David W.
Conclusion	David W.

#### Session#12, Week 8

Class Topic	Presenter
Team and Major Change- Introduction	David W.
Top-down cultural shaping	David W.
Bottom-up goal achievement	Asma. R.
Cross-functional redesign and integration	Akshata H.
Activity 1	David W., Prajakta P., Asma. R, Akshata H.
Lesson Learned	Akshata H.
Selected Reading #8: Leadership in Virtual Teams	Prajakta P.
Key Learnings	Prajakta P.

### II. Selected reading / Case Study assignments

Selected Reading/ Case Study	Due Date	Assigned to	Submitted
SR 2	01/21/15	Asma R.	Yes
Case Study 1	02/31/15	David W.	Yes
SR 6	02/11/15	Akshata H.	Yes
SR 8	02/25/15	Prajakta P.	Yes
SR 7	02/26/15	David W.	Yes

### III. Team Research Report

Team Research	Assigned to	Submitted
Effectiveness of MBWA- Introduction	Asma R.	Yes
Literature Review	Asma R., Prajakta, David W.	Yes
Research Questions	Asma R., Prajakta P., David W.	Yes
Research Design	Prajakta P.	Yes
Interview Feedback	Asma R., Prajakta P., David W., Akshata H.	Yes
Conclusion	Asma R.	Yes

### IV. Team Radar

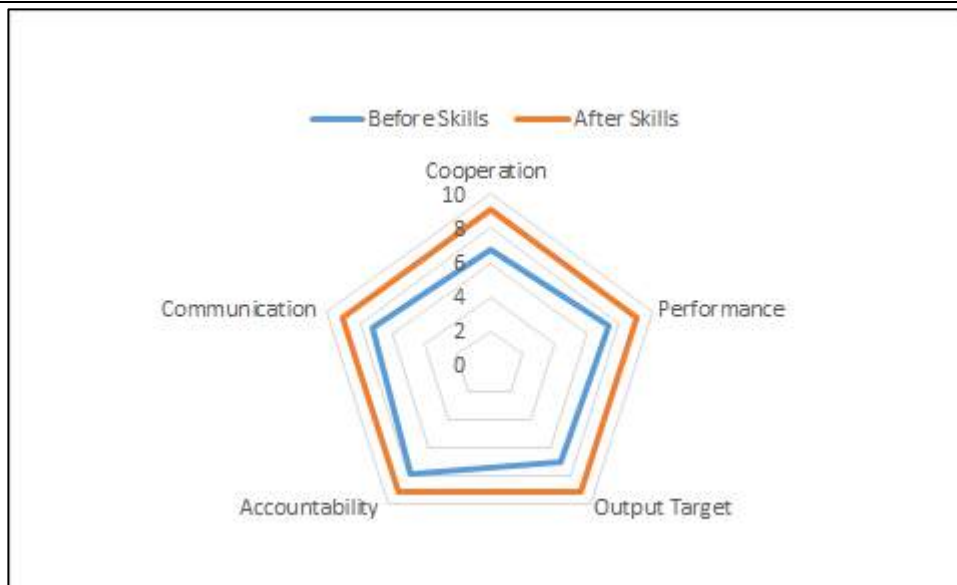
#### Phase 1: Before Skills

Names	Cooperation	Performance	Output Target (clear goals for deliverables)	Accountability	Communication
Asma	7	9	8	8	8
Prajakta	7	8	8	8	8
Akshata	6	6.5	7	6.5	6
David	7	6	5	9	7
Total	27	29.5	28	31.5	29
Average	6.75	7.375	7	7.875	7.25

Cooperation is the lowest rated in before skills by the team members and the Accountability seems to be in a good shape compared to rest of the categories. Communication and performance are almost rated equal with slight difference.

#### Phase 2: After Skills

Names	Cooperation	Performance	Output Target (clear goals for deliverables)	Accountability	Communication
Asma	10	10	9	10	10
Prajakta	9	9	9	9	9
Akshata	8.5	9.5	10	9	10
David	9	8	9	9	9
Total	36.5	36.5	37	37	38
Average	9.125	9.125	9.25	9.25	9.5



Cooperation rating has a huge improvement in after skills when compared to before skills because the team thinks that everyone ended up in having the best cooperation amongst each other. The one category which maintained its level to be the best is communication in the team, which has the highest score. Accountability and output target have the equal scores with performance being the good. In after skills of team, pretty much all the categories are rated above nine out of ten in average by the team members, which prove their overall improvement and success.

## V. Team Journal

### Meeting 1-1/7/2015 Class 1

After our group of 4 was formed we exchanged our contact numbers and email IDs. We quickly decided that we wanted to complete the selected readings (SR) sooner than later. We agreed to tell about selected SR/ case study through email before our second meeting. We decided to meet next Tuesday to discuss about our Research report topic.

We also came to know about two class ownership presentations one in week 4 and other in week 8.

### Meeting 2- 1/13/2015

During the week we realized that one of our teammate dropped the class. However, without panicking about the thoughts of extra work, we went with our plan of discussing about research report topic. Our team came up with two topics 1) MBWA and 2) Effectiveness of activity day in scrum. We discussed a bit about them and finalized unanimously on MBWA. We also had chosen our SR topics by then. We agreed to write and circulate the summaries at least 1 day before they were due so that everyone gets enough time to give feedback.

### Meeting 3- 1/14/2015 Class 2

Akshata joined our team. We updated her on the course submissions. We also shared our contact details with her and told her to decide upon the SR or case study. We also informed her about our research report topic. She agreed to all and took initiatives by creating a whatsapp chat group for easy conversation.

### Meeting 4 -1/21/2015 (Conference call)

We decided to take up our meeting on a phone call as David was very busy to join. We couldn't have postponed meeting as our presentation was due in 2 weeks. During the call we realized that two of our team members did not have books to prepare for the presentation. David and Asma shared the resources with Prajakta and Akshata then. Asma decided to create an outline for the presentation. We then decided upon the respective presentation portions. We also thought about meeting once more to come up with activities and polish our presentation.

#### **Meeting 4 - 1/25/2015**

Asma had already created many slides by then and embedded 2 videos. Prajakta had added slides on the high performing teams chapter to the presentation. Akshata came up with an activity idea and everyone agreed to that. We also thought of keeping backup slides in case we were finished early. David during the week had sent role play scenarios which he thought were suited better for our presentation.

We decided on the role play as well and David took the lead in cooking up a scenario well suited for the presentation.

We also decided to perform the activity in our group, so that we could have better idea about learnings. We thought of meeting once to review the presentation and perform the activity.

#### **Meeting 5- 1/27/2015**

Akshata had bought stuff for activity and we performed it to be sure that it was not a flop. We went through the presentation slides to ensure that we were not missing any part. Akshata seemed nervous about the presentation and asked us if anyone could take bit of her part. David handled the situation and decided to work on her part as well the next day.

#### **Meeting 6- 1/28/2015 Class 4 -Presentation 1**

It was our presentation day and also day to submit our second write up. David had to submit it, but he forgot and we asked professor one more day for submission.

Akshata had a word with Prajakta saying that she can't do 1 of the case study which she was supposed to do. Prajakta was not happy about the last minute changes. Asma then spoke to Akshata and told her that she will create the slides for her but she has to just read them out. Somehow Akshata agreed to it and we met before the class before our first presentation. We decided the flow of the presentation once again to avoid any mistakes.

Our presentation went well and professor was happy with the presentation. The class too gave good feedback. Everything went good and we were happy.

#### **Meeting 7- 1/30/2015 (Conference call)**

Since, we had some moments soon before the presentation, Asma and Prajakta felt to have an early meeting for our research report and SR submission. Over the call we decided to prepare for interview questions for our research report. We decided a timeline to share our questions over the mail and also to be timely about SR submissions. Asma sent the presentation topics for the next chapter later in the mail.

#### **Email Follow up- 2/03/2015**

Asma started preparing research report and forwarded it to everyone for updating accordingly.

#### **Whatsapp Follow up - 2/10/2015**

Asma, Prajakta and David kept updating the research report during the week. Since, Akshata's write up summary was due in coming days. So we reminded her to finish it ASAP. The very next day Akshata sent her summary and we submitted it on time. We also decided to meet later in the week for merging and finalizing our interview questions.

#### **Email Follow up - 2/11/2015**

We decided to start working on our next presentation in week 8. We started going through chapter and since Prajakta was doing a summary on the SR which was to be presented too, she decided to present that all by herself.

#### **Email Follow up- 2/12/2015-2/18/2015**

During the week we kept on updating our interview responses and other experiences in the research report. We were well ahead in our work and satisfied too. Meanwhile, Prajakta and Asma met once to do the final formatting of the report too. We submitted our report finally on time.

Prajakta shared her write up and we gave our feedbacks about the same. We submitted our SR on time too. David felt that since he was not able to contribute much, he could write our fifth SR write up to make up.

#### **Whatsapp and Email Follow up- 2/19/2015-2/24/2015**

Asma started a mail thread for class ownership presentation. She created slides and sent it to everyone for updating their parts. Prajakta completed her part on time, suggested an idea for activity and Akshata came up with an activity idea. David started working on the presentation and also took the ownership of finding relevant activities. Meanwhile, Asma added two videos and asked Akshata to conclude her part with one of the video. We were little tensed about this presentation as we were not able to relate much of the activities to this presentation.

#### **Meeting 2/25/2015 (conference call)**

We decided to have one call before our presentation. We wanted to be sure about the presentation. Later in the evening we had our presentation. It went good and we were happy.

#### **Meeting - 3/3/2015**

Asma and Prajakta met the same day before the meeting and started preparing the team process report. Team met at PCC to plan the deliverables in final week. Team collectively worked on the team charter and team radar chart. We all decided on our tasks to complete the process report. Team decided to complete the process report by Sunday. Prajakta took initiative to prepare the draft presentation on MBWA to be presented in the final week.