**This is a 3 part assignment first write a discussion post then write 2 responses to other students and the 3rd part would be the more complex one it is a on a webpage called capsim for our team assignement. Please read all resources and information for this one, complete practice round 1 and 2 for the team assignments.**

**Part 1 discussion post**

Write a discussion post answering the following questions

**Online Discussion**

Review the **Teams and Teaming**Support Readings under the **Course Module Five** link. Select three sources from the list as well as an additional outside source from the CityU Online Library (for a total of four sources). Review the sources for tools, strategies, and best practices in teaming. Summarize and post your results to the discussion board.

Video resources

<https://youtu.be/oBMXetFASwE>

<https://youtu.be/QsKTI22cnC4>

<https://youtu.be/gAwSNJznY38>

Here are the reading material but you will have to google them since you wont have access to the university library

* Parker, G.M. (2003). [Cross-Functional Teams: Working with Allies, Enemies, and Other Strangers](https://cityuseattle.skillport.com/skillportfe/main.action?path=summary/BOOKS/12258&refid=GFV5U). Jossey-Bass
* Barner, R. W., & Barner, C. P. (2012). [Building better teams: 70 tools and techniques for strengthening performance within and across teams](https://cityuseattle.skillport.com/skillportfe/main.action?path=summary/BOOKS/49562&refid=GFV5U). San Francisco, CA: Pfeiffer
* Harvard Business School Publishing. (2004). [Harvard Business Review On Teams that Succeed](https://cityuseattle.skillport.com/skillportfe/main.action?path=summary/BOOKS/13646&refid=GFV5U). Harvard Business School Publishing
* Kohn, Stephen E., and Vincent D. O’Connell. (2013). [9 Powerful Practices of Really Great Teams](https://cityuseattle.skillport.com/skillportfe/main.action?path=summary/BOOKS/51315&refid=GFV5U). Career Press
* Scholtes, B. (2003). The Team Handbook. Madison, WI: Joiner and Associates

Part 2 Is to write responses to 2 other students discussion posts, write them in 2nd person not 3rd. ( the other students discussions post are also an example on how #1 should be done)

Student #1 Corey

The first source I looked over was the Cross Functional Teams by Parker, G.M (2003). I focused on chapter 3, "Barriers and Obstacles to Teamwork". It illustrates that most cross-functional teams began in the mind of a senior manager or leader. They see a problem and or opportunity that they would like to address. One of the biggest constraints that comes up in this forming stage is that the leader may put to many barriers around the group by being overly specific on where the team needs to focus. This can be a problem because there can be other issues or constraints  that should be addressed but won't. The team needs flexibility in how to address the overall problem.

The second source I read was Building Better Teams, by Barner, R. W., & Barner, C. P. (2012). In this book in Chapter 4, they discuss selecting the most appropriate tools and techniques that will best support the type of team you are in. For many of us in our current Capsim teams, we would be described as a "Temporary Team". This is a cross functional team have been formed to complete a certain objective, and then disband over the course of 6-7 weeks. It was mentioned that the tools that we could use to help focus our group would be, Action Planning Chart that would clarify each members tasks and overall project accountability. Something we are doing now in our group that was also mentioned is the Needs checklist, which will help clarify the role each member takes and as well as the group expectations for each role. 

The third link that I read and found useful information from was the 9 Powerful Practices of Really Great Teams by Kohn, Stephen E., and Vincent D. O’Connell. (2013).Chapter 9 discusses how to establish and regulate team norms. It is said that team norms help establish both implicit and explicit rules of the team. The implicit norms are what the team views as understood and evident but not written down and documented, where as explicit norms are what the team will consider, agree, document, and abide by. This happens during the norming phase of team building. These norms and created by both personal and social factors depending on what each members needs are. In this chapter they show Figure 8: Impact of Relative Individualization and Socialization on a Team. This figure shows the ways both relative individualization and socialization efforts affect each team.

Lastly I read through the 10 Steps to Successful Teams by Mclay, M. (2009). I found this very useful as an overall guide line for the steps that need to be taken to build a successful team. It discusses the process of forming and storming which every team goes through, as well as ways to identify the leaders and clarifying roles and responsibilities. It gives helpful tips throughout about ways to create positive energy and different ways to measure success. I think step 10: Reward and Celebrate Success was a good way to end. No matter how big or small the project is, any measure of success should be recognized as well as each team members role in getting there. Many times you may not have another chance to team with individuals again so celebrating the success is a nice way to wrap up the ending of the project.

**References-**

Barner, R. W., & Barner, C. P. (2012). *Building better teams 70 tools and techniques for strengthening performance within and across teams*. San Francisco, CA: Pfeiffer.

McClay, R. (2009). *10 Steps to Successful Teams*. Place of publication not identified: American Society for Training & Development.

Parker, G. M. (2003). *Cross-functional teams: working with allies, enemies, and other strangers*. San Francisco (CA): Jossey-Bass.

*9 powerful practices of really great teams*. (2014). Noida: Wide Canvas.

Student #2 Peter

The first source I read was  Barner, R. W., & Barner, C. P. (2012).  The model was offered for team building, and it seemed similar to the other model, norming, forming, and etc.  It got particularly interesting when getting to chapter 5, which mentioned why future decisions should be clarified, and the types of benefits.  Employees at a turbulent and ever changing company will come across this issue more often, and it causes resistance among the team.  The teams can fail to see the big picture, resist change, or scatter efforts.  The importance of long term visions and goals were made prominent because of the positive reaction made by the teams.  Teams overall function better when they are aware of the short term goals, long term goals, and any changes made that effects the team's project.  This type of mind set helps to offer stronger engagement, more resilience, and more awareness of the project as well.

The second source I read was Harvard business review on teams that succeed. (2004).  It mentioned the decision making process, and how most of us don't apply the most effective method of decision making.  Most of the leaders use an advocacy approach to decision making, which means the one leader makes the final decision.  If team member debate about different decisions, they are usually advocating for a specific position and not the best decision.  If two members are offering their reasoning for the decision, then both of them will offer an argument that is bias towards their views.  All of the different faults might not be mentioned in order to compare with the other possible decisions.  An inquiry approach helps to reduce team members from debating over their preferred position, but instead the possible decisions get compared to each other.  Both approaches look similar, but the results are different.  The leader needs to maintain an inquiry-focused group, and keep them on the path to open decision making.  To me, the inquiry approach is about comparing logic, facts, and reasoning to see which decision is most optimal.  I don't think an inquiry approach would be beneficial for every decision a company needs to make, but big decisions, for example, deciding whether or not to drop a product with weak sales should be one of those decisions.

The third source  Kohn, S. E., OConnell, V. D., & Kohn, S. E. (2013) mentioned that teams should establish norms.  Teams will have both spoken and unspoken rules.  The explicit norms should be well established in the beginning stages of team forming, and should be agreed upon by all members.  Team norming is a process that is driven by social and personal factors.  Any member with low socialization and either high and low individualism will not work in a team.  Low social and low individualization causes isolation and low social and high individualization steers towards rebellion.  The better spots are in the high social areas because with low and high individualized members have conformed and contributed.  The book also mentions that norms will always be tested.  It will be better to have established norms to know where the line has been drawn instead of members testing the norms that don't exist.  Also, revisiting norms is healthy too because some norms maybe be obsolete due to the nature of the project, or changing team.  So making sure the norms are up to date and relevant will be necessary to maintain the benefits of establishing team norms.

The last source  Tjosvold, D., & Tjosvold, M. M. (2015) mentioned a great quote for open minds and conflict resolution. "Have you learned lessons only of those who admired you, and were tender with you, and stood aside for you?  Have you not learned great lessons from those who braced themselves against you, and dispute the passage with you?" (Tjosvold, 2015)  When solving problems for teams, leaders cannot always impose a decision on the argument between team members.  Teams must manage themselves to be effective. Getting teams to conduct open minded discussions can help the team want to see the different points of view.  The studies have shown that all different levels of employees can conduct open minded discussions, from top management to shop floor employees.  All teams have benefited from these discussions with better relationships, better understanding, and less controversy.

1. Barner, R. W., & Barner, C. P. (2012). Building better teams 70 tools and techniques for strengthening performance within and across teams. San Francisco, CA: Pfeiffer.

2.  Harvard business review on teams that succeed. (2004). Boston: Harvard Business School Pub. Corp.

3. Kohn, S. E., OConnell, V. D., & Kohn, S. E. (2013). 9 powerful practices of really great teams. Pompton Plains, NJ: Career Press.

4.  Tjosvold, D., & Tjosvold, M. M. (2015). Building the team organization: how to open minds, resolve conflict, and ensure cooperation. Houndmills, Basingstoke Hampshire: Palgrave Macmillan.

https://cityuseattle.skillport.com/skillportfe/main.action?path=summary/BOOKS/51315&refid=GFV5U#summary/BOOKS/RW$6939:\_ss\_book:89346

**PART3**

CAPSIM Team week 1 and 2

<http://capsim.com/>

nataschabain83

wadebain83

**complete practice round 1-2 for team assignment**

**I will attach some tutorial and videos for Capsim**

<https://youtu.be/lGn6ZDs4K5w>

<https://youtu.be/UAsRfmfn_l0>

**The strategy my group has agreed on is** “ a variation of the broad differential **strategy.”**

Your first Practice Round is set to process **Monday, Feb 5**at 7:00 a.m. (Eastern Time). This means you have until **Feb 5** (at 7:00 a.m. Eastern) to upload all of your team decisions for year one (Round one), as a **practice**.

Once this is complete, you can see your Team results for the Capsim Practice Rounds, by clicking on "Industry Results/Reports/Capstone Courier/Capstone Courier\_Round for 1 (0, 1, 2, etc.)" sometime after the process date and time.

I have scheduled one more Practice Round (two in total) on the following Monday. Please see the schedule below:

|  |  |  |  |
| --- | --- | --- | --- |
| Practice Rounds to Process On | Competition Rounds to Process On | | |
| Feb 5 at 7am (Eastern) | Feb 19 at 7am (Eastern) |  |  |
| Feb 12 at 7am (Eastern) | Feb 26 at 7am (Eastern) | March 12 at 7am (Eastern) - Optional | |
|  | March 5 7am (Eastern) |  | |

Remember all that you are learning about teaming. Sometimes, people prefer to BE lead. Are you leading? Focus on performing as a leader even if you are not the actual leader. A good start to becoming a leader is to be present and an active member of your team!

The goals of the Capsim Rounds are:

* 1. Get familiar with making business decisions at the executive level with no risk;
  2. Become aware of and develop team work skills; and
  3. Understand strategy and competition at the product and company levels.

**Capsim Team Practice and Competition Round Schedule**

*How did your first practice round go? Was it challenging to get everyone on the same page? How about to decide upon a decision and who was going to do what? There is nothing easy about running a company as you are seeing. Just stick with it. It gets easier and much more interesting!*

Again this week, your team needs to get together and start making some business decisions for your company. As a reminder, I also put your teams into place within Capsim. Your first Practice Round is set to process **Monday**, **Feb 5** at 7:00 a.m. (Eastern Time). What this means is that you have until **Feb 5** (at 7:00 a.m. Eastern Time) to upload all of your team decisions for year one (Round one), as a practice.

Please see the schedule posted last week for the dates of the next rounds. Remember the goal of these Capsim Rounds is for you to get used to making business decisions at the executive level with no risk, become aware of and develop team work skills, as well as start to understand strategy and competition at the product and company level. You are graded on participation not performance, so be sure to participate to the fullest with your team.

Once you near completion of your MBA and take MBA555, the capstone course, you will again work with Capsim and will then be in a position to make sound business decisions based on your academic training and expertise. In MBA555, you will be graded on how your team performs in Capsim.