Recognize which phase of team development you are in and take positive action to work through.

Note: There can be an additional phase – “Adjourning” – when the team disbands, says good bye, and reflects on lessons learned. This is a “celebration” phase.

**Typical Working Groups**

- Logistics Support Management Team (LSMT)
- Test and Evaluation Working Group (TEWG)
- Computer Resources Working Group (CRWG)
CON 215: Intermediate Contracting for Mission Support

- Requirements Interface Working Group
- Interface Control Working Group (ICWG)
- Technology Assessment Working Group
- “Tiger” Teams
- Process Action Teams
- Integrated Product and Process Teams

**Group Consensus**

This is a general agreement by all team members that they can live with, and be committed to a particular course of action. Until you have this agreement, you don’t have consensus. Guidelines for achieving consensus:

1. Avoid arguing for your own opinion.
2. Go for “win-win” solutions.
3. Do not change your mind to avoid conflict.
4. Avoid majority vote, coin-flipping, or horse-trading.
5. Expect differences of opinion.

**Management Tradeoffs for Working Groups**

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>More ideas and solutions</td>
<td>Takes more time</td>
</tr>
<tr>
<td>Consensus positions</td>
<td>Hard to terminate</td>
</tr>
<tr>
<td>Strong commitments</td>
<td>Paralysis by analysis</td>
</tr>
</tbody>
</table>
Team Performance Model

Team Processes
- Decision Making
- Resolving Issues
- Communicating
- Planning
- Executing
- Controlling

Team Dynamics
- Diversity
- Conflict
- Comfort Zones
- Communications
- Focus
- Organizational Climate
- Trends

Team Foundation
- Customer Focus
- Leadership
- Values
- Vision
- Purpose
- Goals & Objectives
- Critical Success Factors

Team Principles
- Awareness
- Roles & Responsibilities
- Operating Agreements
- Team Accountability
- Empowerment
- Trust
- Five Cs
- Team Identity
- Self-assessment

Thinking

Learning

Communication
Commitment
Cooperation
Contribution
Caring

© Management Concepts Incorporated