

# TRU Internationalizing Curriculum

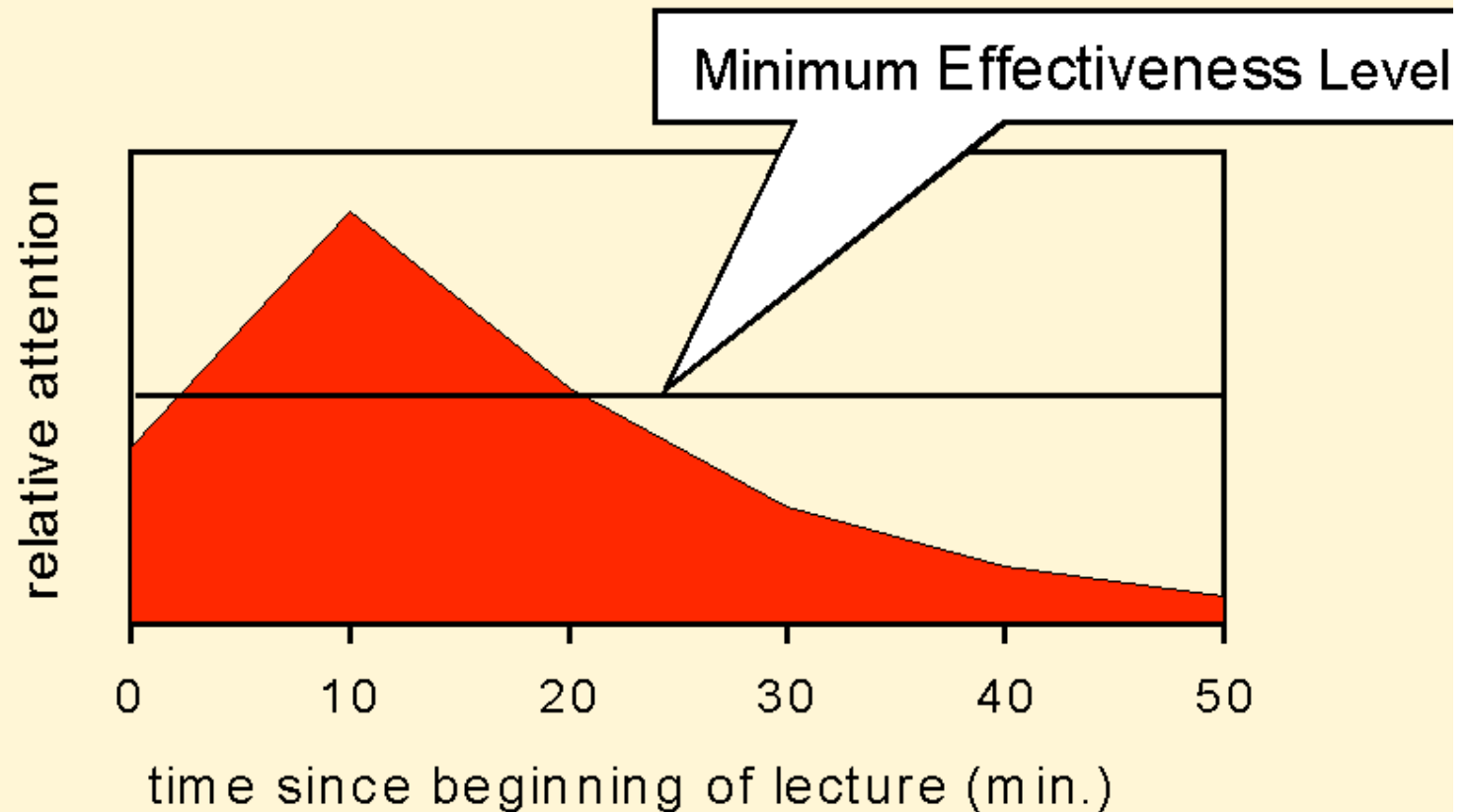
*Building Intercultural  
Teams that work*

- “If we are going to bring out the human potential at its best, we must first believe in its existence and its presence”.

– *Victor Frankl 1905-1997*

# Problems with Lecturing

Student attention  
waners



***What do we mean by teams?***

***What are the characteristics of  
the educational teams of which  
we are members?***

# ***Dynamic Teams....***

*“A group of individuals that is able to harness its energy and collective potential to produce extraordinary results. They are accountable to each other. “*

**Quote: Gail Gibson in MA Leadership Program  
Royal Roads University**

# **Q's students ask about their team**

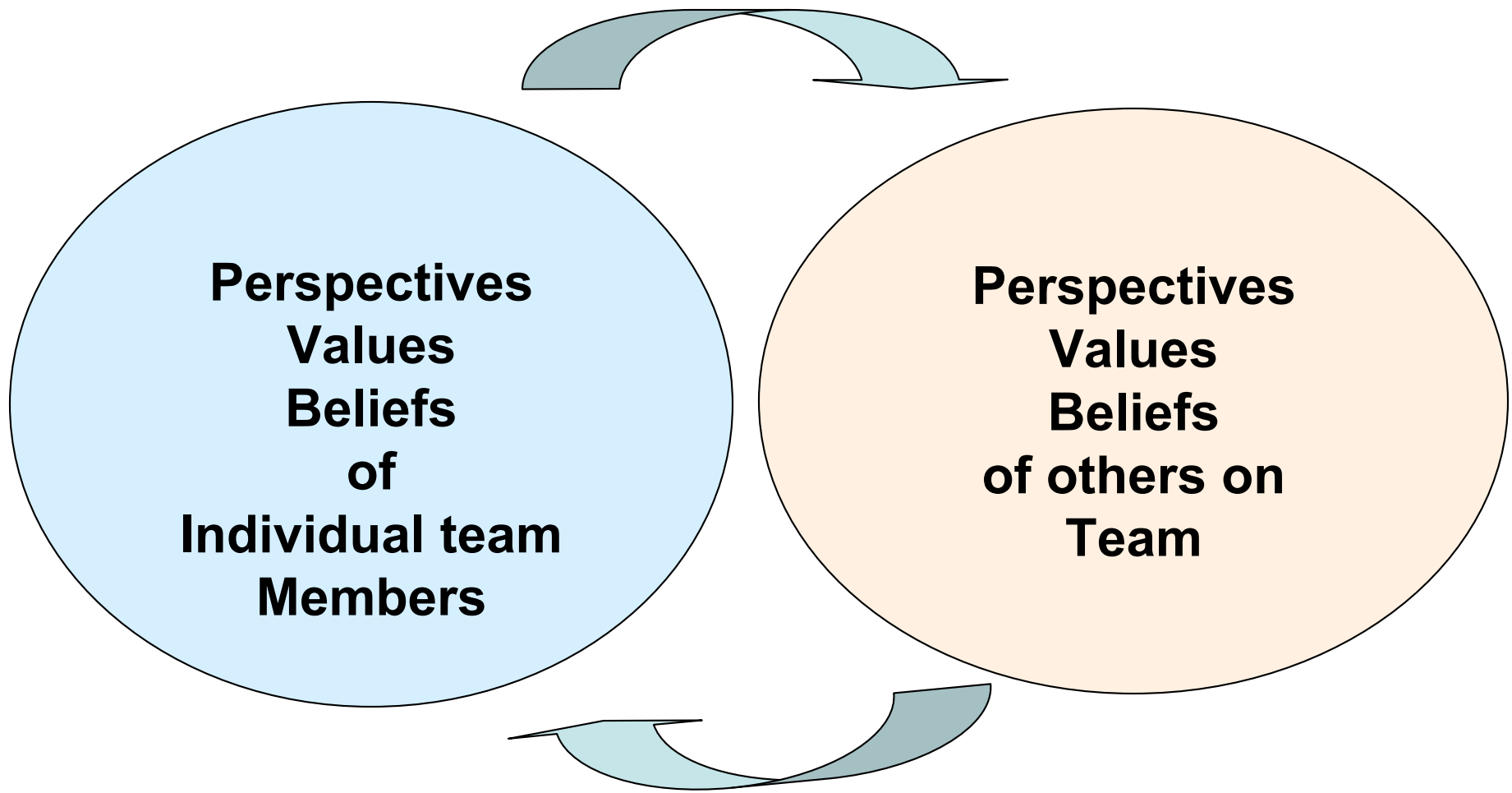
- **What's the purpose and does it interest me?**
- **Who will be on the team with me?**
- **Will they be the same as me or....?**
- **Are they the leaders or followers?  
Doers or deadbeats?**

## *More* **Q's students ask....**

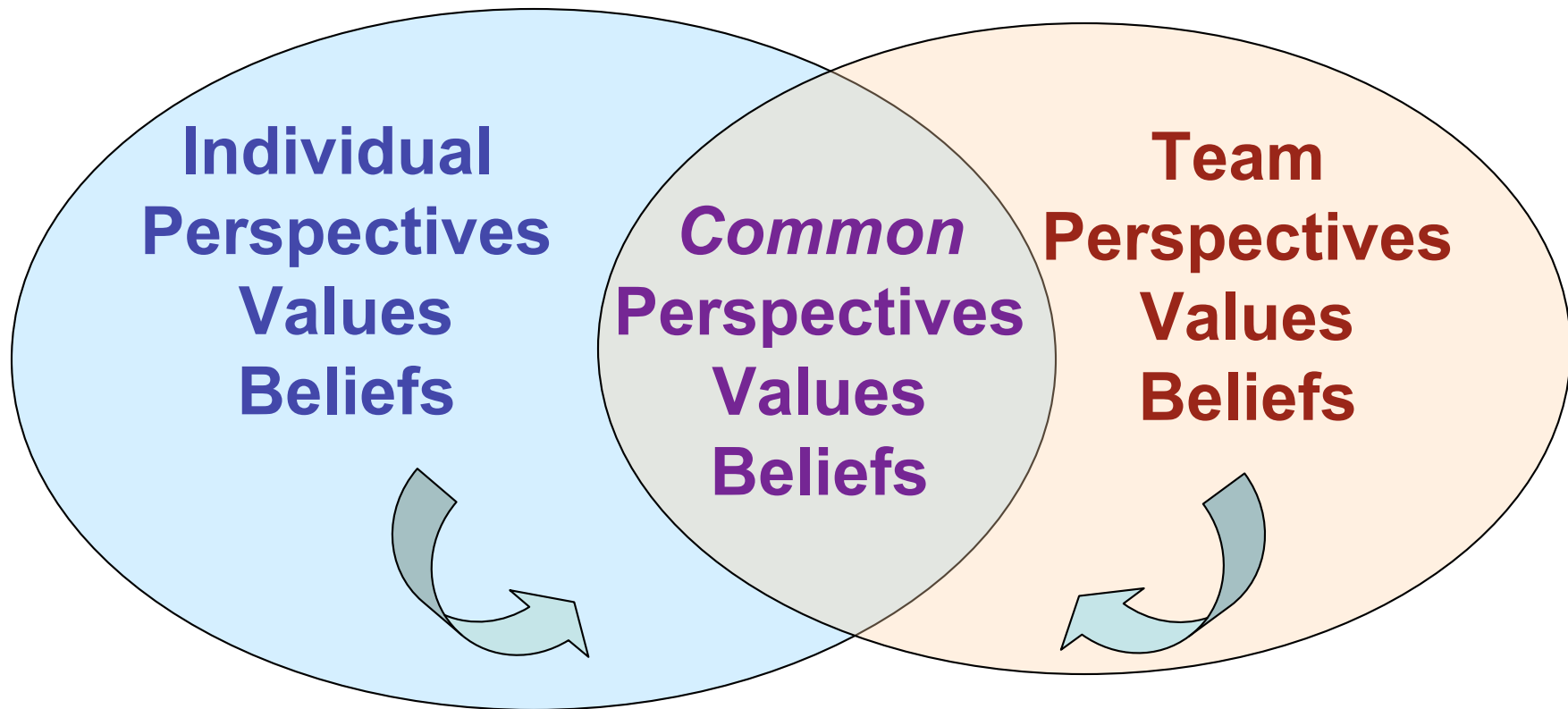
- **What kind of responsibility will we have?**
- **How long will we be a team?**
- **What's in it for me if I participate?**
- **What is the risk for me if I don't?**

**And our question...**

***What degree of diversity  
is best in building teams?***



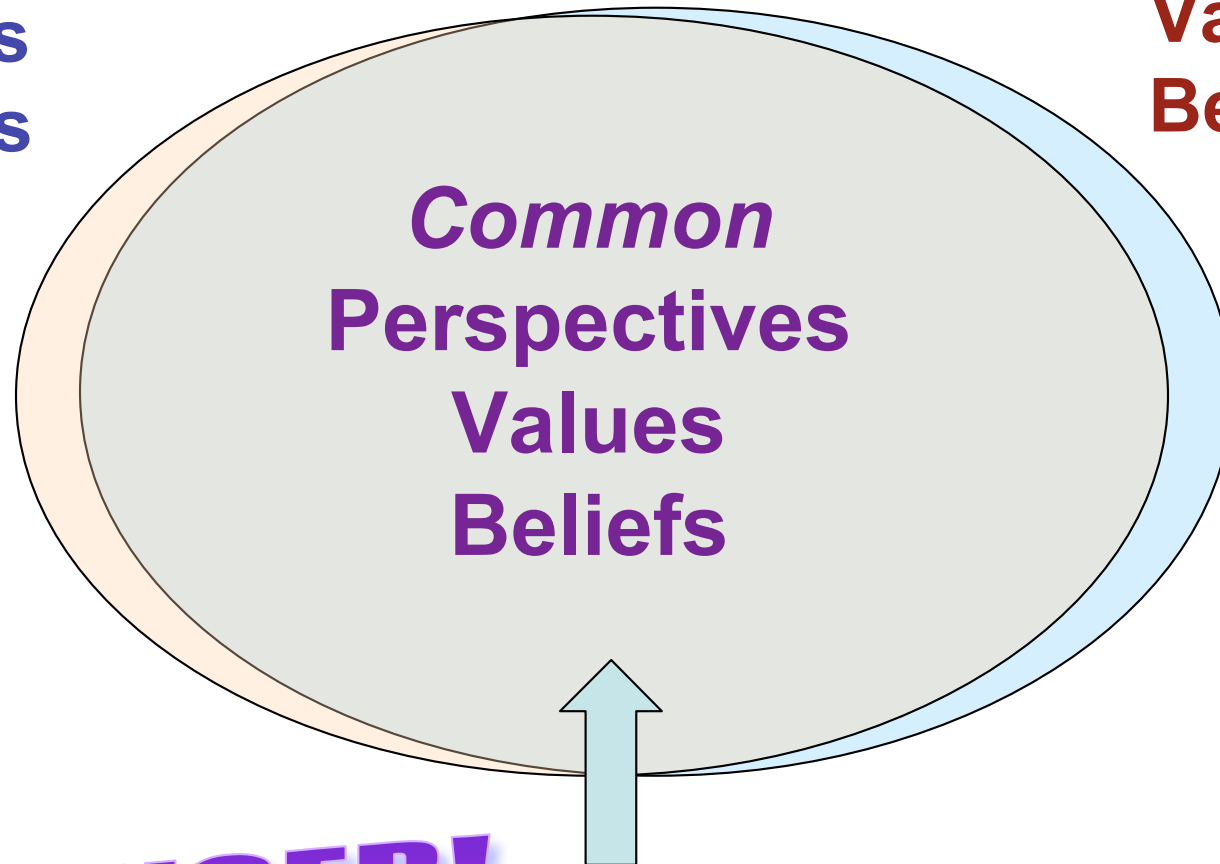
**What is the right balance of similarity and diversity?**



**Individual  
Perspectives  
Values  
Beliefs**

**Too Much Similarity?**

**Team  
Perspectives  
Values  
Beliefs**



**Common  
Perspectives  
Values  
Beliefs**

**DANGER!  
"GROUPTHINK"**

Let's have a quick look at a short video to illustrate...

“Passes” video - about 4 minutes.

- "The more affects we allow to speak about one thing, the more eyes, different eyes we can use to observe one thing, the more complete will our concept of this thing, our objectivity, be"

- German philosopher, Nietzsche cited in Hill, 1991, p. 41

# Developing Generative Teams

- Start small - pair share with simple tasks
- If program, consider creating teams in orientation that will be working teams in courses - initiative tasks

# Five Dysfunctions of TEAMS



Adapted from Patrick Lencione's work on Team Function  
Internationalizing Curriculum  
2008 N. Smith/ T. Odgers

# 5 Dysfunctions TEAM

# 5 Functions



# Building Functioning Teams out of DIVERSITY

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- **Seek agreement on vision & Purpose**
- **Build practices of open communication and dialogue across boundaries**
- **Build collaborative teams; make explicit the rules of process**
- **Build action and experimentation orientation with time for team reflection**
- **Focus on curriculum task AND metacognitive learning of team skills and process**

# Summary - Building Dynamic Teams

- 1. Seek an agreement of vision, purpose & procedures - Build team Charter (handout)**
- 2. Define clear goals**
- 3. Build practices of open communication and dialogue across boundaries**
- 4. Practice good problem solving - encourage conflict**

- 5. Hold each other accountable to what is valued**
- 6. Embrace the challenges of diversity as an enriching element**
- 7. Review results; respond to the results**
- 8. Encourage continuous learning and self-assessment**
- 9. Celebrate success**