**COMPETITIVE STRATEGY AND GAME THEORY**

**GUIDELINES FOR TEAMS AND TEAM LEADERS**

I will divide the class into teams and will assign a leader for each team.

1. Team members’ roles are:
   1. To participate in team discussions and meetings, and to participate actively; so speak up.
   2. To complete assigned tasks on time; so do not miss deadlines.
   3. To cooperate, which includes embracing team objectives
   4. To enhance the team’s overall feeling of psychological safety, which, in part, means to disagree respectfully.
   5. In the book *Radical Ritual: How Burning Man Changed the World*, author Niel Shister writes, “The role of the leader…is not that of final decider but rather curator of the community.”
2. The tasks of each team are:
   1. To discuss all ideas suggested to team and to complete assignments given to the teams in class
   2. To cooperate and use your skills to make the team look good
3. Once assigned to a team, students must remain on that team.
4. Team leaders’ roles are:
   1. To coordinate and organize a team’s work
   2. To assess each team member’s skills, knowledge and interests, and assign roles accordingly. “Early in a task, team members should discuss the knowledge [and skills] each brings to the table, (which) changes the criterion for power from social influence to informational influence.”[[1]](#endnote-1)
   3. To encourage collaboration and cooperation among members
   4. To encourage and listen to dissenting opinions
   5. To communicate effectively with all team members about schedules, meeting, deadlines, roles and tasks
5. Working collaboratively does not mean avoiding conflict. “When teams engage in conflict over ideas in an atmosphere of mutual respect, they develop better ideas and perform better. That is why Intel teaches all employees how to fight, requiring new hires to take classes in ‘constructive confrontation.’ … studies show, however, that when team members engage in personal conflict –when they fight out of spite or anger—their creativity, performance, and job satisfaction plummet.” (Sutton, 2007. p. 17)
6. In today’s work environment online collaboration is the norm, so practicing online teamwork and cooperation is a meaningful learning experience. There are many online collaboration tools such as Conversations on Canvas, Trello, Google Hangouts or Skype. Practice having online meetings.
7. Team takes “we,” not a “me” approach, and when a team member brings up an idea, respond positively with ”Yes, and…” Combine ideas and make the team look good.

REFERENCES

Shister, N. (2019).  *Radical Ritual: How Burning Man Changed the World.* Counterpoint.

Sutton, R. (2007). *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn’t.* Business Plus.

1. Bonner, B. & Bolinger, A. (2014). “Bring Out the Best in Your Team.” *Harvard Business Review.* September. [↑](#endnote-ref-1)