

Harvard GSD  
D001122  
Second Semester  
Core Urban Planning Studio

## Teamwork and Learning Styles

Wendy Sarkissian  
12 February 2013

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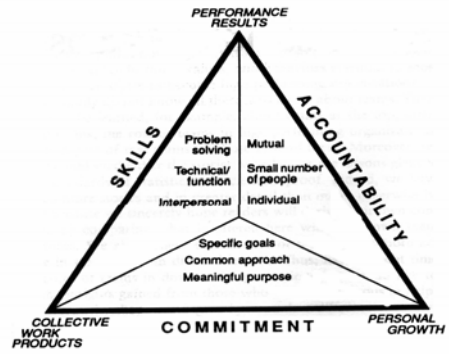
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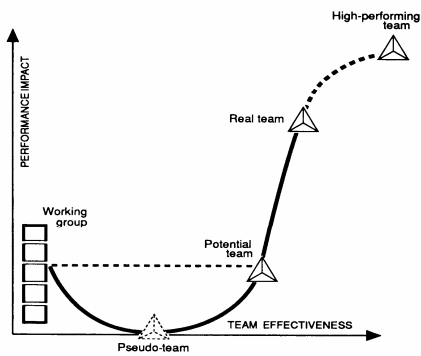
# Teamwork



## FOCUSING ON TEAM BASICS



## THE TEAM PERFORMANCE CURVE



## Team Performance Curve

1. Working group
2. Pseudo team
3. Potential team
4. Real team
5. High-performance team

## Some early rules

✓ **attendance**

on time  
no interruptions to take phone calls

✓ **discussion**

no "sacred cows"

✓ **confidentiality**

only things that leave this room are what we agree to leave this room

✓ **end-product orientation**

everyone gets assignments & does them

✓ **constructive confrontation**

no finger pointing

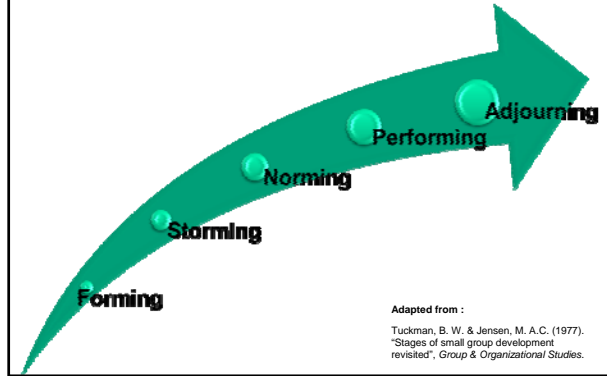
✓ **contributions**

everyone does real work

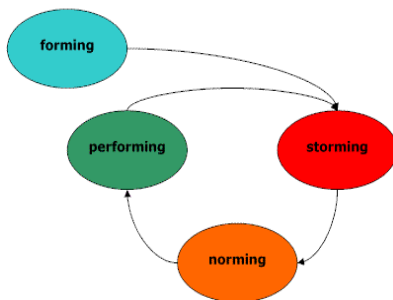
✓ **analytic approach**

facts are friendly

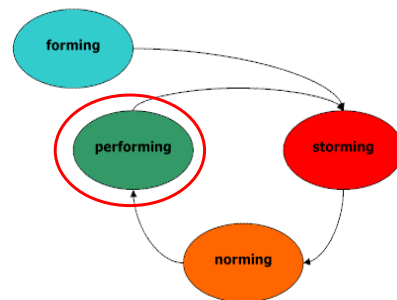
## Stages of Team Development



## Less Sequential Model



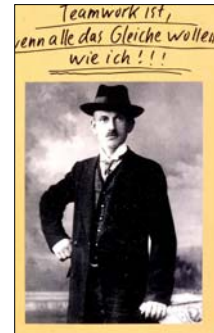
## Less Sequential Model



## Good Team Communication



## Good Team Communication



Selections from Learning Styles

## What are Learning Styles?



What are the benefits of knowing about learning styles?



Myer-Briggs Type Indicator

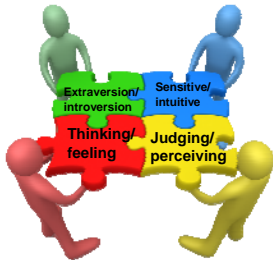
Myer-Briggs Type Indicator

*How Many of You Have Done It?*

Myers-Briggs Type Indicator



## Myers-Briggs Type Indicator



## Myers-Briggs Type Indicator



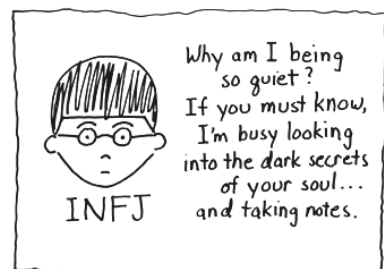
- How many Extraverts?
- How Many introverts?
- How many judges?
- How many feeling?

### The Sixteen Myers-Briggs Personality Types

<b>ISTJ—Most reliable</b> Organized, compulsive, private, trustworthy, follows rules and regulations, practical	<b>ISFJ—Most loyal</b> Easy to collaborate with, works behind scenes, sacrifices readily, accountable
<b>ISTP—Most pragmatic</b> Observant, often seen as cool and aloof, practical, unpretentious, ready for anything	<b>ISFP—Most artistic</b> Warm, sensitive, unassuming, team player, in touch with self and nature
<b>INTJ—Most independent</b> Theoretical, skeptical, needs to be competent, sees world as chessboard, needs things "my way"	<b>INFJ—Most idealistic</b> Has strong personal values, seeks inner order and peace, creative, non-reflective, reserved with people
<b>INTP—Most conceptual</b> Challenges others to think, high need for competency, socially cautious, independent	<b>ENFP—Most optimistic</b> People-oriented, creative, seeks harmony with others, life of the party, better at starting than finishing
<b>ESTP—Most fun</b> Unconventional, fun, gregarious, lives for the here and now, problem-solver	<b>ESFP—Most generous</b> Sociable, spontaneous, loves surprises, cuts red tape, juggles many projects, shares readily
<b>ESTJ—Most forceful</b> Orderly and structured, sociable, opinionated, results-oriented, productive, traditional	<b>INFJ—Most reflective</b> Reflective, introspective, quietly caring, creative, eloquent speaker/writer, visionary
<b>ENTP—Most inventive</b> Given to trinkmanship, tests limits, enthusiastic, innovative, enjoys arguing both sides, likes challenges	<b>ENFJ—Most persuasive</b> Charismatic, idealistic, ignores unpleasantness, sees the potential in others, compassionate
<b>ENTJ—Most commanding</b> Visionary, gregarious, argumentative, planner, leader, impatient with incompetence	<b>ESFJ—Most harmonious</b> Gracious, thoughtful, likes to please, has strong interpersonal skills, accomplished host/hostess

## My Myers-Briggs Type

- I 16
- N 38
- F 8
- J 22



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**The Sixteen Myers-Briggs Personality Types**

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## The Belbin Inventory

Have any of you done this Inventory?

## The Belbin Inventory



## Belbin's Dominant Traits

**Action-oriented**

- shaper
- completer/finisher
- implementer

**People-oriented**

4. co-ordinator
5. resource investigator
6. team worker

**Cerebral role**

7. plant
8. monitor/evaluator
9. specialist

## Belbin's Dominant Traits

### **Action-oriented**

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## Using the Belbin Inventory Sarkissian Associates Planners Brisbane, 2003







Sarkissian Associates Planners  
 Staff Development Workshop  
 Brisbane, 2003




Anne Dunn AM

The “Completer/Finisher”



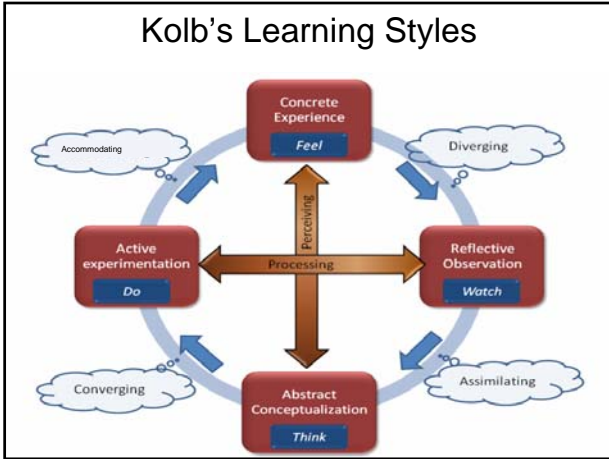


**Action-oriented:** shaper, completer/finisher, implementer

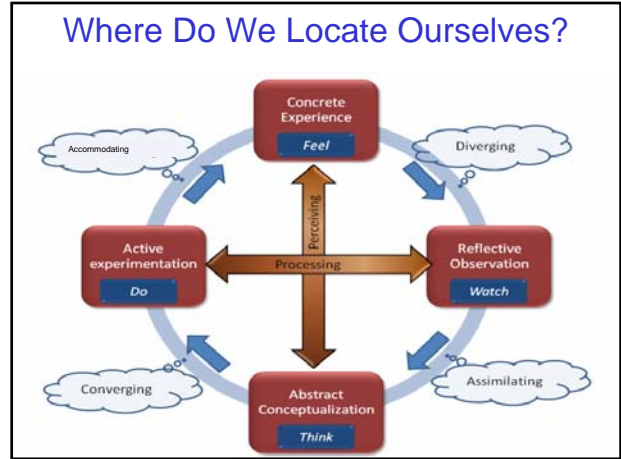
Kolb’s Learning Styles

**Let’s Do the Inventory!**

## Kolb's Learning Styles



## Where Do We Locate Ourselves?



Relationship Between Learning Styles and Five Levels of Behavior

Behavior Level	Diverging	Assimilating	Converging	Accommodating
Personality types	Introverted Feeling	Introverted Intuition	Extraverted Thinking	Extraverted Sensation
Educational Specialization	Arts, English History Psychology	Mathematics Physical Science	Engineering Medicine	Education Communication Nursing
Professional Career	Social Service Arts	Sciences Research Information	Engineering Medicine Technology	Sales Social Service Education
Current Jobs	Personal jobs	Information jobs	Technical jobs	Executive jobs
Adaptive Competencies	Valuing skills	Thinking skills	Decision skills	Action skills

## Kolb's Four Learning Types

1. **Accommodative** 
2. **Divergent** 
3. **Convergent** 
4. **Assimilative** 

Accommodative



Divergent

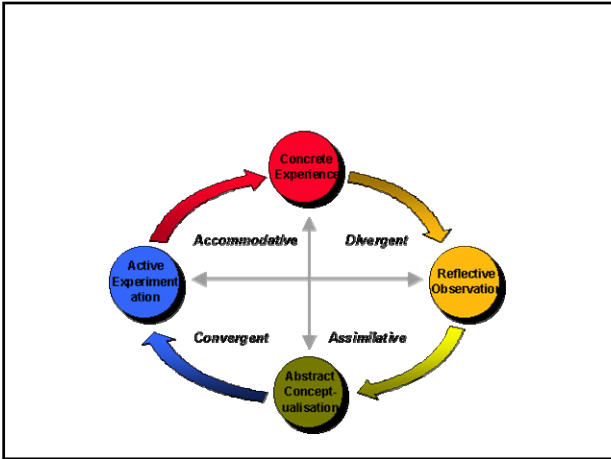


Convergent



Assimilative





Sensory Preferences

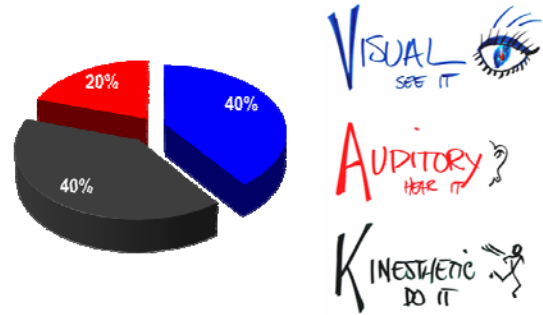
Neuro-Linguistic Programming

VISUAL LEARNER  
 AUDITORY LEARNER  
 KINESTHETIC LEARNER

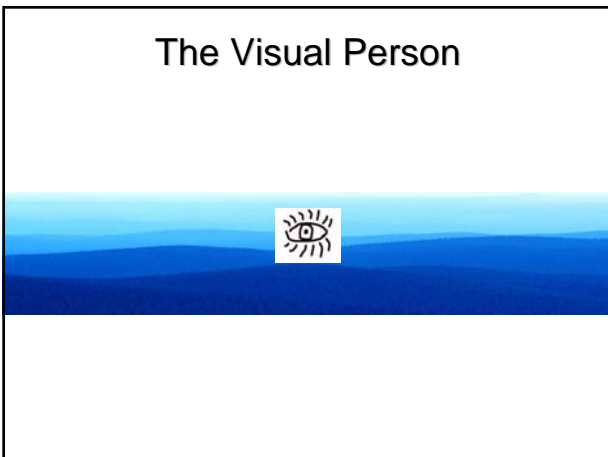
## Sensory Preferences

	Accommodative learner	Divergent learner	Convergent learner	Assimilative learner
Sensory preference	tactile/auditory	auditory/visual	visual/tactile	visual
Brain dominance	right	right	left	left

## Neuro-Linguistic Programming



## The Visual Person



## The Auditory Person



## The Kinesthetic/Tactile Person



## In Summary...

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