



Teamwork Can Be Taught:

Examining Team Process in Capstone Courses

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Group or Team?



Group	Criteria	Team
Can get large	Size	3-5 (maybe more)
May share interest but may not share goal(s)	Goals	Shared goals, high commitment
Independent	Relationships	Interdependent, deep knowledge of each other
Individual	Accountability	Mutual
Random, varied	Skills/Roles	Complementary, deliberate
Diverse, may be shared	Culture/Identity	Co-created, shared
Coordinate/cooperate	Actions	Collaborate
Cub fans	Example	Cubs

(Adapted from Katzenbach & Smith, 1993)





AgEd 480: Collaborative Leadership

Capstone course for
Minor in Leadership Studies

3 to 5 prior courses in leadership
such as...

Intro/Theory

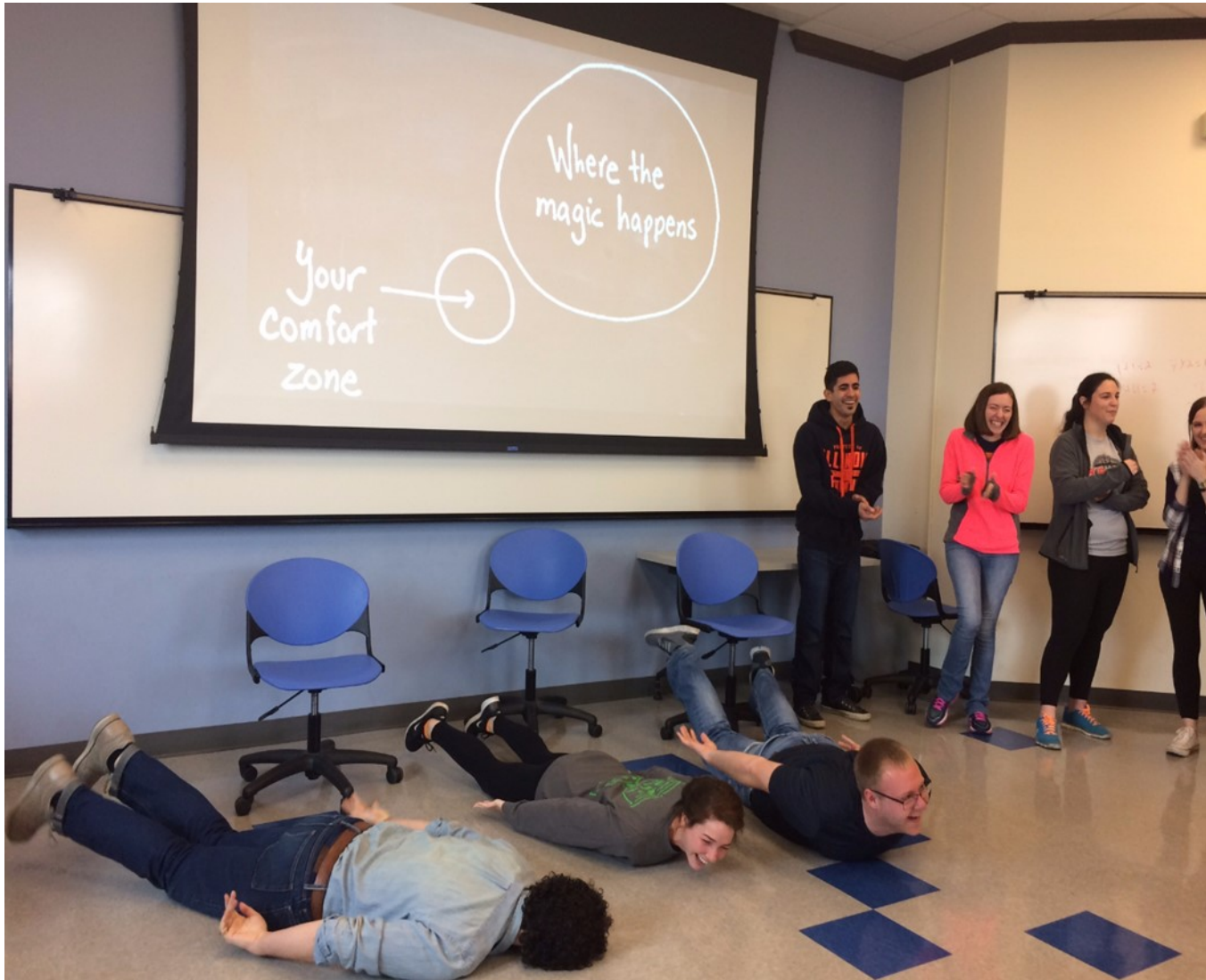
Groups & Teams

Ethics & Multiculturalism

I/O Psychology

Leadership Communications











FSHN 466 – Food Product Development



Team Environment and Team Selection Process



Sweet Beet by Froby Snacks
A frozen treat that can't be beat!
Kris Drees, Meizha He, Qingqing Wang, and Jennifer T. Oakley
University of Illinois

Mission	Product Description	Pricing												
<ul style="list-style-type: none">To create a novel frozen snack product that utilizes byproductsReduce food waste	A frozen, ready-to-eat ice cream treat that features a blend of pineapple, Clementine, beet greens and stems.	<ul style="list-style-type: none">\$10 per package4 servings/package												
Food Waste <ul style="list-style-type: none">1.3 billion tons of food wasted each year globally 	 	Packaging <ul style="list-style-type: none">Biodegradable Polylactic Acid (PLA)6 oz containers4 containers per packageVacuum sealedShelf life: 2 months												
Unique <ul style="list-style-type: none">Environmentally friendlySweet flavor with real fruits and vegetablesNatural color and flavor 	Technical Hurdles <ul style="list-style-type: none">20% byproduct by weight 	Nutrition <table border="1"><thead><tr><th colspan="2">Nutrition Facts</th></tr><tr><th colspan="2">Per 100g (3.53 oz)</th></tr><tr><td>Total Calories</td><td>200</td></tr></thead><tbody><tr><td>Total Fat</td><td>10g</td></tr><tr><td>Total Carbohydrate</td><td>20g</td></tr><tr><td>Total Protein</td><td>5g</td></tr></tbody></table> <p>Ingredients: Heavy whipping cream, whole milk, beet greens, Clementine, pineapple, locally grown/raised sugar, beet stems, Sprites, Citrus, 7% or less of vanilla bean Paste, Clementine, Beet, organic gum, gum, Natural beet gum</p>	Nutrition Facts		Per 100g (3.53 oz)		Total Calories	200	Total Fat	10g	Total Carbohydrate	20g	Total Protein	5g
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Frozen treat trends	Process Flow Diagram 	Future Directions <ul style="list-style-type: none">Test other functional ingredientsConcentrate betanin coloringIncorporate Palatinose												
		References												



Team Building and Development Training

LIKES

- Learning opportunity
- teamwork makes the dreamwork
- socialization
- different ideas → responsibility
- work distribution → focused idea
- consistent communication
- sum is greater than the parts
- FUNNY
- motivation



Dislikes

- negativity
- scheduling conflicts
- indecision
- lack of communication
- lack of focus on pos
- "tyrants"
- incompetence w/out comm.

Legendary CeliAPPS

Team Name: Legendairy CeliAPPS

Team Members:

Mission Statement and Deliverables

Our mission is to take a product, currently on the market, containing gluten and dairy, and create a frozen appetizer substitute that is both gluten-free and dairy-free. Our target market will be people who do not consume gluten or dairy for either health or personal reasons. We desire this product to be marketable to gluten and dairy consumers, as well as gluten and dairy-free consumers.

Expectations

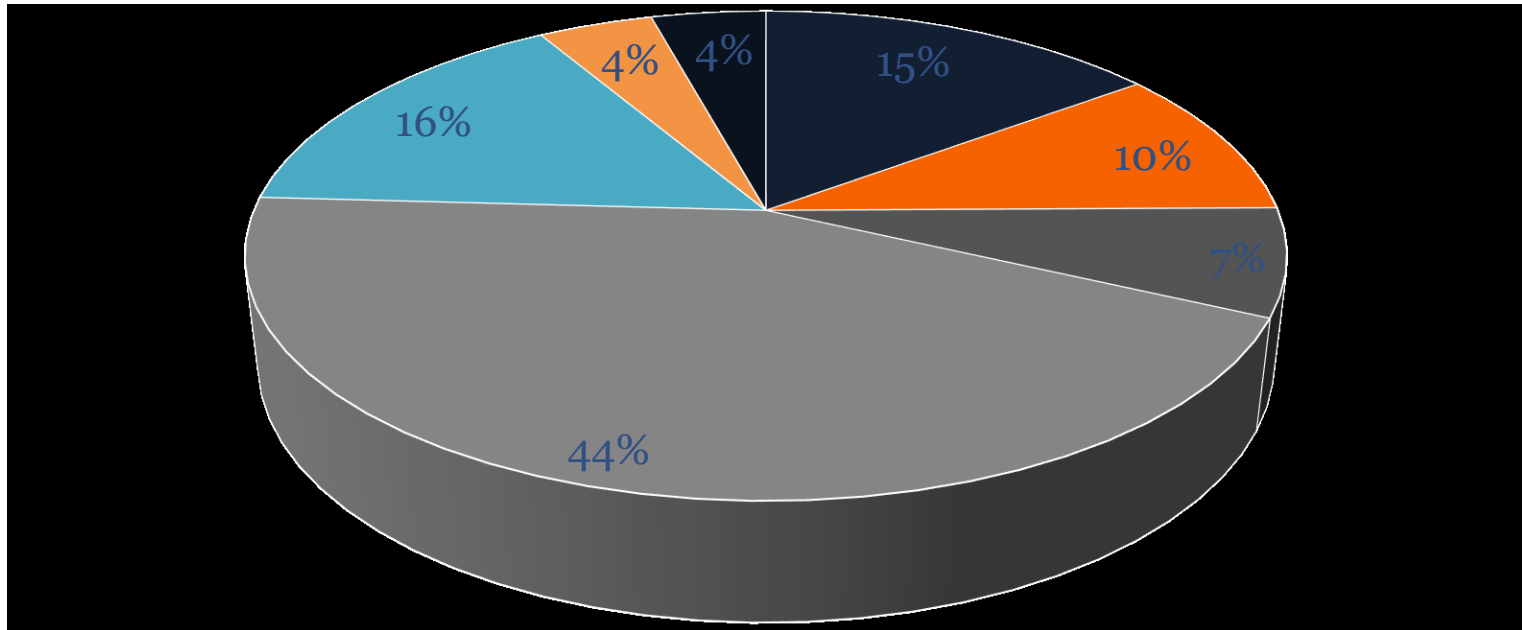
Weekly meetings will be held at 5:00 p.m. on Sundays at Nicole's house (410 East Green Street). We expect to spend at least one hour discussing the work we have done individually, within our roles, and discussing the tasks needed to be accomplished going forward. Outside of meetings our primary mode of communication will be iMessage.

If someone has to miss a meeting, a 24-hour notice must be given, and the work to be presented at the meeting, must be sent to one of the other attending members.

After failing to fulfill a task in the assigned role two times, the group will have a warning/ intervention meeting where the issue will be addressed and adjustments will be discussed and



Percent of Class Time Dedicated to Key Performance Activities



- Lecture/Discussion
- TA meetings
- Presentations
- Final Poster Presentation and Product Showcase
- Problem Solving
- Laboratory/Risk Taking
- Team Building and Development



We asked both classes:
So, how did it go with your team?

Of 26 items on team effectiveness,
21 had no significant difference.

Adapted from: Assessing Teamwork: A Reliable Five-Question Survey (Lurie, Schultz, Lamanna, 2011)



People in this team actively seek new ways to improve how they do things.

Opinions are valued by others in this team.

This team encourages everyone to share ideas.

People in this team regularly take time to reflect on how they do things.

The leadership in this team is available for consultation on problems.

Leadership in this team creates an environment where things can be accomplished.

This team learns from its mistakes.

This team tends to be flexible.

People in this team have the information that they need to do their jobs well.

When people in this team experience a problem, they make a serious effort to figure out what's going on.

Most of the people who work in this team seem to enjoy their work.

Work expectations are clear.

People have what they need to do their work well.

People receive frequent and helpful feedback about their work.

People in this team are comfortable working with others from culturally diverse backgrounds.

People in this team openly discuss errors that happen in the team.

Everyone in this team has access to the information they need for their work when they need it.

This team has a clear, expressible vision.

There is good communication throughout the team about how the implementation of all parts of the project is going.

Everyone in the team feels able to act on the team vision.

Once this team implements a change, the change tends to stick.

Adapted from: Assessing Teamwork: A Reliable Five-Question Survey (Lurie, Schultz, Lamanna, 2011)



Survey Item	FSHN 466 Average and Standard Deviation	AGED 480 Average and Standard Deviation	Mean Difference	p-value
People at all levels of this team openly talk about what is and isn't working.	4.03±0.93	4.43±0.63	0.40	0.04
People in this team can rely on others to do their jobs well.	4.08±0.98	4.57±0.76	0.49	0.03
After trying something new, people in this team take time to think about how it worked.	4.28±0.74	3.82±0.94	0.46	0.04
Working in this team is stressful.	3.14±1.25	3.89±1.10	0.75	0.01
The team appears to let setbacks and problems stop its change efforts.	3.05±1.43	3.71±1.21	0.66	0.05



Best Thing About the Team

	Total Responses (some subjects gave multiple responses)	Task Accomplishments	Relational Dynamics
FSHN	42	48%	52%
AGED	37	38%	62%

Difficulties Faced by the Team

	Total Responses (some subjects gave multiple responses)	Task/Time Management	Relational Dynamics	No Difficulties
FSHN	43	29%	69%	2%
AGED	29	32%	62%	6%

Did Team Use Strengths of Each Team Member Effectively?

	Total Responses (some subjects gave multiple responses)	Yes	No	Maybe
FSHN	35	89%	8%	3%
AGED	28	86%	11%	3%

So What?

Short-term, focused effort teaching team process and team building in a single course may enhance the student teamwork experience to a point comparable to a capstone course in collaborative leadership.



Teamwork makes the dream work!

-John Maxwell



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Questions?

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