

# Team Strengths Exercise

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This case may be used by current adopters of:

S. L. McShane *Canadian Organizational Behaviour*, 5th ed. (Toronto: McGraw-Hill Ryerson, 2004); S. L. McShane & M. A. von Glinow, *Organizational Behavior*, 3rd ed. (Boston: McGraw-Hill, 2005); S. L. McShane & T. Travaglione, *Organisational Behaviour on the Pacific Rim*, 1st ed. (Sydney: McGraw-Hill Australia, 2003)

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# Team Strengths Exercise

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## **Purpose**

This exercise is designed to help you to explore the importance of obtaining complementary skills and diversity during the 'formation' stage of team development.

## **Instructions**

*Step 1:* The instructor will create two 'teams' of four students. The first team should be homogenous in one characteristic (i. e. all male or female, or all from the one country). Members from the second team should be dissimilar (i. e. multinational or a combination of male and female).

*Step 2:* Each team is asked to choose a group leader, and also to choose a name for their team. Each nominated team leader then collects the names of their team members, and ask each member for a 'strength' that he or she can bring to the team.

*Step 3:* The instructor will ask the class: "If you were all managers, which team would you prefer to work on a hypothetical project, 'Team 1' or 'Team 2'?"

*Step 4:* The team leader from Team 1 will take him/herself plus one other team member across to join the other team. Team 2's leader will do the same. The team leaders will then explain why they chose to take that particular team member with them to the other team.

*Step 5:* The instructor will ask the class to decide: "If you were managers, which set of teams, the old teams or the newly formed teams would be more effective? Why?"

*Step 6:* The instructor will summarise the key views and recommendations to the class.