




1

## Our Agenda

- Experiences in Teams
- Introductions to the CUTRI types
- Breakout conversations
  - *Explore the team roles concept*
- Hands-on exercise
- Learning Team jumpstart
  - *Kickoff meeting for norms, expectations and practices*
- Closing thoughts

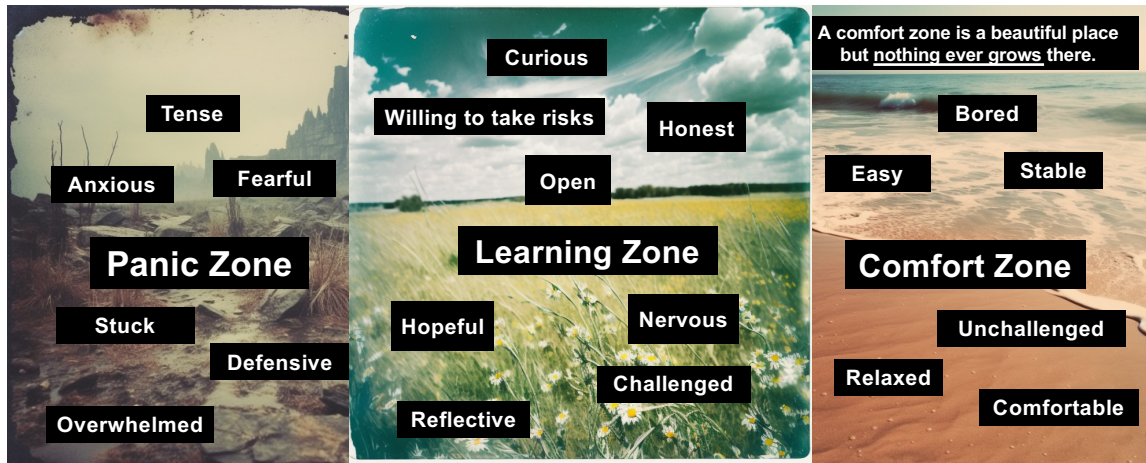


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2

## Our Approach: Mind the Zones



3

## What is a team?

- A collective working to achieve a shared goal
- Members' behaviors and outcomes are interdependent
- Work together over time
- Interact within a larger social context

Why do we work in teams?

→ We need each other!



/imagine a team creative brainstorming with sticky notes in an office in the middle of a galaxy

4

## REFLECTION:

### Your experiences in teams



**Stellar  
teams**



**“Can’t wait for  
it to be over”  
teams**



- What has made for great team experiences?
- What has made for less great team experiences?
- What role did I play? For better or worse?

5

## How to assess team effectiveness?

- Performance:** Ability of a group to produce high quality work
- Experiences of Team Members:** Ability of a group to meet the needs of group members
- Sustainability:** Quality of interpersonal relationships and processes that allow group members to work together on subsequent tasks

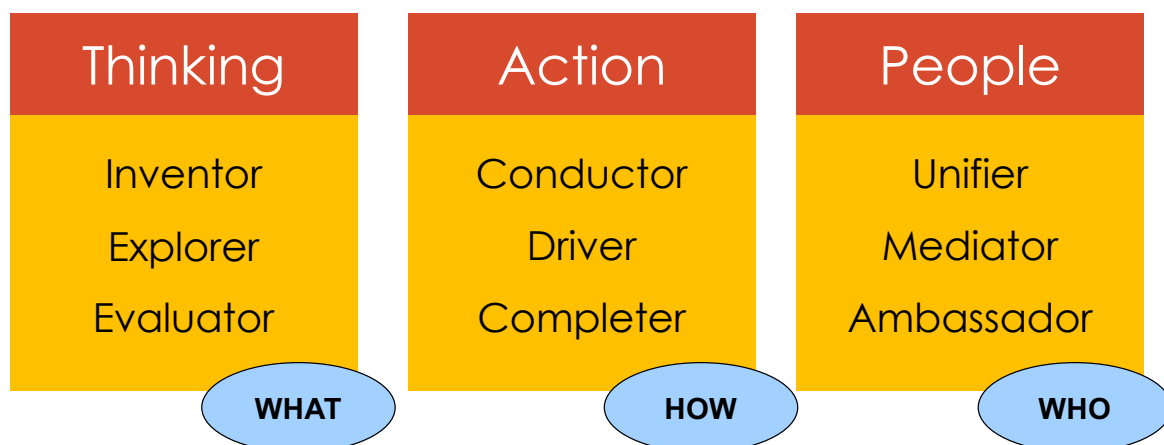
6

## CUTRI: CU Team Roles Inventory

- This is about **behaviors** that you most often display in teams
  - How you tend to show up in group environments
- Can be **contextual** and **can change over time**
  - 1-2 preferred roles
  - 1-2 'back-up' or learned roles
  - 1-2 least preferred roles
- Our focus is on **leveraging our strengths** and rounding out the team to **fill any gaps for team as a whole**

7

## CUTRI: 9 Roles → Three Categories



8

## CUTRI: 9 Roles → Three Categories




Thinking


Inventor

Explorer

Evaluator

WHAT

-  Inventor– creative & insular
-  Explorer– extraverted & communicative
-  Evaluator– strategic & judgment-oriented

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9

## CUTRI: 9 Roles → Three Categories




Action


Conductor

Driver

Completer

HOW

-  Conductor– clarifies goals & organizes
-  Driver– motivates & maintains focus
-  Completer– painstaking & conscientious

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10

## CUTRI:

### 9 Roles → Three Categories


People

Unifier


Mediator

Ambassador


WHO




Unifier– builds relationships & eases tensions



Mediator– problem-solves & provides understanding



Ambassador– polished, communicative, externally-focused



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11

## CUTRI Breakouts by Category:

### WHAT IS IT LIKE TO BE YOUR TYPE?

- **15 min in rooms by Category** *\*Assign a timekeeper*
  - **Break into smaller groups and discuss:**
    - How has my strongest role preference(s) served me well in teams in the past? How have these preferences held me back in the past?
    - When am I in my comfort, panic, & learning zones in teams? What do those zones look & feel like for me?
    - What are my expectations, hopes and worries about the Learning Team experience during business school?
  - *Select 2-3 insights to share with your learning team when you return to the classroom*



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12

## Welcome back!

You've been sitting with your Learning Team members

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13

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You've been sitting with your Learning Team members

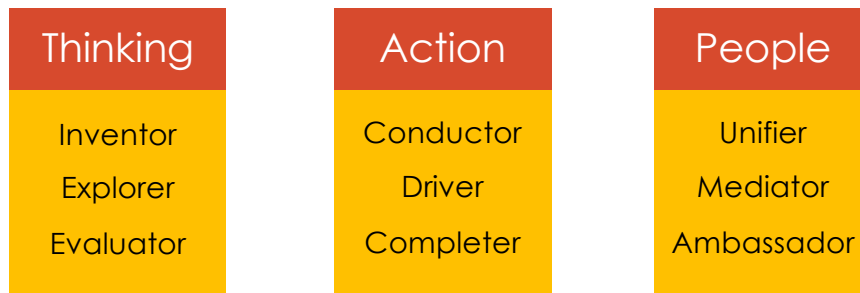
<b>E1</b> Angel Dapo Dunja James Keith Poonam	<b>E2</b> Alyssa Egal Irene Paul Sanket	<b>E3</b> Andre Ayo Elvira Serdar Taylor Yash	<b>E4</b> Adam Arish Mitchell Mumthaz Vivian Zack	<b>E5</b> Ben Daniela Drew Mukund Sara	<b>E6</b> Colleen Leo Michael Rahul Roberto Zina	<b>E7</b> Ahmed Andres Jay Jonathan Khadija Lydia	<b>E8</b> Edwige Kathleen Paul Stefan Victor Vikram
<b>M1</b> Aleyna Kanishk Nelson Rebecca Steve Suo	<b>M2</b> Adriano Alexandra Dane Georgina Housei Praveen	<b>M3</b> Candace Chris Jong Hyun Lawino Vedant	<b>M4</b> Adam Beatriz Krish Oliver Ruchia Sam	<b>M5</b> Fernando Jonal Krati Patrick Rafe	<b>M6</b> Audrey Ayesha Ernesto Matthew Shawn Travis	<b>M7</b> Abhishek Alexis Natalia Natalie Ryan Taiwo	<b>M8</b> Dimitri Eric Izabel Joyce Vic Wardeh

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14

### *In your Learning Teams:*

Introduce yourself, then share 1-2 insights:  
What should we know about working with you in order to  
have the best team experience & outcome?



15

## LT Jumpstart Activity– Marshmallow Design Challenge

16

## How can we play and iterate in our team?

Practice returning to the **learning zone**

“That’s interesting...”

Take **interpersonal risks**

“I’m not sure how this will turn out,  
but I’m going to try it out...”

**Get curious.** About yourself & others.

“What can I learn here?  
What can we learn?”



17

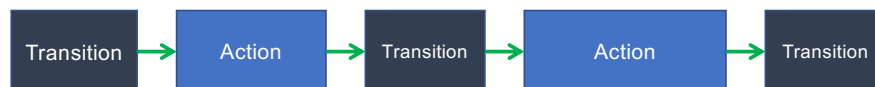
## Team Phases

### Action Phase

- Focused on actively completing team tasks
- “Doing the work”

### Transition Phase

- Focused on reflection, planning and evaluation
- “Planning the work”



18

## Principle of the Marshmallow–

*Create space to uncover the hidden assumptions*

*Less effective*



*More effective*



In your learning team, how might you uncover the 'marshmallows' (hidden assumptions)?

**During lunch**

## Learning Team Discussion: Jumpstart your team experience

With your Learning Team, please discuss:

- *Brief reflections from the morning session*
  - *Any new insights about yourself? about collaborating with your LT members?*
- *The team culture you aspire to*
- *CUTRI*
  - *Does your LT have a balance of roles represented?*
  - *Can anyone draw on secondary roles to fill any gaps?*
  - *What are your least preferred roles?*
- *Ideas about agreements / contracts → the what, the how, the who*
- *A plan for continuing the conversation and iterating over time*

21

## Closing thoughts

- The things that make you a great teammate at work may only somewhat resemble what your team needs in business school
  - *Context & goals matter*
- Check in on the what, the how, and the who regularly
  - *Be prepared for changes & iteration!*
- Make commitments with intentionality & thoughtfulness
  - *Be honest & honor your agreements*

22