

组队像取经，但这些错我们全犯过

取经队伍要是组队不当，走不到灵山；班级小组组队不当，也做不完任务。我们「取经四人组」一学期做了三次小组任务，踩过的坑比拿过的奖多。下面这五个坑最常见，每一个后面都跟着我们后来真正管用的改法。

坑一：按关系组队，不按本事组队。第一次组队，我们四个是因为天天一起打球才凑一起的，结果没人会做模型，展板上的模型是借隔壁组的。改法：组队前先列任务需要的三样本事，比如「会画」「会查资料」「会讲」，至少有一样有人顶得上，再谈关系好不好。关系好但三样全空的组，看着热闹，开工就散。

坑二：任务平均分，四个人各做四分之一。第二次做「植物观察小报」，我们一人画一棵、一人写一段、一人查一种、一人排版，听着公平，结果四样都做得半生不熟：画的人字丑，写字的人画歪，查资料的人查得深但没人看，排版的人把最好的内容挤到了角落。改法：按长处分工，一人只做一两件最擅长的事，宁可让画画好的人画三棵，也别让每个人各画一棵。

坑三：没有日期节点，只在最后一天碰头。第三次任务前两周几乎没人动手，最后一天晚上九点才在群里炸开：「你的部分呢？」第二天早上展板角落还是空的。改法：把大任务拆成带日期的小节点，每个节点只查一小块。比如「周一交三条资料要点」「周三中午模型粘完主体」。节点小，当天就能补，不至于最后一天集体熬夜。

坑四：矛盾只靠「算了算了」糊过去。有次两个人对「要不要加恐龙」吵不出结果，组长说了句「算了算了，不加了」，事情看似过去，做插图时一个人故意把恐龙画得特别小，藏在边框角落，另一个人看见了，又吵起来，这次连「算了」都不管用了。改法：矛盾回到任务本身解决。争「加不加恐龙」，就各画一小块比效果，或者去问评比表上哪一项分值高。当场定输赢不丢人，拖到下一环才丢人。

坑五：只有组长一个人出头。前两次比赛都是组长上台讲，组员站在旁边。第三次做完，老师让每个组员讲一段自己负责的部分，有个人憋了半天只说了句「我负责查资料」，脸通红。改法：完成任务后让每个人都出面讲一段，哪怕只介绍自己负责的那一小块。不出头的人会觉得自己的活白干了，下次活动就不参加了。

这五个坑有个共同点：组队时只想到了「人」，没想到「事」。先想清楚需要什么，人自然就配对了。取经路上八个难，难难不同；组队做任务，坑坑相似。下次组队前把这五条检查一遍，能少吵三回架，多拿一个奖。

Teaming Up Is Like Seeking Scriptures – but We Made All These Mistakes

If the scripture-seeking team had teamed up badly, it would never have reached Vulture's Peak; if a class group teams up badly, it won't finish the job either. Our 'Scripture-Seeking Team of Four' did three group projects in one semester, and we stepped in more pits than we won prizes. These five pits are the most common, and

each comes with the fix that actually worked for us.

Pit one: teaming up by friendship instead of by skill. The first time, we four got together because we played ball every day, and it turned out nobody could build a model – the model on our board was borrowed from the next group over. Fix: before teaming up, list the three skills the task needs, say 'can draw,' 'can research,' 'can present,' and make sure at least one is covered before talking about how well you get along. A group of good friends with all three skills empty looks lively and falls apart the moment work starts.

Pit two: splitting the task evenly, each person doing a quarter. For our 'plant observation poster,' one person drew a plant, one wrote a paragraph, one researched a species, one did the layout. It sounded fair, but all four parts came out half-baked: the drawer wrote ugly text, the writer drew crooked lines, the researcher went deep but nobody read it, and the layout person squeezed the best content into a corner. Fix: divide by strength, letting each person do only one or two things they are best at. Better to have the good artist draw three plants than each person draw one.

Pit three: no dated checkpoints, meeting only on the last day. For the third task, almost nobody moved for two weeks; at nine o'clock on the final night the group chat exploded: 'Where's your part?' The corner of the board was still empty the next morning. Fix: break the big task into small dated checkpoints, checking one small piece at a time – 'three research points due Monday,' 'model body glued by Wednesday noon.' Small checkpoints can be fixed the same day, so nobody pulls an all-nighter at the end.

Pit four: covering conflicts with 'forget it, never mind.' Once two teammates argued about whether to add a dinosaur, and the leader said 'forget it, don't add one.' It seemed settled, but when the illustrations were being made, one teammate deliberately drew the dinosaur tiny, hidden in the corner of the border. The other spotted it, and they fought again – this time even 'forget it' didn't work. Fix: resolve conflicts by returning to the task. Arguing about 'dinosaur or not'? Each draw a small piece and compare, or check which item on the judging sheet scores higher. Deciding on the spot costs no pride; dragging it to the next stage does.

Pit five: only the leader gets the spotlight. In the first two contests, the leader presented while teammates stood off to the side. After the third task, the teacher asked each teammate to say a few words about their part. One person stammered for half a minute and managed only 'I did the research,' face bright red. Fix: after finishing, let everyone speak about their own piece, even just a small one. People who never get the stage feel their work was wasted and skip the next activity.

All five pits share one thing: when teaming up, we thought only about the people, not about the task. Think through what the task needs first, and the people fall into

place. On the pilgrimage there were eighty-one trials, each different; in group projects, the pits repeat. Check these five before your next team-up, and you'll argue three fewer times and win one more prize.