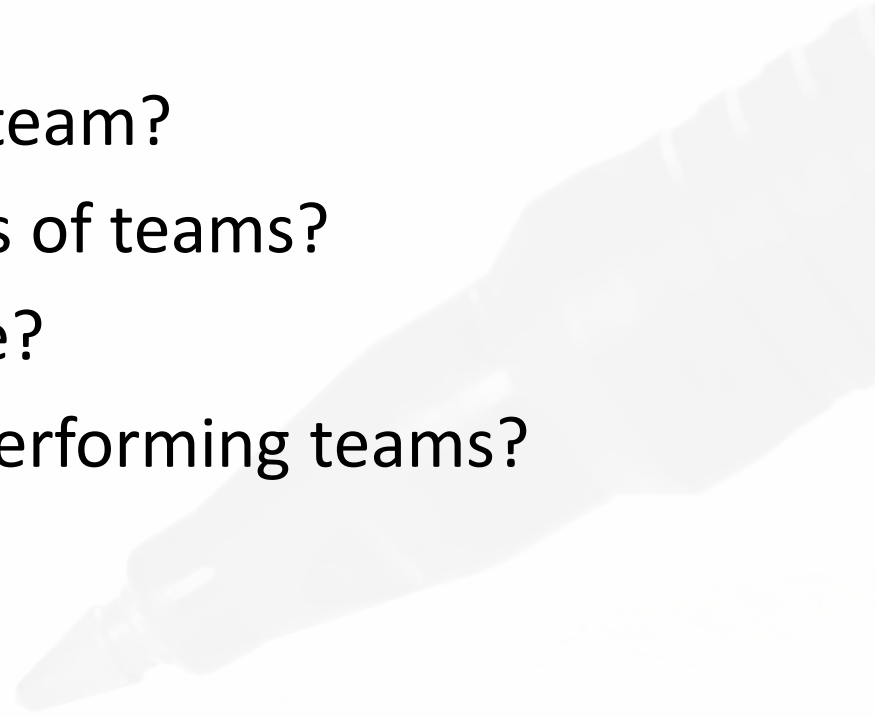


Teams



Agenda

- What is a group? What is a team?
- What are the different types of teams?
- What makes teams effective?
- How can we develop high-performing teams?





What is a group? What is a team?

What are groups and teams?

- **Group:** Two or more people who are connected by social ties
- **Work groups:** Type of group in which members interact primarily to share information and make decisions to help them perform within their area
- **Work teams:** Type of group that generates positive synergy through coordinated effort

What are groups and teams?

Work Groups



Share information

Neutral (sometimes negative)

Individual

Random and varied

Work Teams



Collective performance

Positive

Individual and mutual

Complementary

Goal

Synergy

Accountability

Skills

What is a team?

Strengths of Teams

- Can achieve more than an individual
- Adaptable
- Democratic
- Encourage employee involvement and collaboration

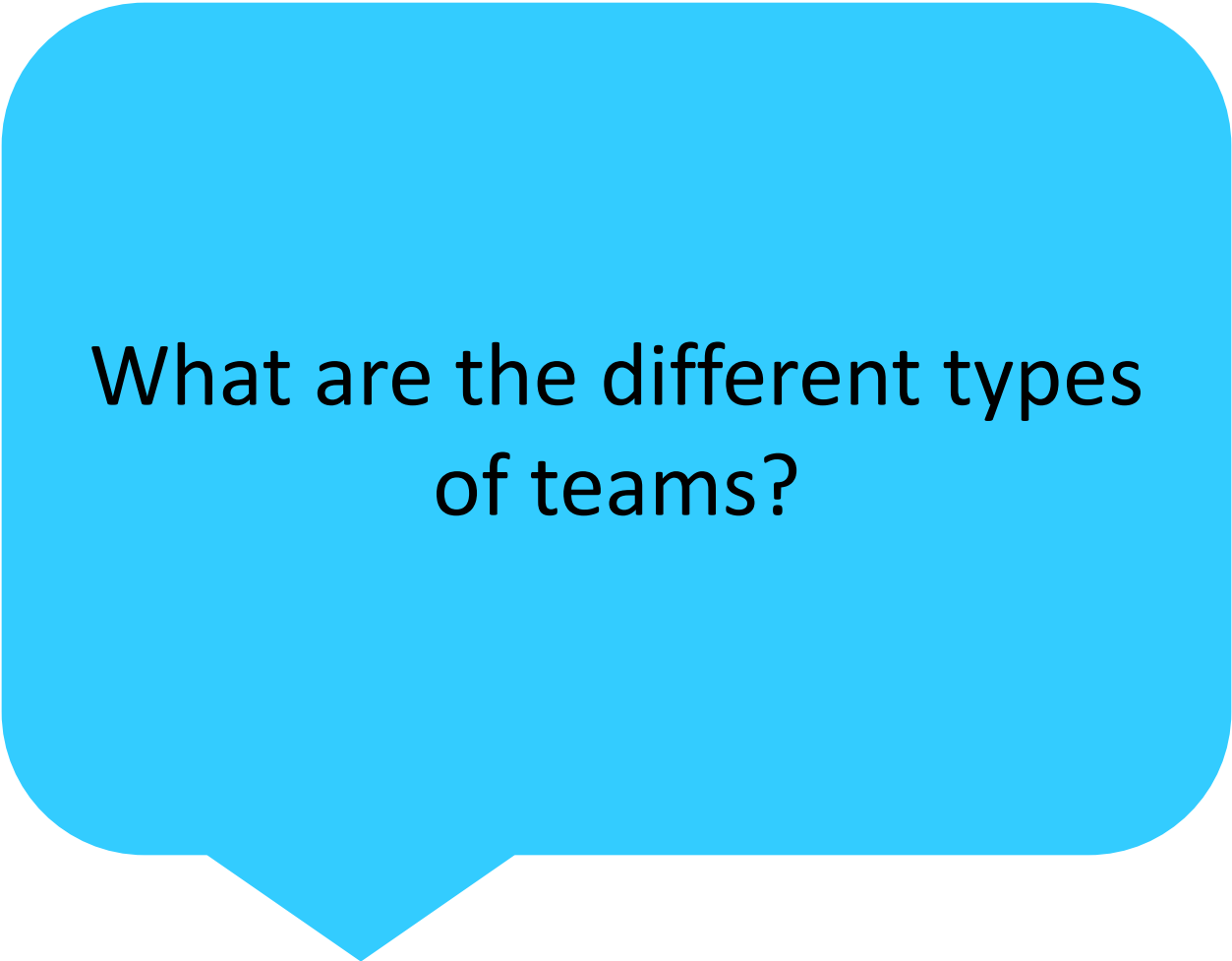
Weaknesses of Teams

- Require more time and resources than teams
- Increase communication demands
- Increase conflict

What is a team?

- To determine whether teams should be used, ask:
 - Is the work complex?
 - Does the work create a common set of goals that are larger than the aggregate of individuals' goals?
 - Are tasks interdependent?
 - Do the benefits of using teams exceed the costs?

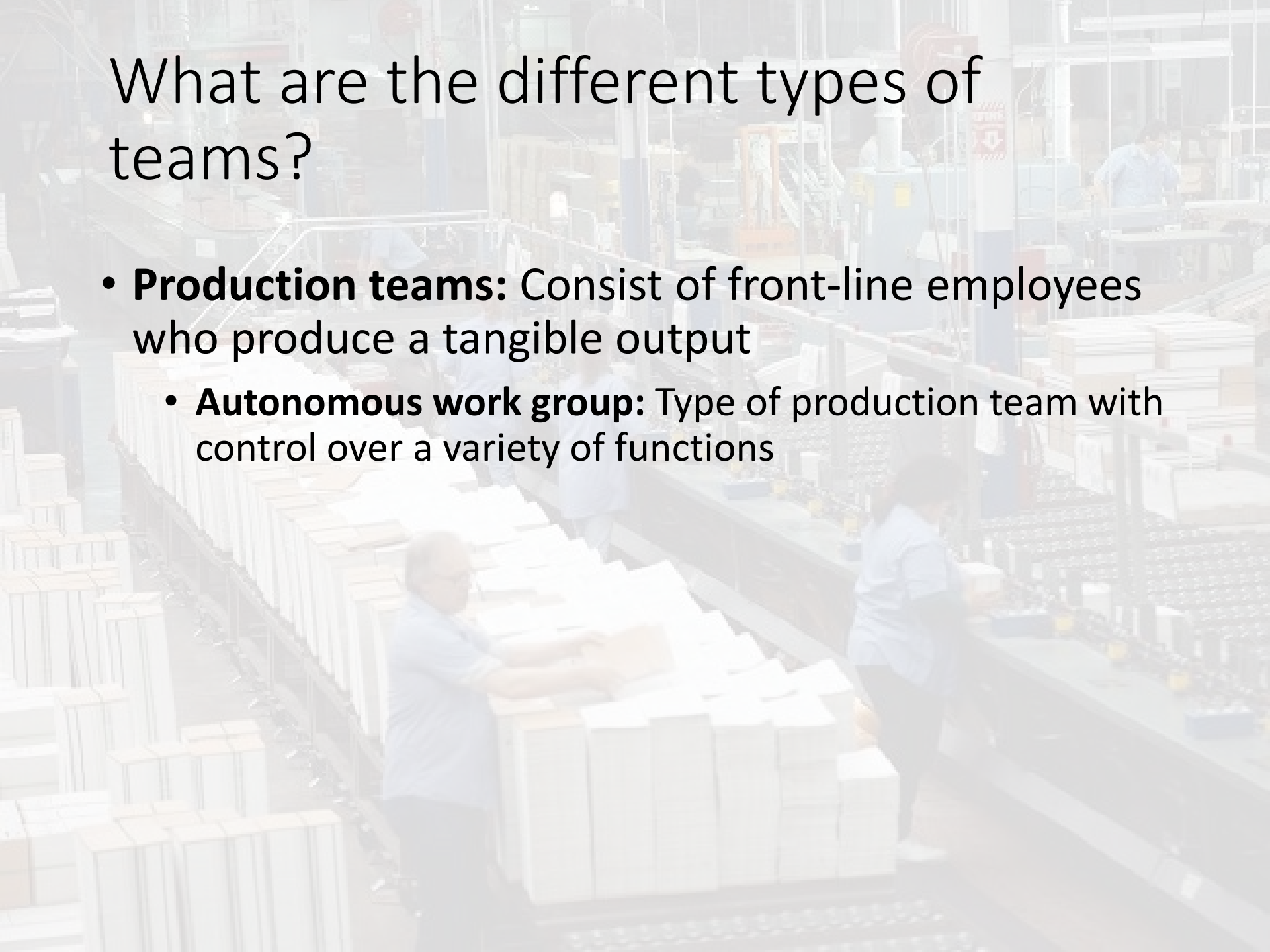




What are the different types
of teams?

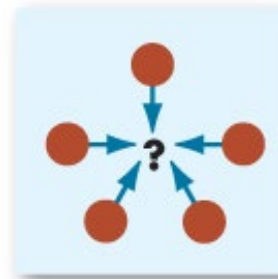
What are the different types of teams?

- **Production teams:** Consist of front-line employees who produce a tangible output
 - **Autonomous work group:** Type of production team with control over a variety of functions



What are the different types of teams?

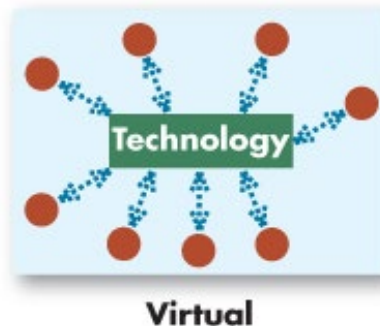
- **Problem-solving or project teams:** Groups of 5-12 employees from the same department who meet for a few hours each week to discuss a problem
 - Focused on improving quality, efficiency, and the work environment
 - Can make recommendations but do not have the authority to implement them



Problem-solving

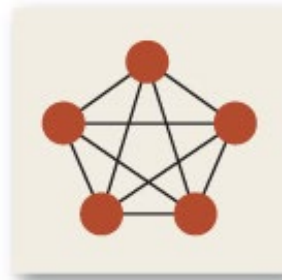
What are the different types of teams?

- **Virtual teams:** Teams that use computer technology to tie together physically dispersed members
 - Less social rapport and direct interaction
 - Have lower levels of job satisfaction
 - Must establish trust, monitor progress, and publicize efforts and results



What are the different types of teams?

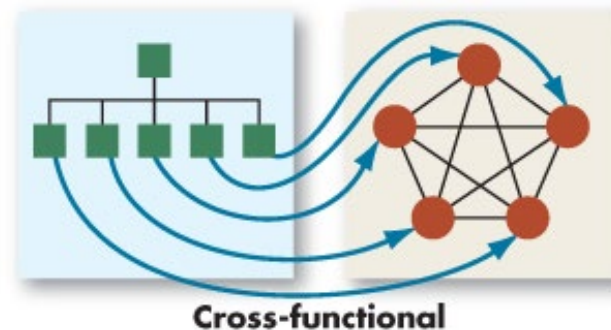
- **Self-managed work teams:** Groups of 10 to 15 people who perform highly interdependent jobs and take on the responsibilities of their supervisors
 - Reduced importance of supervisory positions
 - Have higher levels of job satisfaction
 - Typically do not manage conflicts well

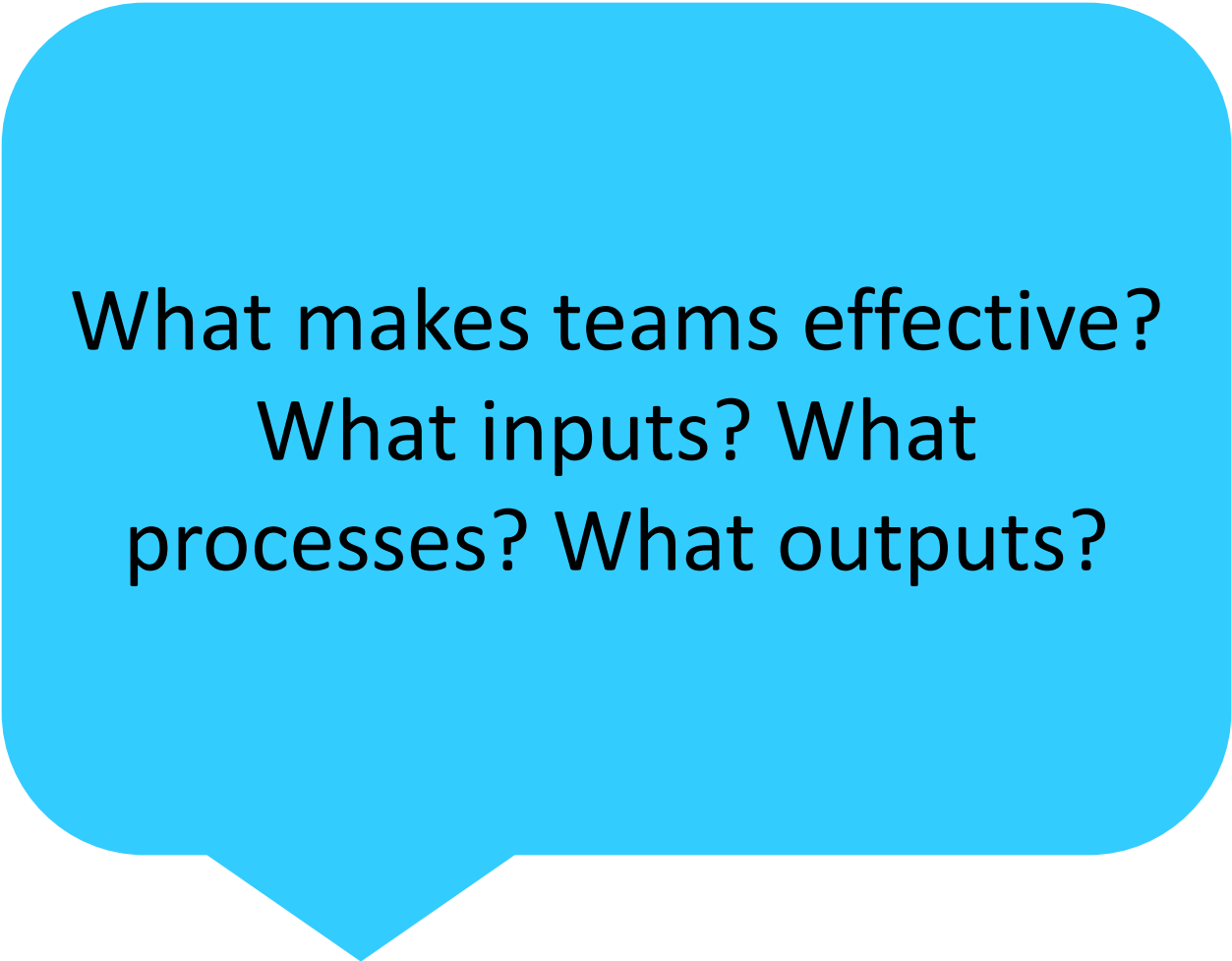


Self-managed

What are the different types of teams?

- **Cross-functional teams:** Employees from the same hierarchical level but different work areas who come together to accomplish a task
 - Develop new ideas and coordinate complex projects
 - Require additional time to develop





What makes teams effective?
What inputs? What
processes? What outputs?

What makes teams effective?

- **Input-process-output model:** Enables understanding of how teams perform and how to maximize performance

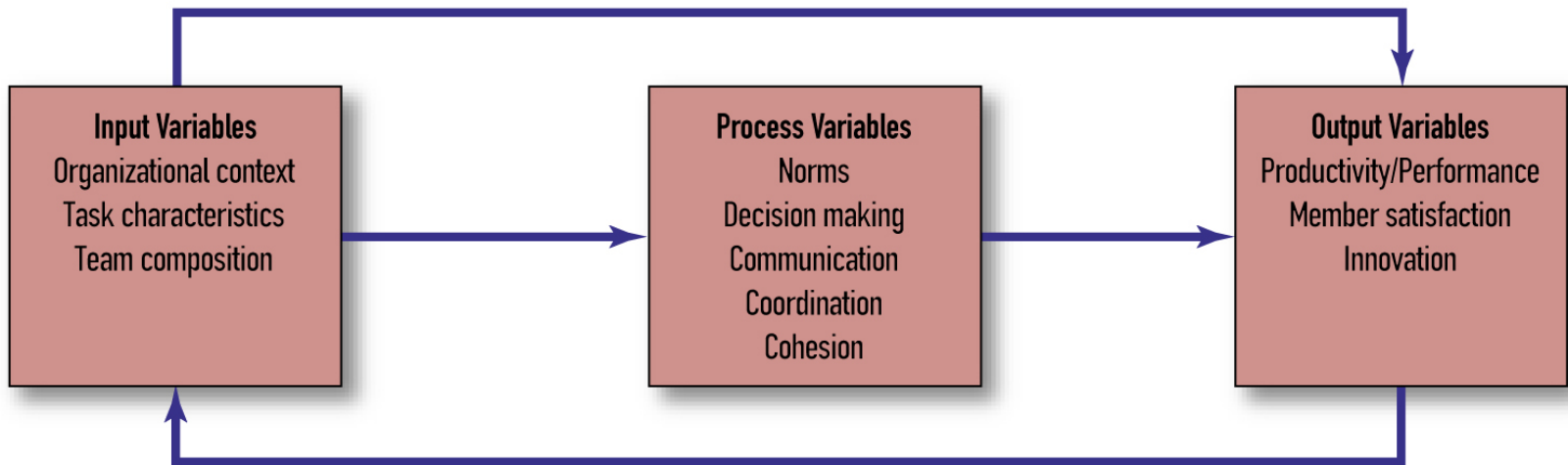


Figure 13.1 - The Input-Process-Output Model of Team Effectiveness (Adapted from Gladstein, 1984)

What inputs make teams effective?

- Organizational context
 - Adequate resources
 - Collaborative leadership and structure
 - Climate of trust
 - Performance evaluations and rewards that reflect team goals and team performance

What inputs make teams effective?

- Team composition
 - Consideration of members' preferences for working alone or in a team
 - Assignment of tasks based on members' KSAOs, personality, and goals



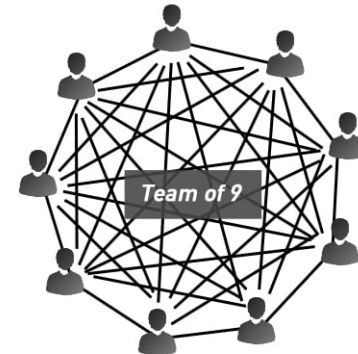
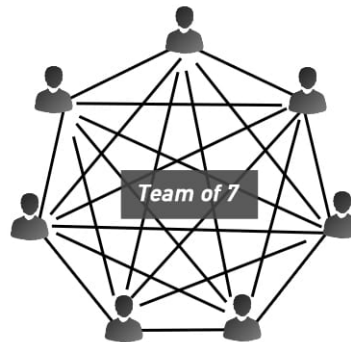
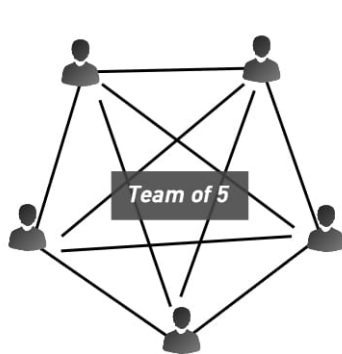
What inputs make teams effective?

- Team composition
 - Consideration of members' psychological diversity
 - Useful for tasks that require a variety of viewpoints
 - May create difficulties in learning to work with each other and solving problems



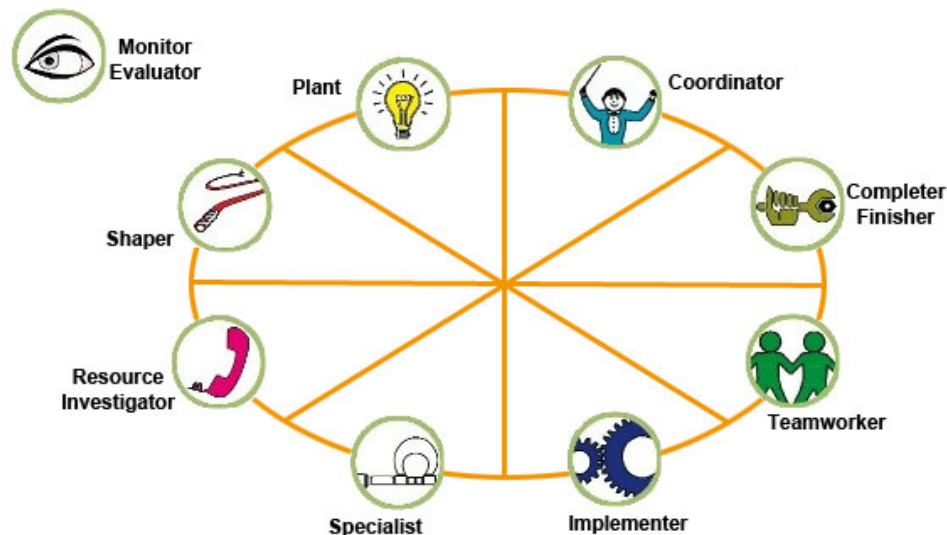
What inputs make teams effective?

- Team composition
 - Team size
 - Limit to 5-9 members when possible
 - Larger teams tend to have lower levels of communication between any two members, cohesion, and accountability and higher levels of social loafing



What inputs make teams effective?

- Team composition
 - Allocation of roles
 - Fill roles based on members' KSAOs and preferences
 - Assign central roles to more able, experienced, and conscientious workers



(Belbin, 1993)

What inputs make teams effective?

| <i>ROLES AND DESCRIPTIONS—TEAM-ROLE CONTRIBUTION</i> | <i>ALLOWABLE WEAKNESSES</i> |
|---|--|
| Plant: Creative, imaginative, unorthodox. Solves difficult problems. | Ignores details. Too preoccupied to communicate effectively. |
| Resource Investigator: Extravert, enthusiastic, communicative. Explores opportunities. Develops contacts. | Overoptimistic. Loses interest once initial enthusiasm has passed. |
| Coordinator: Mature, confident, a good chairperson. Clarifies goals, promotes decision making, delegates well. | Can be seen as manipulative. Delegates personal work. |
| Shaper: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. | Can provoke others. Hurts people's feelings. |
| Monitor evaluator: Sober, strategic, and discerning. Sees all options. Judges accurately. | Lacks drive and ability to inspire others. Overly critical. |
| Teamworker: Cooperative, mild, perceptive, diplomatic. Listens, builds, averts friction, calms the waters. | Indecisive in crunch situations. Can be easily influenced. |
| Implementer: Disciplined, reliable, conservative, efficient. Turns ideas into practical actions. | Somewhat inflexible. Slow to respond to new possibilities. |
| Completer: Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time. | Inclined to worry unduly. Reluctant to delegate. Can be a nit-picker. |
| Specialist: Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply. | Contributes on only a narrow front. Dwells on technicalities. Overlooks the "big picture." |

SOURCE: Adapted from Belbin, R. M. (1993). *Team roles at work*. London: Butterworth-Heinemann, p. 22. Copyright © 1993. Reprinted by permission of Belbin Associates, Cambridge, UK.

What processes make teams effective?

- Common purpose
- Specific goals
- **Shared mental model:** Organized way for members to think about the way the team will work
- Productive **norms:** Informal rules of a team
- Team identity



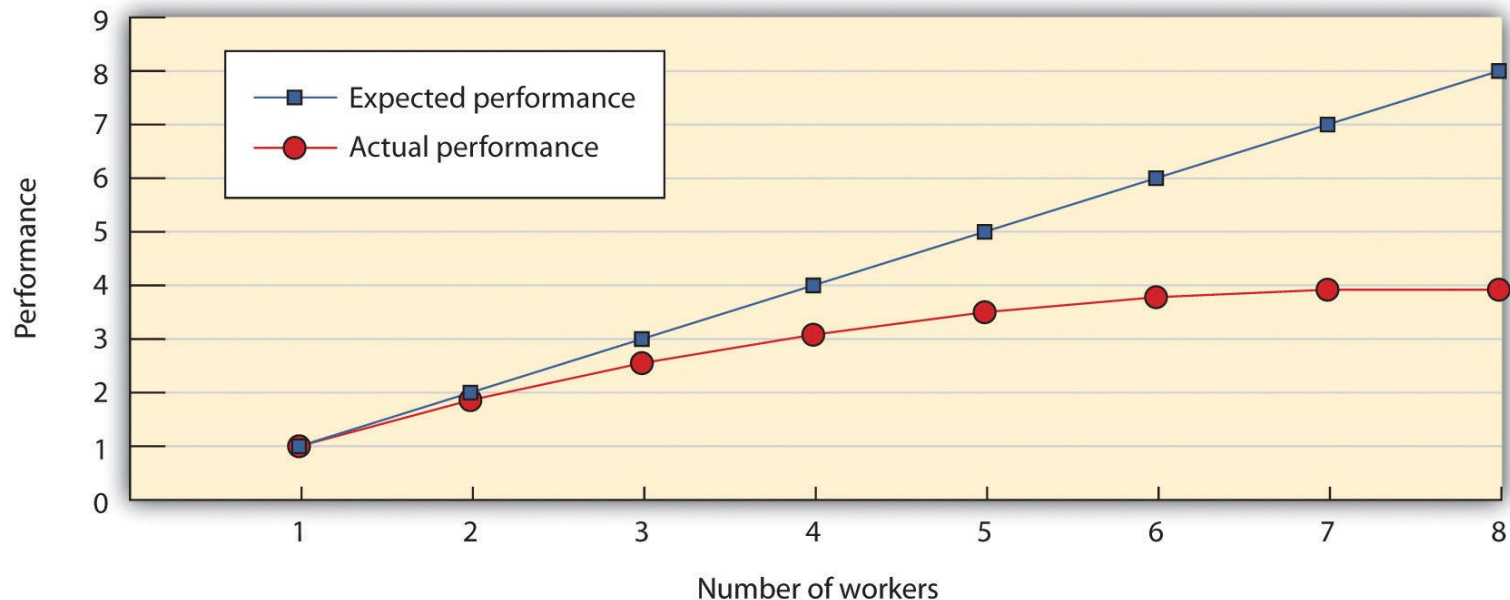
What processes make teams effective?

- Team efficacy
- High levels of **cohesion**: Degree of desire to remain as a member in the team
- Productive conflict levels
- Effective decision-making



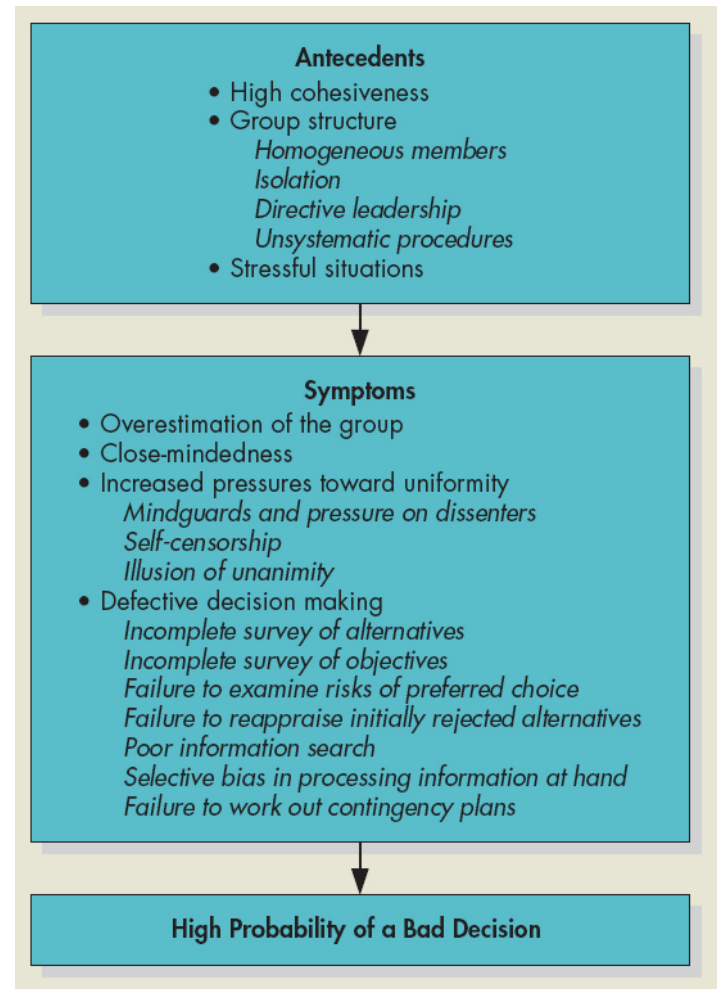
What processes make teams effective?

- Avoid **social loafing**: A group-produced reduction in individual output on tasks in which contributions are pooled



What processes make teams effective?

- Avoid **groupthink**: A group decision-making style characterized by an excessive tendency to seek *agreement* (but not *accuracy*) among group members



What outputs make teams effective?

- ☐ Overall team performance
- ☐ Team productivity
- ☐ Team innovation
- ☐ Manager's ratings
- ☐ Team members' satisfaction and well-being



How can we develop high-performing teams?

A group of people in a meeting, wearing blue lab coats, sitting around a table and looking at papers. The image is dimly lit, with the text overlaid on the left side.

How can
we
develop
high-
performing
teams?

- Rewards
 - Reward cooperation rather than competition
 - Continue recognizing individual contributions
- Recruitment and selection
 - Require interpersonal and technical skills

How can we develop high-performing teams?

TABLE 13.1 Dimensions of the Stevens and Campion (1999) Teamwork Test

I. Interpersonal KSAs

A. Conflict Resolution KSAs

1. The KSA to recognize and encourage desirable, but discourage undesirable team conflict.
2. The KSA to recognize the type and source of conflict confronting the team and implement an appropriate resolution strategy.
3. The KSA to implement an integrative (win-win) negotiation strategy, rather than the traditional distributive (win-lose) strategy.

B. Collaborative Problem-Solving KSAs

4. The KSA to identify situations requiring participative problem solving and to utilize the proper degree and type of participation.
5. The KSA to recognize the obstacles to collaborative group problem solving and implement proper corrective actions.

C. Communication KSAs

6. The KSA to understand communication networks, and to utilize decentralized networks to enhance communication where possible.
7. The KSA to communicate openly and supportively; that is, to send messages that are
 - a. behavior- or event-oriented.
 - b. congruent.
 - c. validating.
 - d. conjunctive, and
 - e. owned.
8. The KSA to listen nonevaluatively and to appropriately use active listening techniques.
9. The KSA to maximize the consonance between nonverbal and verbal messages and to recognize and interpret the nonverbal messages of others.
10. The KSA to engage in small talk and ritual greetings as a recognition of their importance.

II. Self-Management KSAs

D. Goal-Setting and Performance Management KSAs

11. The KSA to establish specific, challenging, and accepted team goals.
12. The KSA to monitor, evaluate, and provide feedback on both overall team performance and individual team-member performance.

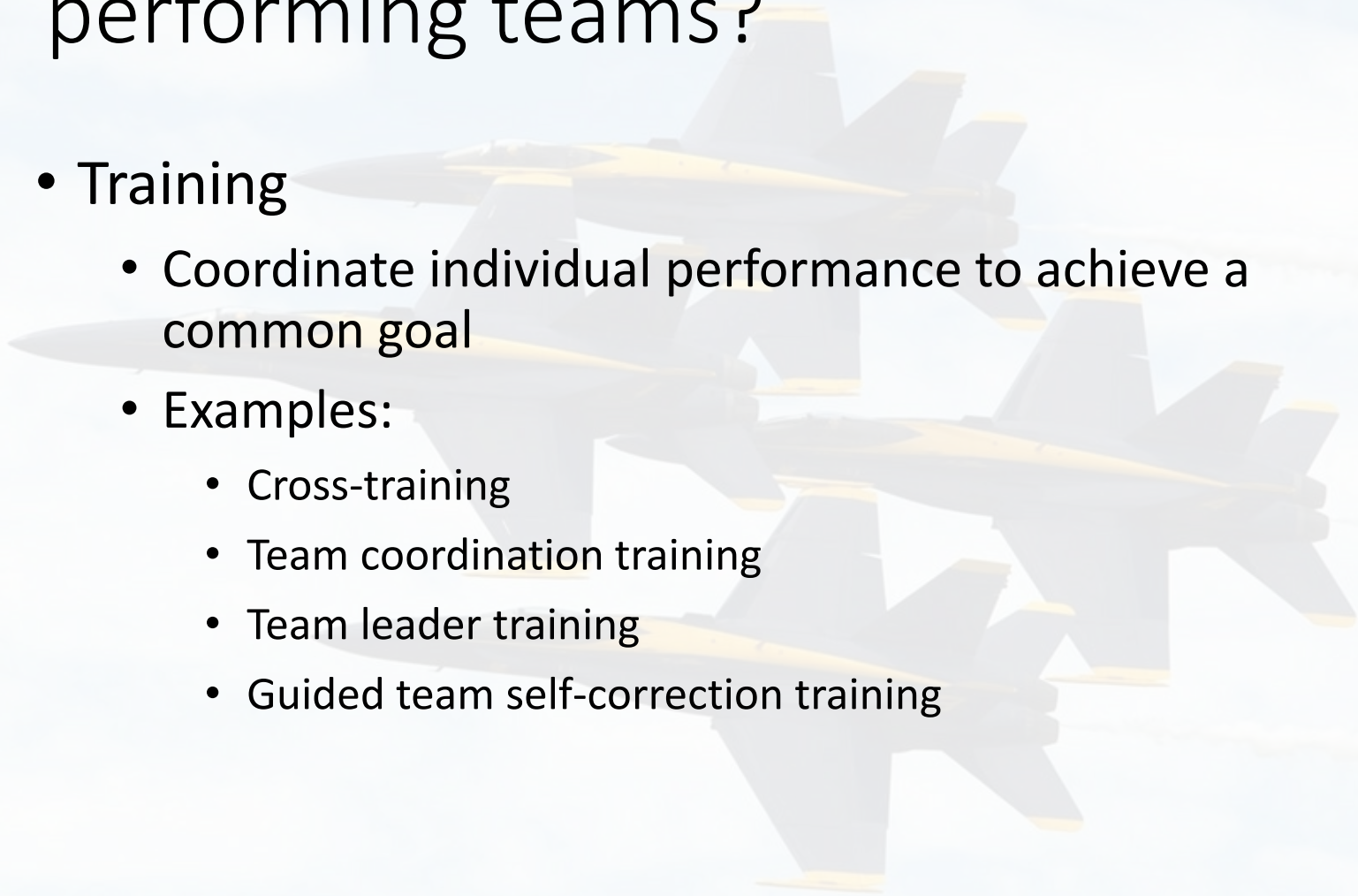
E. Planning and Task Coordination KSAs

13. The KSA to coordinate and synchronize activities, information, and tasks among team members.
14. The KSA to help establish task and role assignments for individual team members and ensure proper balancing of workload.

SOURCE: Stevens & Campion (1999).

How can we develop high-performing teams?

- Training
 - Coordinate individual performance to achieve a common goal
 - Examples:
 - Cross-training
 - Team coordination training
 - Team leader training
 - Guided team self-correction training



How can we develop high-performing teams?

| <i>STAGE</i> | <i>MAJOR PROCESSES</i> | <i>CHARACTERISTICS</i> |
|-----------------------------|---|---|
| 1. Orientation (forming) | Members becoming familiar with one another and the group; dependency and inclusion issues; acceptance of leader and group consensus | Tentative, polite communications; concern over ambiguity, group's goals; active leader; compliant members |
| 2. Conflict (storming) | Disagreement over procedures; expression of dissatisfaction; tension among members; antagonism toward leader | Criticism of ideas; poor attendance; hostility; polarization and coalition formation |
| 3. Structure (norming) | Growth of cohesiveness and unity; establishment of roles, standards, and relationships; increased trust, communication | Agreement on procedures; reduction in role ambiguity |
| 4. Work (performing) | Goal achievement; high task orientation; emphasis on performance and production | Decision making; problem solving; mutual cooperation |
| 5. Dissolution (adjourning) | Termination of roles; completion of tasks; reduction of dependency | Disintegration and withdrawal; increased independence and emotionality; regret |

SOURCE: Forsyth, D. R. (2006). *Group dynamics* (4th ed.). © 2006. Wadsworth, a part of Cengage Learning, Inc. Reproduced by permission. www.cengage.com/permissions.