Title: Teams and Teamwork
Speaker: Nathan Neale
Chapter 14
Teams and Teamwork
Chapter 14

- Why is it important to understand teams and teamwork?
- What are the building blocks of successful teamwork?
- How can managers create and lead high-performance teams?
Teams and Teamwork

- Teams offer synergy and other benefits to organizations and their members
- Teams often suffer from common performance problems
- Organizations are networks of formal teams and informal groups
Teams and Teamwork

• Organizations use committees, task forces, and cross functional teams
• Virtual teams are increasingly common in organizations
• Self-managing teams are a form of job enrichment for groups
Teamwork Benefits

• Team
  – collection of people with complementary skills who work together to accomplish shared goals while holding each other mutually accountable for performance results
Teamwork Benefits

- Synergy
  - The creation of a whole that exceeds the sum of its parts
Teamwork Problems

• Social loafing
  – The tendency of some people to avoid responsibility by free-riding in groups
  – To prevent social loafing
    • Keep groups small
    • Make task assignments interesting
Teamwork Problems

• More teamwork performance problems
  – Personality conflicts
  – Differences in work styles
  – Competing goal and visions
  – Overly ambitious agendas
  – Poorly defined problems
  – Conflicts with other work deadlines or personal priorities
  – Bad experiences with teams in the past
TEAMS AND TEAMWORK

Formal and Informal

• Formal teams
  – Officially recognized and supported by the organization
    • Department
    • Work units
    • Teams
    • Divisions
TEAMS AND TEAMWORK

Formal and Informal

• Informal groups
  – Grow spontaneously from co-worker relationships
    • Interest groups
    • Friendship groups
    • Support groups
## TEAMS AND TEAMWORK

### Types of Teams

<table>
<thead>
<tr>
<th>Committee</th>
<th>Project teams or task forces</th>
<th>Cross-functional team</th>
<th>Employee-involvement team</th>
<th>Quality circle</th>
</tr>
</thead>
<tbody>
<tr>
<td>- brings together people outside of their daily job assignments to work in a small team for a specific purpose; the task agenda is specific and ongoing</td>
<td>- bring together people from various parts of the organization to work on common problems</td>
<td>- has members from different functional units</td>
<td>- has members who meet on a regular basis to apply their expertise to continuous improvement</td>
<td>- is a group of workers that meets regularly to discuss and plan specific ways to improve work quality</td>
</tr>
</tbody>
</table>
TEAMS AND TEAMWORK

Types of Teams

• Virtual teams
  – Use technology to work together from different locations
Types of Teams

• Self-managing teams
  – Have authority to make decisions about how they share and complete work
14.2

Successful Teamwork

• Teams need the right members and inputs to be effective
• Teams need the right processes to be effective
• Teams move through different stages of development
Successful Teamwork

• Team performance is affected by norms and cohesiveness
• Team performance is affected by task and maintenance roles
• Team performance is affected by communication networks
Effective Teams

• Effective teams have three output goals
  – Task performance
  – Member satisfaction
  – Team viability
SUCCESSFUL TEAMWORK

Effective Teams

Inputs

Organizational setting
- Resources
- Technology
- Structures
- Rewards
- Information

Nature of task
- Clarity
- Complexity

Team size
- Number of members
- Even-odd number

Membership characteristics
- Abilities
- Values
- Personalities
- Diversity

Throughputs

Group process
The way members interact and work together to transform inputs into outputs
- Communication
- Decision making
- Norms
- Cohesion
- Conflict

Outputs

Team effectiveness
Accomplishment of desired outcomes
- Task performance
- Member satisfaction
- Team viability

Feedback
SUCCESSFUL TEAMWORK

Effective Teams

• Membership composition
  – Mix of abilities, skills, backgrounds and experiences of the members

• Diverse teams
  – Generally more effective
SUCCESSFUL TEAMWORK

Effective Teams

• Inputs that affect team performance
  – Team size
  – Nature of the task
  – Organizational setting

• Team process
  – The way members work together
SUCCESSFUL TEAMWORK

Team Development

- Stages of team development

**Forming**
- team development, one of initial task orientation and interpersonal testing.

**Storming**
- conflict over tasks and working as a team

**Norming**
- coordination of task and operating agendas

**Performing**
- Effective teamwork and focused task performance.

**Adjourning**
- Completion of task, team may disband
SUCCESSFUL TEAMWORK

Performance

- Performance is affected by norms and cohesiveness
  - Norms
    - Expected behaviors
  - Cohesiveness
    - How committed team members are
SUCCESSFUL TEAMWORK

Performance

- **High Cohesiveness**
  - Low performance
  - Strong commitments to negative norms
- **Low Cohesiveness**
  - Low-to-moderate performance
  - Weak commitments to negative norms

- **High Performance Norms**
  - High performance
  - Strong commitments to positive norms
- **Negative Performance Norms**
  - Moderate performance
  - Weak commitments to positive norms
SUCCESSFUL TEAMWORK

Roles

• Team performance is affected by task and maintenance roles
  – Task activities contribute directly to the team’s purpose
  – Maintenance activities support the emotional aspects of the team as a social system
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Roles

• Distributed leadership
  – All members are responsible for recognizing when task or maintenance activities are necessary

• Disruptive behaviors cause problems
  – Excessive joking
  – Aggressiveness
  – Non-participation
SUCCESSFUL TEAMWORK

Communication

• Team performance is affected by use of communication networks
  – Decentralized
    • All members communicate directly
  – Centralized
    • Requires members to communicate through a central hub or center point
  – Restricted
    • Subgroups fail to communicate well, become antagonistic and restrict communication
SUCCESSFUL TEAMWORK

Communication

<table>
<thead>
<tr>
<th>PATTERN</th>
<th>DIAGRAM</th>
<th>CHARACTERISTICS</th>
</tr>
</thead>
</table>
| Interacting Team | ![Diagram](image1.png) | High interdependency around a common task  
Best at complex tasks |
| Coacting Team    | ![Diagram](image2.png) | Independent individual efforts on behalf of common task  
Best at simple tasks |
| Counteracting Team | ![Diagram](image3.png) | Subgroups in disagreement with one another  
Slow task accomplishment |
High Performance Teams

- Team building helps team members learn to better work together
- Team performance is affected by use of decision-making methods
- Team performance suffers when groupthink leads to bad decisions
- Team performance benefits from good conflict management
Team building

- Involves activities to gather and analyze data on a team and make changes to increase its effectiveness
Team Decisions

- Decision making
  - The process of making choices among alternative courses of action

- Consensus
  - After thorough discussion most team members favor one decision and other members agree to support the decision
HIGH PERFORMANCE TEAMS

Team Decisions

• Group think
  – Tendency of members of highly cohesive teams to lose their critical evaluative capabilities and make poor decisions
Conflict

- Conflict
  - Disagreement over issues of a substance and/or an emotional antagonism

- Substantive conflict
  - Disagreements over goals, resources, rewards, policies, procedures, and job assignments

- Emotional Conflict
  - Results from feelings of anger, distrust, dislike, fear, and resentment as well as from personality clashes
HIGH PERFORMANCE TEAMS

Conflict

• Five ways to deal with conflict
HIGH PERFORMANCE TEAMS

Conflict

• Conflict resolution
  – Removing the substantive or emotional reasons for a conflict

• Collaboration
  – Involves working through conflict differences and solving problems so everyone wins