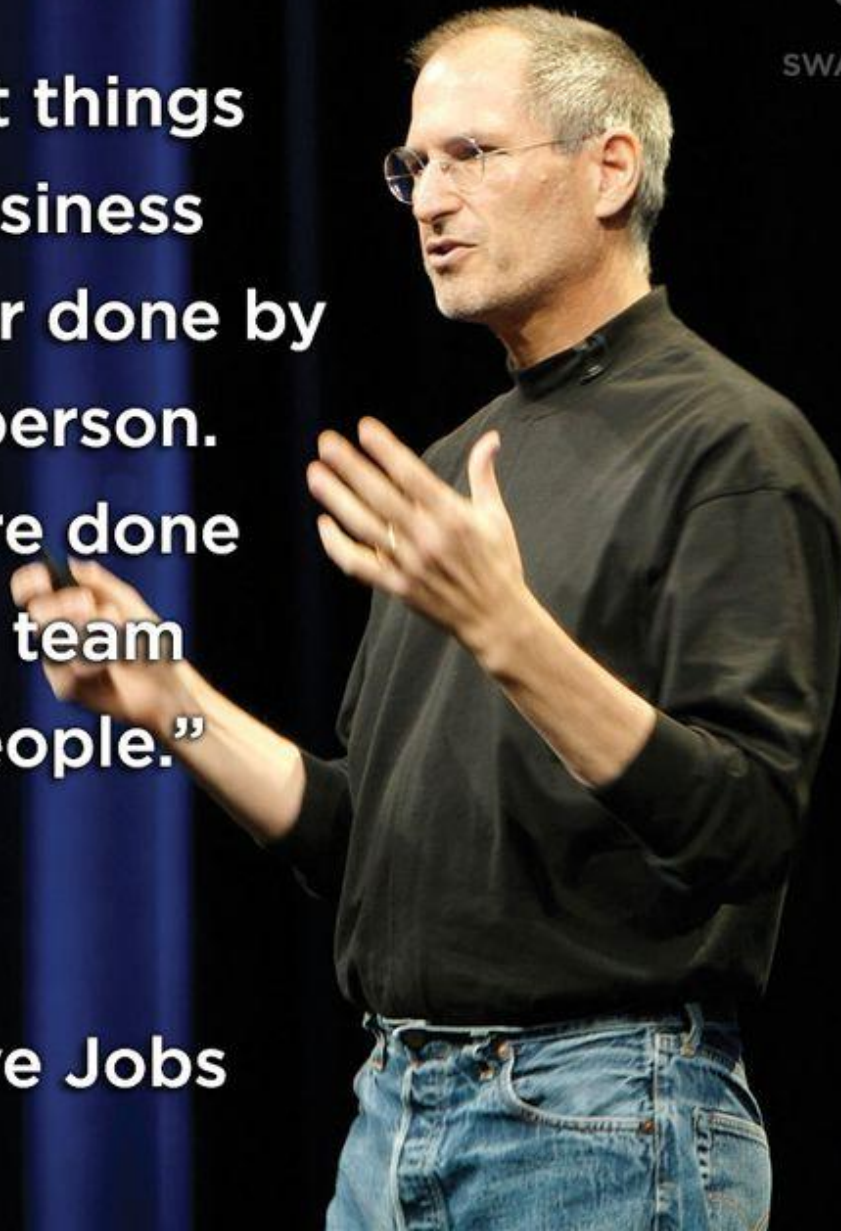


Managing teams

**“Great things
in business
are never done by
one person.
They’re done
by a team
of people.”**

- Steve Jobs



"Teamwork makes the dream work."
- John C. Maxwell



Learning Outcomes

After studying this chapter, you will be able to:

- Compare groups and teams.
- Describe the four most common types of teams.
- List the characteristics of effective teams.
- What are the stages of team development?
- How can planning, organising, leading and controlling be applied to team-management?
- What are the characteristics of an effective team?

What are Teams?

- Groups of two or more people
- Exist to fulfill a purpose
- Interdependent - interact and influence each other
- Mutually accountable for achieving common goals
- Perceive themselves as a social entity



Work Group vs. Work Team

Work Group - A group who interacts primarily to share information and to make decisions to help one another perform within each member's area of responsibility

Work Team - Generates positive synergy through coordinated effort; Individual efforts result in a level of performance that is greater than the sum of those individual inputs

Comparing Work Groups and Work Teams

Work groups



Work teams



Share information

Neutral (sometimes negative)

Individual

Random and varied

← Goal →

← Synergy →

← Accountability →

← Skills →

Collective performance

Positive

Individual and mutual

Complementary

Groups versus Teams

Work Teams

- Leadership role is shared
- Accountable to self and team
- Team creates specific purpose
- Work is done collectively
- Meetings characterized by open-ended discussion and collaborative problem-solving
- Performance is measured directly by evaluating collective work output
- Work is decided upon and done together

Work Groups

- One leader clearly in charge
- Accountable only to self
- Purpose is same as broader organizational purpose
- Work is done individually
- Meetings characterized by efficiency; no collaboration or open-ended discussion
- Performance is measured indirectly according to its influence on others
- Work is decided upon by group leader and delegated to individual group members

Source: J. R. Katzenbach and D. K. Smith, "The Wisdom of Teams," *Harvard Business Review*, July–August 2005, p. 161.

Groups versus Teams

Work Group

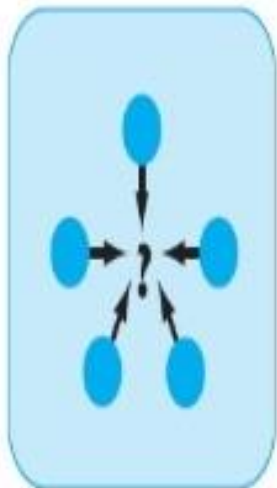
- Strong, clearly focused leader
- Individual accountability
- The group's purpose is the same as the broader organizational mission
- Individual work products
- Runs efficient meetings
- Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)
- Discusses, decides, and delegates together

Team

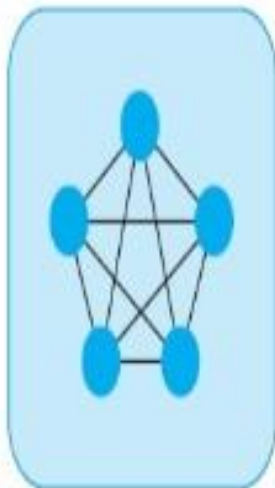
- Shared leadership roles
- Individual and mutual accountability
- Specific team purpose that the team itself delivers
- Collective work products
- Encourages open-ended discussion and active problem-solving meetings
- Measures performance directly by assessing collective work products
- Discusses, decides, and does real work

Source: Robbins, SP & Coulter, M 2016, *Management*, 13th edn, Pearson, Harlow, Essex.

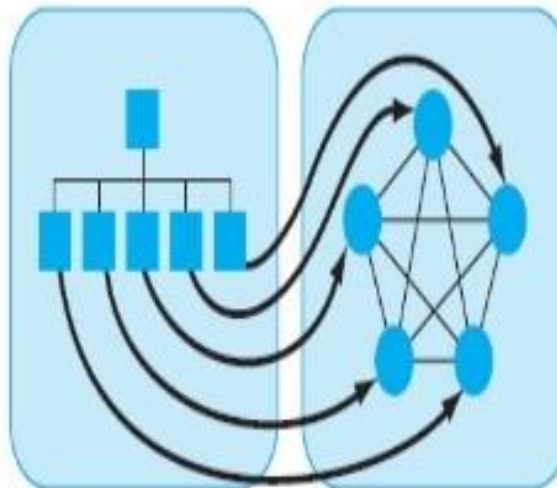
Four Types of Teams



Problem-solving



Self-managed



Cross-functional



Virtual

Four Types of Teams

Problem-Solving Teams

Employees from the same department and functional area who are involved in efforts to improve work activities or to solve specific problems.

Self-Managed Work Teams

A formal group of employees who operate without a manager and responsible for a complete work process or segment.

Cross-Functional Teams

A hybrid grouping of individuals who are experts in various specialties and who work together on various tasks.

Virtual Teams

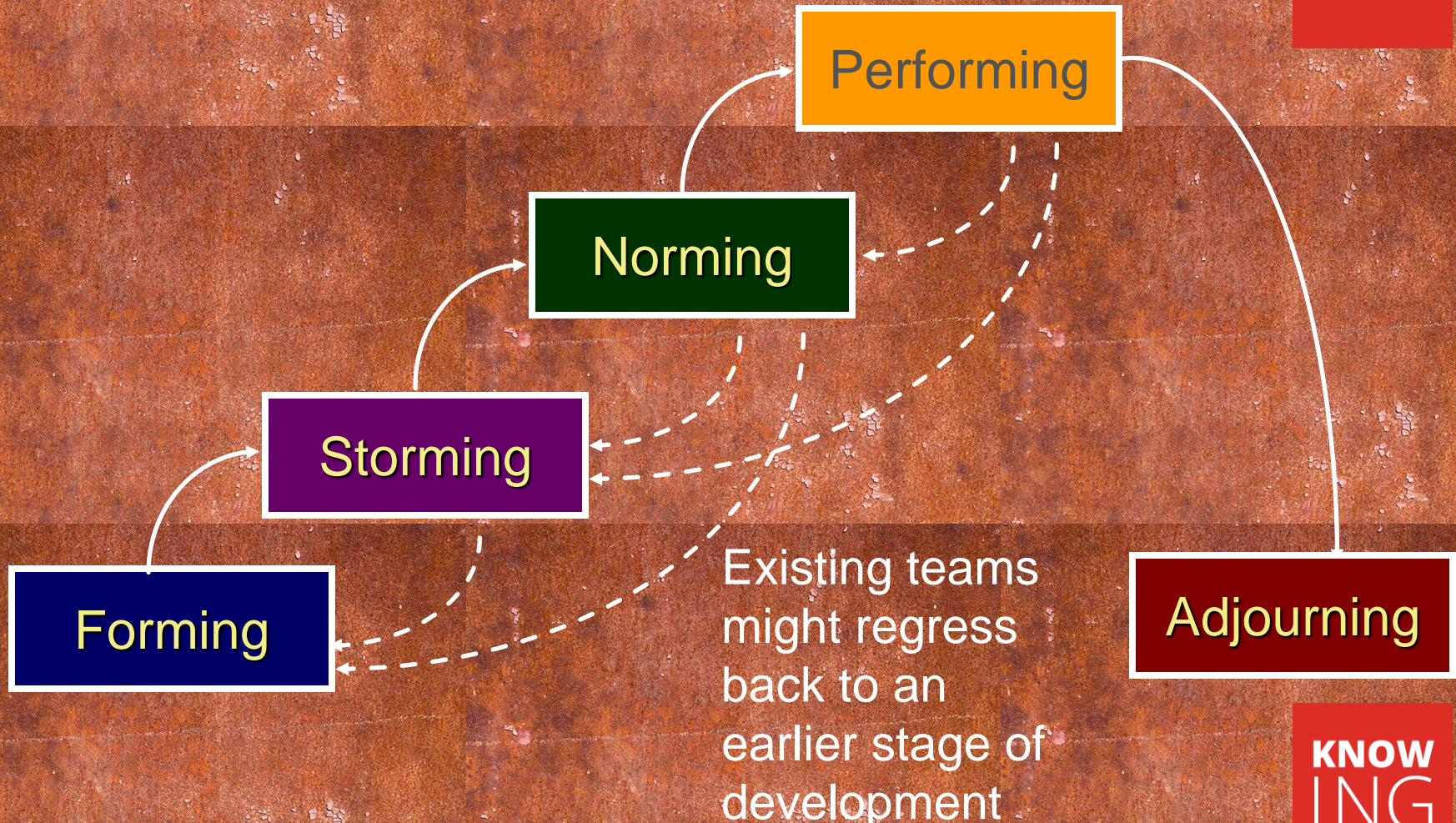
Teams that use computer technology to link physically dispersed members in order to achieve a common goal.

Why Rely on Teams

Compared with individuals working alone, teams tend to:

- Make better decisions
- Make better products and services due to more knowledge and expertise
- Increase employee engagement

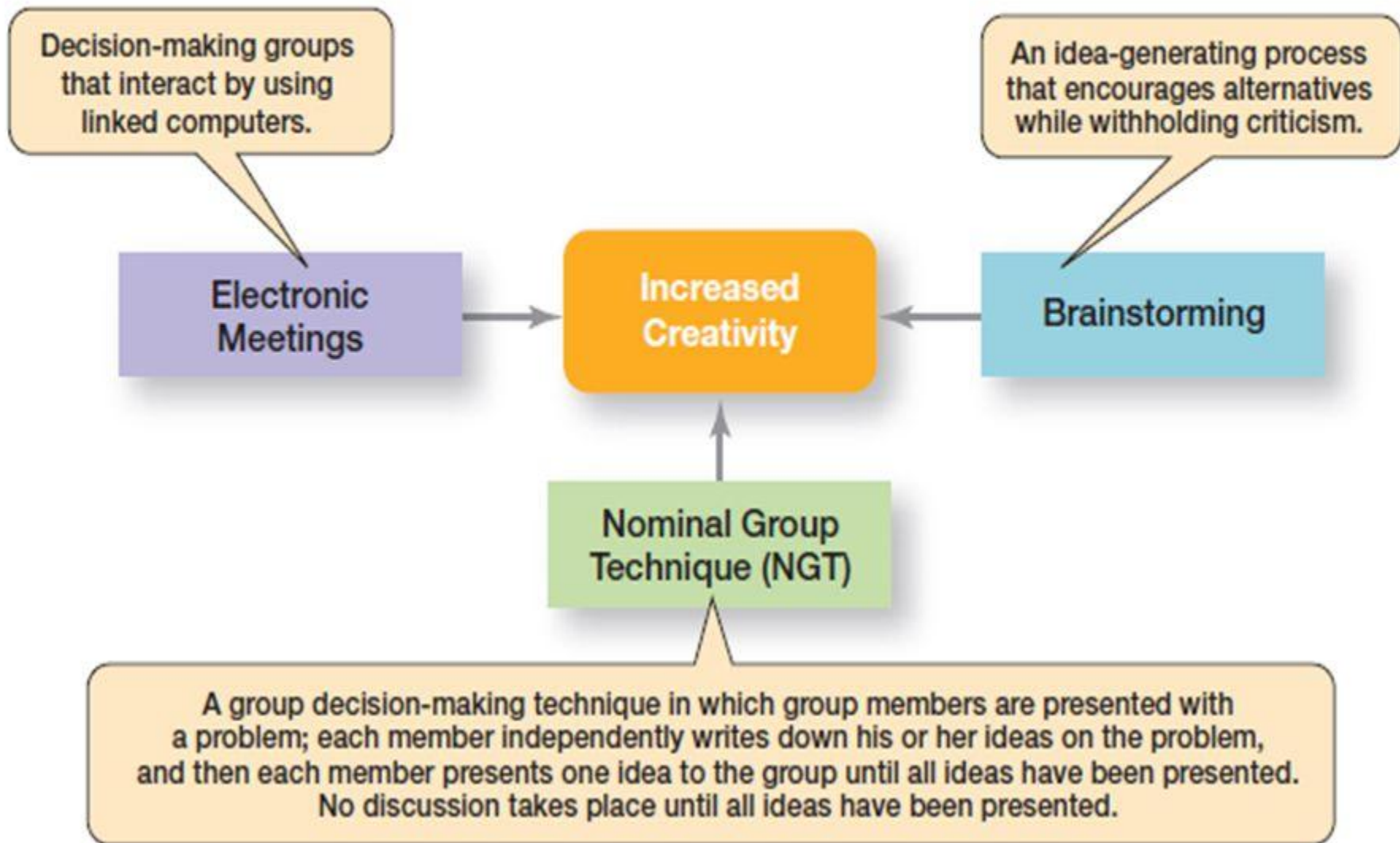
Tuckman's Stages of Group Development



Team management - Planning

- Effective team plans
SMART (Specific, Measurable, Achievable, Relevant and Time-bound)
- Developing plans for teams requires group decision making
- Group plans are developed through meetings.
- Formal meetings include:
An agenda, a leader called a Chair and a note taker (sometimes called a Secretary) who records the meeting and writes the minutes (Thill and Bovée 2013)

Creative Group Decision Making



Team Composition

1. Motivation

- To perform task
- To work cooperatively the team

2. Competencies

- Skills and knowledge to perform the task
- Ability to work effectively with each other

3. Homogeneous or heterogeneous, depending on task requirements

Homogeneous vs. Heterogeneous Teams

Homogeneous Teams

Less conflict

Faster team
development

Performs better on
cooperative tasks

Better coordination

High satisfaction of
team members

Heterogeneous Teams

More conflict

Longer team
development

Performs better on
complex problems

More creative

Better representation
outside the team

Team Characteristics

Norms: Informal rules and expectations team establishes to regulate member behaviors

Norms develop through:

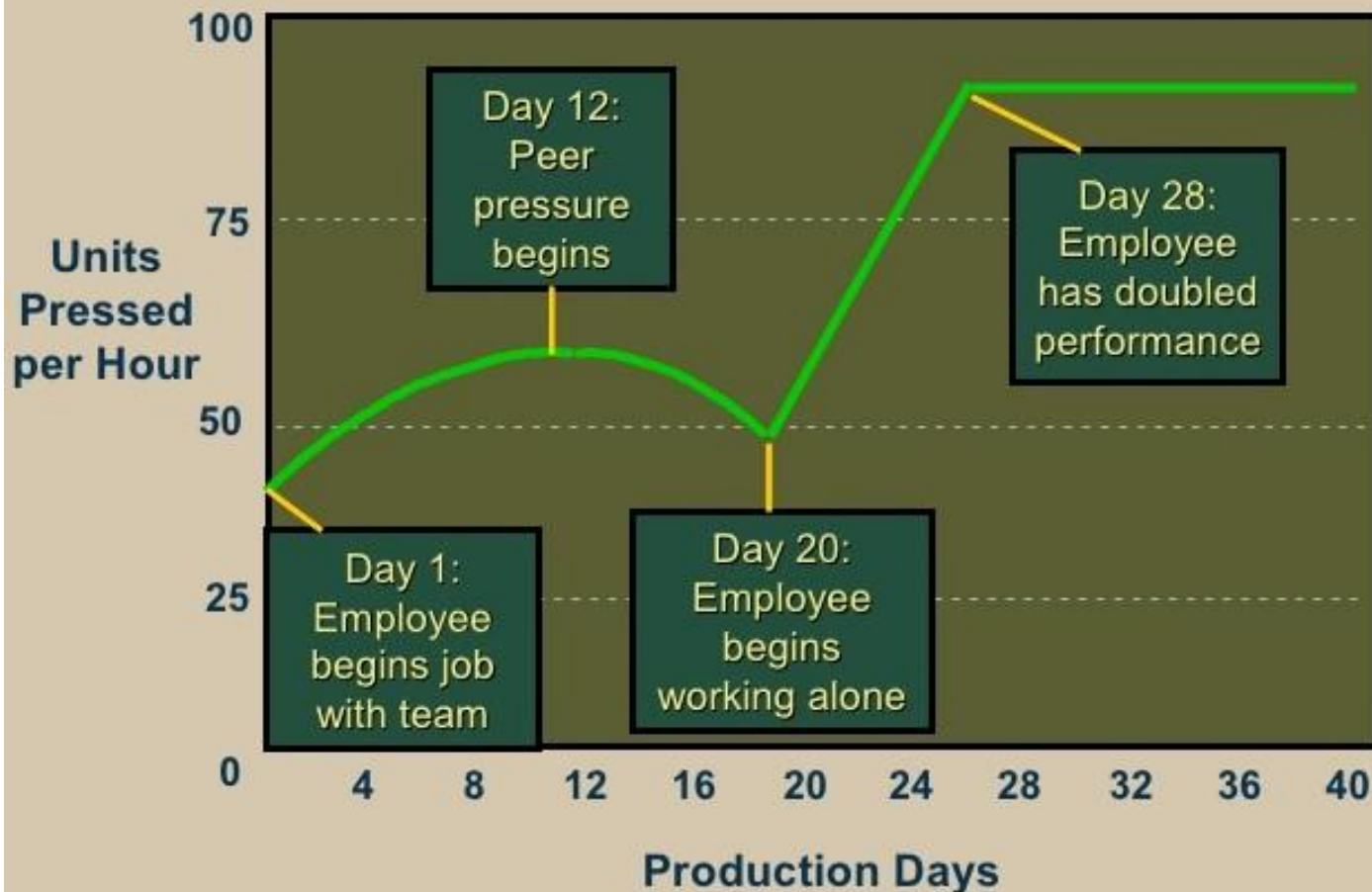
- Initial team experiences
- Critical events in team's history
- Experience/values members bring to the team

Conformity: Pressures to change one's opinions or behaviour to fit in with the group

Role: set of behaviors people are expected to perform in certain positions

- Formally assigned or informally acquired based on personality preferences

Conformity to Team Norms



Team Roles

TABLE 13.2 Examples of role behaviours

TASK-RELATED ROLES	MAINTENANCE-RELATED ROLES	SELF-ORIENTED ROLES
Initiator	Harmoniser	Blocker
Information seeker	Compromiser	Dominator
Opinion giver	Gatekeeper	Withdrawer
Elaborator	Encourager	Recognition seeker
Coordinator	Follower	




Source: Adapted from E. Schein, *Process Consultation: Its Role in Organization Development*, Vol. 1, 2nd edn (Menlo Park, CA: Addison-Wesley, 1988). Electronically reproduced with permission from Pearson Education, Inc., Upper Saddle River, New Jersey, © 1988.

THE 9 BELBIN TEAM ROLES




Team Role Contribution

Allowable Weakness




Thinking

Plant	PL		<i>Creative, imaginative, free-thinking. Generates ideas & solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
Monitor Evaluator	ME		<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
Specialist	SP		<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>

Action

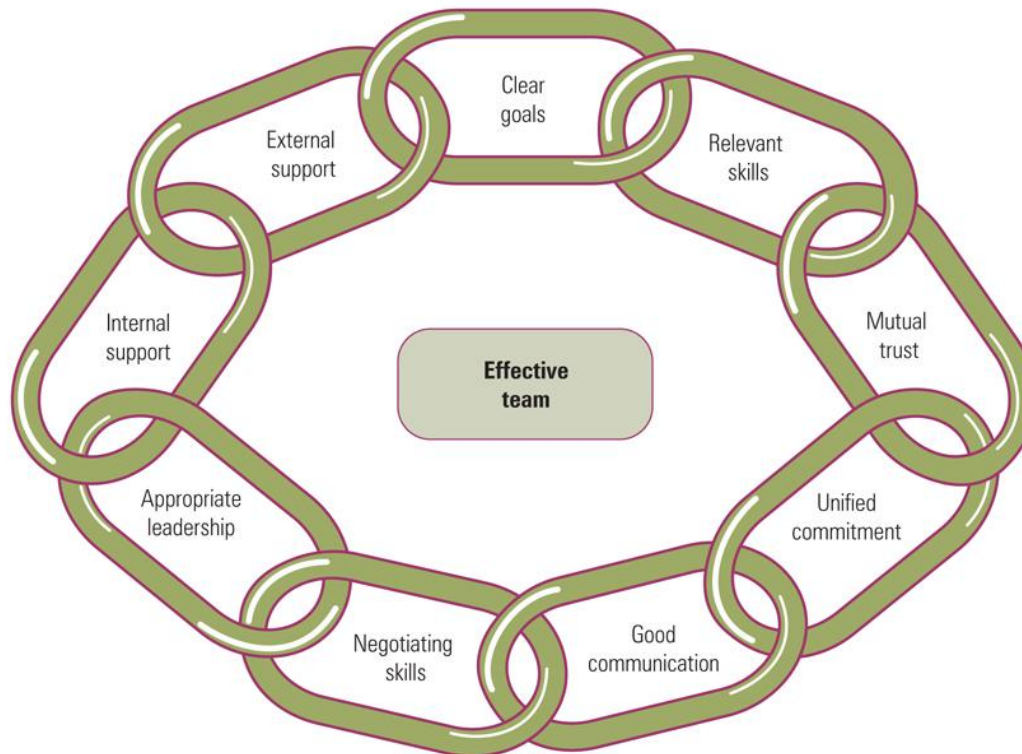
Shaper	SH		<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
Implementer	IMP		<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
Completer Finisher	CF		<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>

People

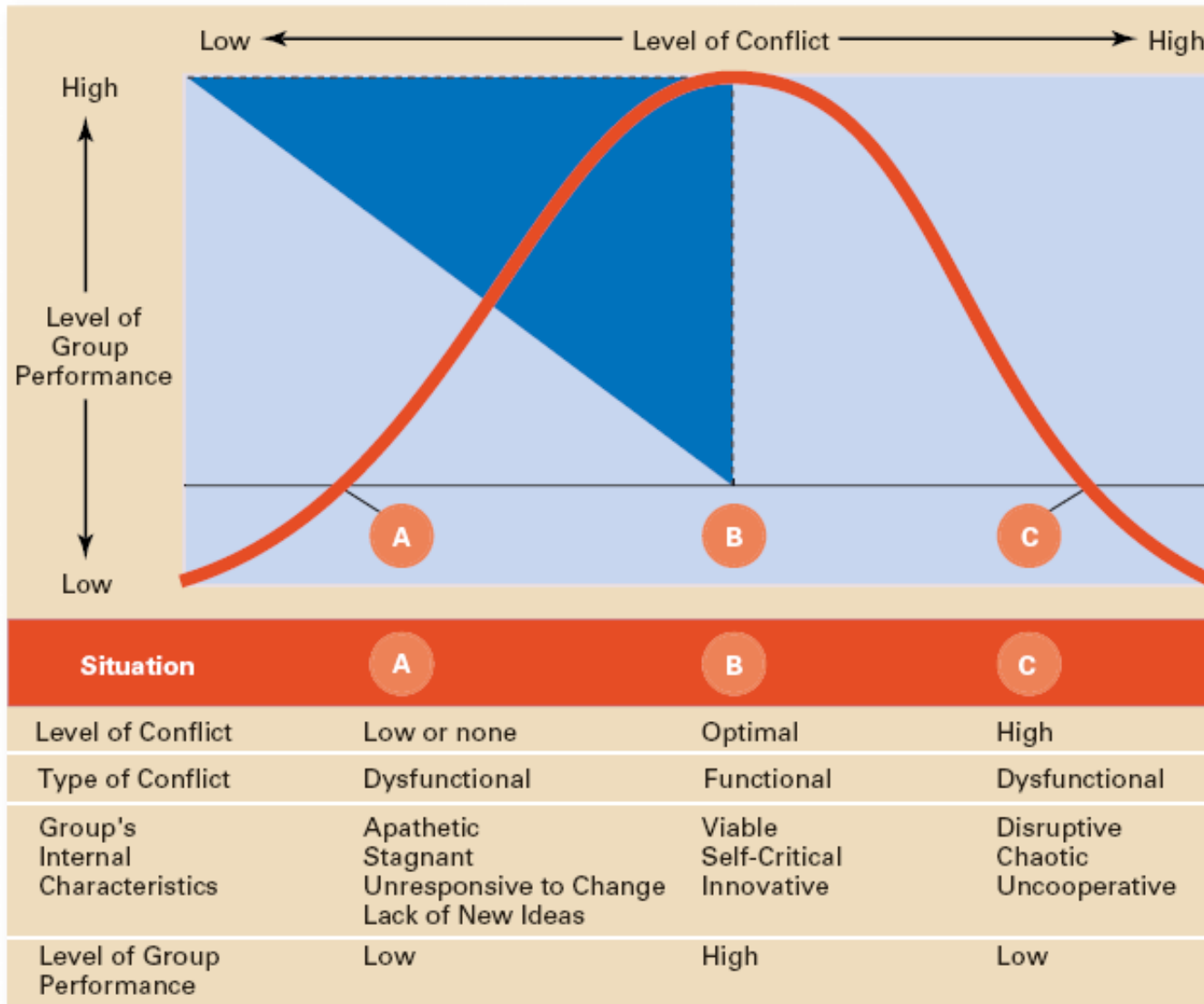
Coordinator	CO		<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
Team Worker	TW		<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations Avoids confrontation.</i>
Resource Investigator	RI		<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

Effective Teams

FIGURE 13.9 Characteristics of effective teams



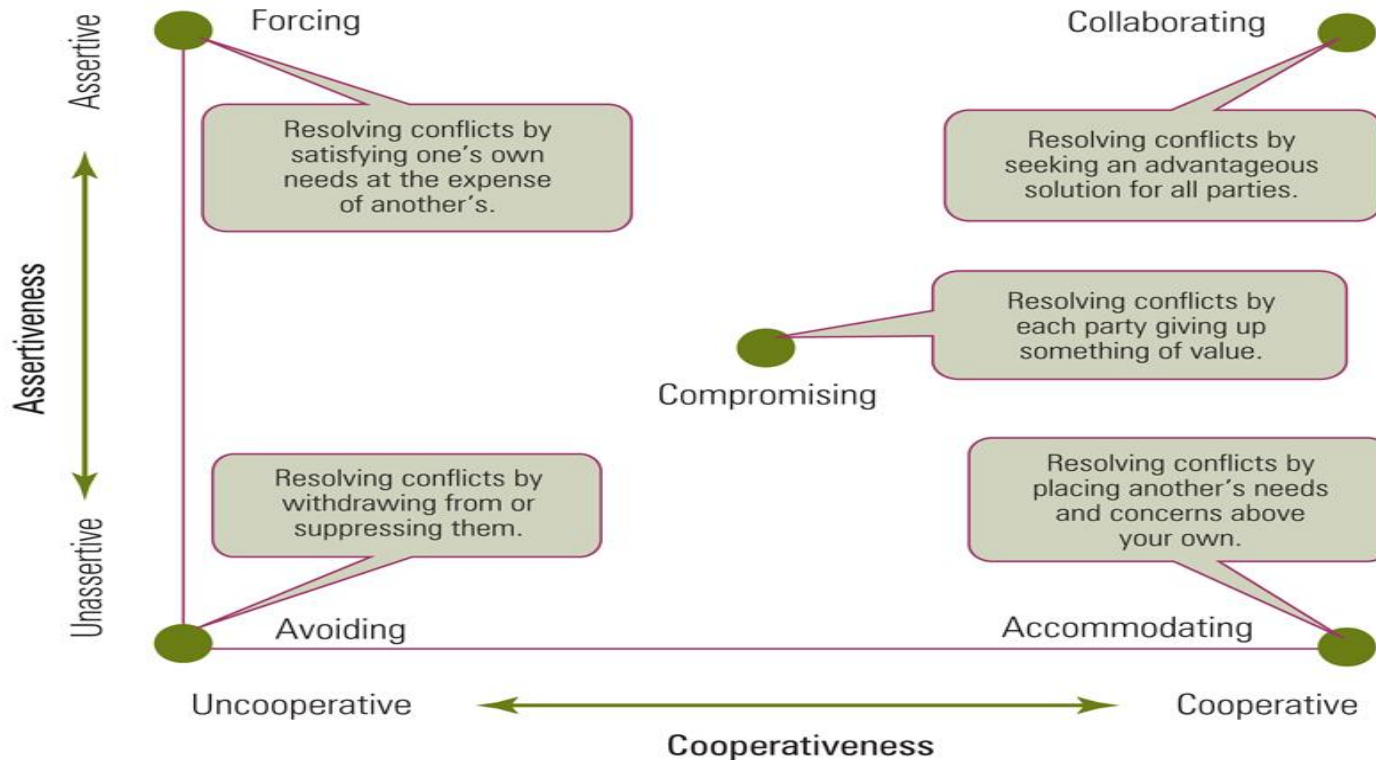
Conflict and group performance



Effective Teams:

Alternative conflict management styles

FIGURE 13.7 Conflict-resolution techniques



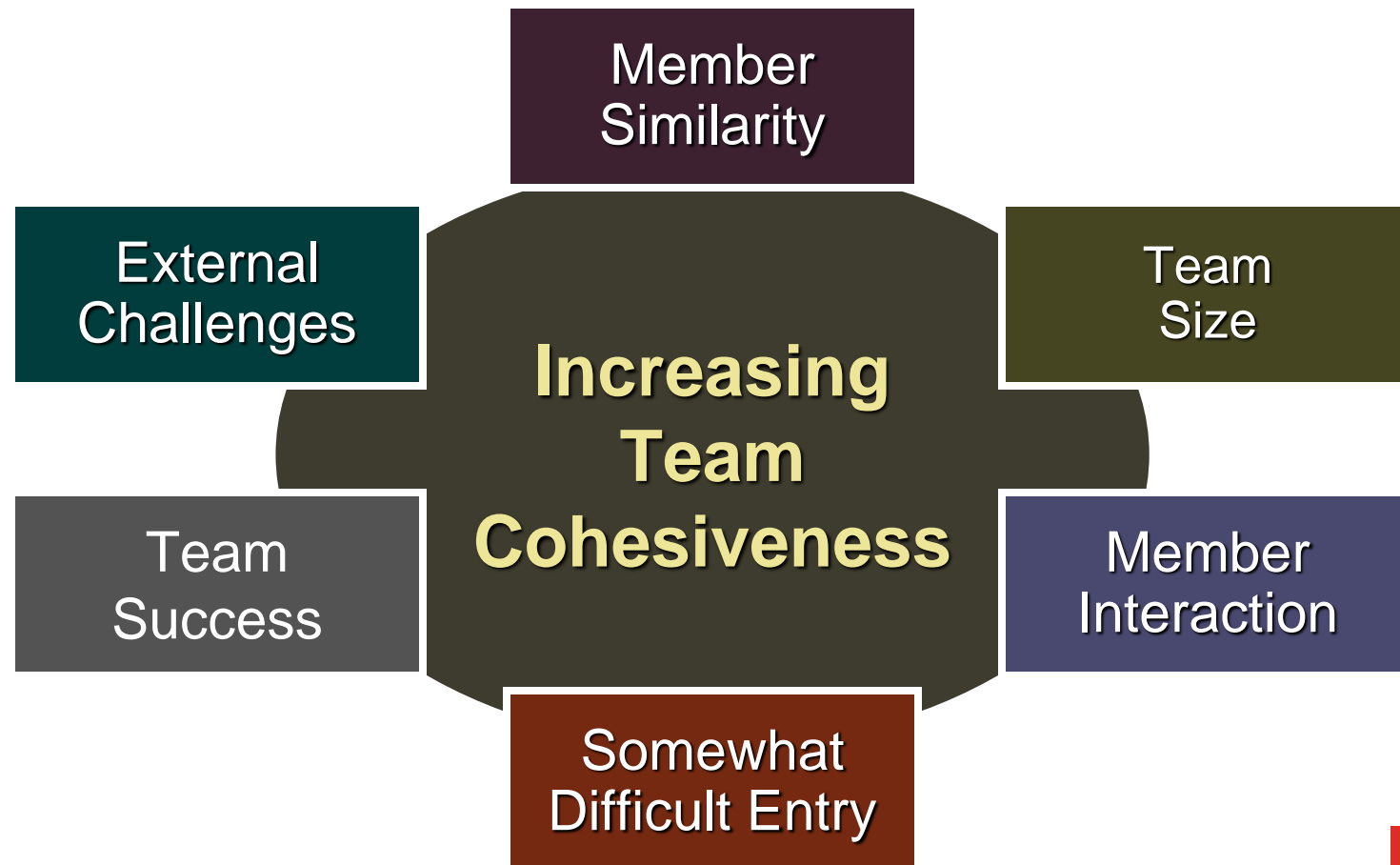
Source: Adapted from K.W. Thomas, 'Conflict and negotiation processes in organizations', in M.D. Dunnette and L.M. Hough (eds), *Handbook of Industrial and Organizational Psychology*, Vol. 3, 2nd edn (Palo Alto, CA: Consulting Psychologists Press, 1992), p. 668. Reproduced with permission.

Effective Teams: Team Cohesiveness



The degree of attraction people feel toward the team and their motivation to remain members

Influences on Team Cohesiveness



Effective Teams

Social loafing - being less productive when in a group occurs when individuals believe that:

- their contributions are not important
- others will do the work for them
- their lack of effort will go undetected

Social facilitation effect - working harder when in a group than when working alone occurs when individuals:

- are concerned with what others think of them and when they want to maintain a positive self-image
- know each other and can observe and communicate with one another
- have clear performance goals and culture supportive of teamwork

Five Common Dysfunctions of Teams

Dysfunction	Effective Team Characteristics
Lack of Trust —People don't feel safe to reveal mistakes, share concerns, or express ideas.	Trust —Members trust one another on a deep emotional level; feel comfortable being vulnerable with one another.
Fear of Conflict —People go along with others for the sake of harmony; don't express conflicting opinions.	Healthy Conflict —Members feel comfortable disagreeing and challenging one another in the interest of finding the best solution.
Lack of Commitment —If people are afraid to express their true opinions, it's difficult to gain their true commitment to decisions.	Commitment —Because all ideas are put on the table, people can eventually achieve genuine buy-in around important goals and decisions.
Avoidance of Accountability —People don't accept responsibility for outcomes; engage in finger-pointing when things go wrong.	Accountability —Members hold one another accountable rather than relying on managers as the source of accountability.
Inattention to Results —Members put personal ambition or the needs of their individual departments ahead of collective results.	Results Orientation —Individual members set aside personal agendas; focus on what's best for the team. Collective results define success.

SOURCES: Based on Patrick Lencioni, *The Five Dysfunctions of a Team* (New York: John Wiley & Sons, 2002); and P. Lencioni, "Dissolve Dysfunction: Begin Building Your Dream Team," *Leadership Excellence* (October 2009): 20.

Acknowledgments

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thank you!