NETA PowerPoint Slides
to accompany

Williams/Champion/Hall

MGMT

Fourth Canadian Edition

CHAPTER 9

Leading Teams
LECTURE 11 SEP 2025
Dr IKE

Work Teams

Work teams: A small number of people with complementary skills who hold themselves mutually accountable for pursuing a common purpose, achieving performance goals and improving interdependent work processes.

The Good and Bad of Using Teams:
Advantages

- Customer satisfaction

- Product and service quality

- Employee job satisfaction

- Decision making
  - Multiple perspectives
  - More alternate solutions
  - Commitment to decisions

The Good and Bad of Using Teams:
Disadvantages

- Initially high employee turnover

- Social loafing

- Disadvantages of group decision making
  - Groupthink
  - Inefficient meetings
  - Minority domination
  - Lack of accountability

Is this your team at school?

When to Use and
When Not to Use Teams PG 181

Exhibit 9.1
When to Use and When Not to Use Teams

Use Teams When . . .

1. there is a clear, engaging reason or purpose.

2. the job can't be done unless people work together.

3. rewards can be provided for teamwork and team performance

4. ample resources are available.

5. teams will have clear authority to manage and change how work gets done.

Don't Use Teams When . . .

1. there isn't a clear, engaging reason or purpose.

2. the job can be done by people working independently.

3. rewards are provided for individual effort and performance.

4. the necessary resources are not available.

5. management will continue to monitor and influence how work gets done.

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Source: R. Wageman, "Critical Success Factors for Creating Superb Self-Managing Teams," *Organizational Dynamics* 26, no. 1 (1997): 49–61.

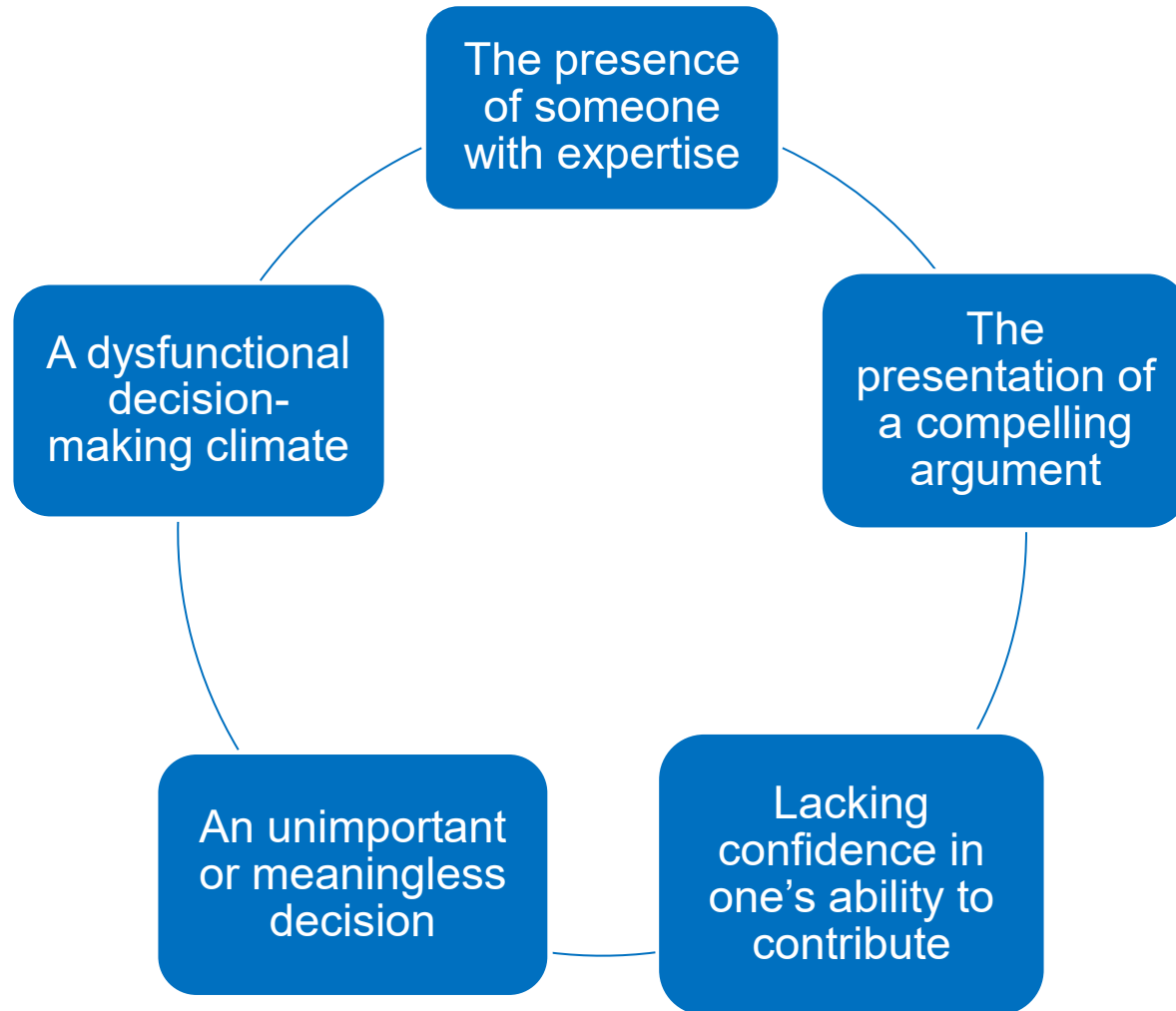# Factors That Encourage People to Withhold Effort in Teams PG 181

The presence of someone with expertise

The presentation of a compelling argument

Lacking confidence in one's ability to contribute

An unimportant or meaningless decision

A dysfunctional decision-making climate

Exhibit 9.2
Team Autonomy Continuum

	Low Team Autonomy → High Team Autonomy

Responsibilities	Traditional Work Groups	Employee Involvement Teams	Semi-autonomous Work Teams	Self-Managing Teams	Self-Designing Teams
Control Design of					
Team					✓
Tasks					✓
Membership					✓
Production/Service Tasks					
Make decisions				✓	✓
Solve problems				✓	✓
Major Production/Service Tasks					
Make decisions			✓	✓	✓
Solve problems			✓	✓	✓
Information			✓	✓	✓
Give Advice/Make Suggestions		✓	✓	✓	✓
Execute Task	✓	✓	✓	✓	✓

Sources: R.D. Banker, J.M. Field, R.G. Schroeder, and K.K. Sinha, "Impact of Work Teams on Manufacturing Performance: A Longitudinal Field Study," *Academy of Management Journal* 39 (1996): 867–890; J.R. Hackman, "The Psychology of Self-Management in Organizations," in *Psychology and Work: Productivity, Change, and Employment*, ed. M. S. Pallak and T. Perlol (Washington, DC: American Psychological Association), 85–136.

Special Kinds of Teams
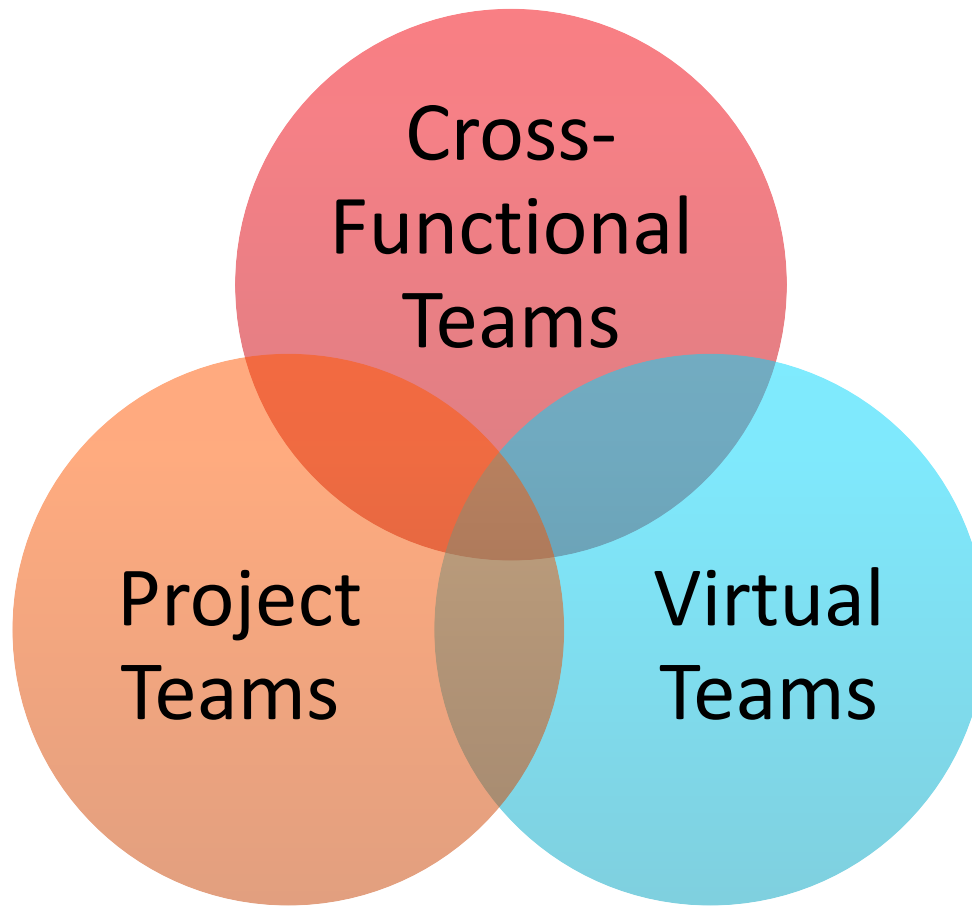
Special Kinds of Teams

Cross-Functional

- Employees from different functional areas

- Generate more ideas and alternative solutions

- Used in conjunction with matrix and product organizational structures
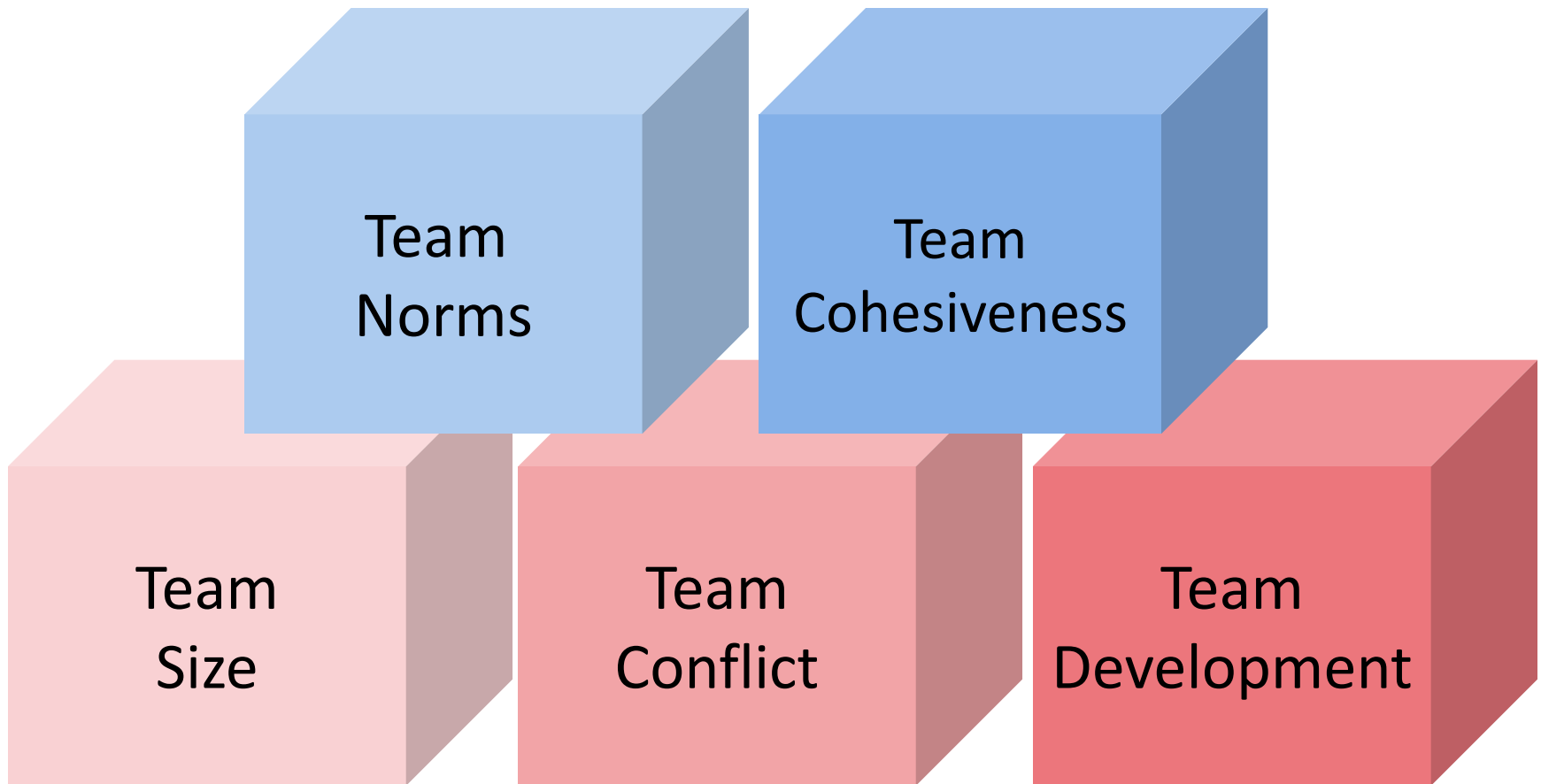
Special Kinds of Teams

Virtual

- Select self-starters and strong communicators
- Provide frequent feedback
- Keep team upbeat and action-oriented
- Empower virtual teams

Special Kinds of Teams

Project

- One-time projects within a limited time
- Promote flexibility

Work Team Characteristics

Team Norms

Team norms: Informally agreed-on standards that regulate everyday team behaviours

- Studies indicate that norms are one of the most powerful influences on work behaviour.

- Effective work teams develop norms about the quality and timeliness of job performance, absenteeism, safety, and expression of ideas.

Team Cohesiveness

Why:

- Retain their members
- Promote cooperation
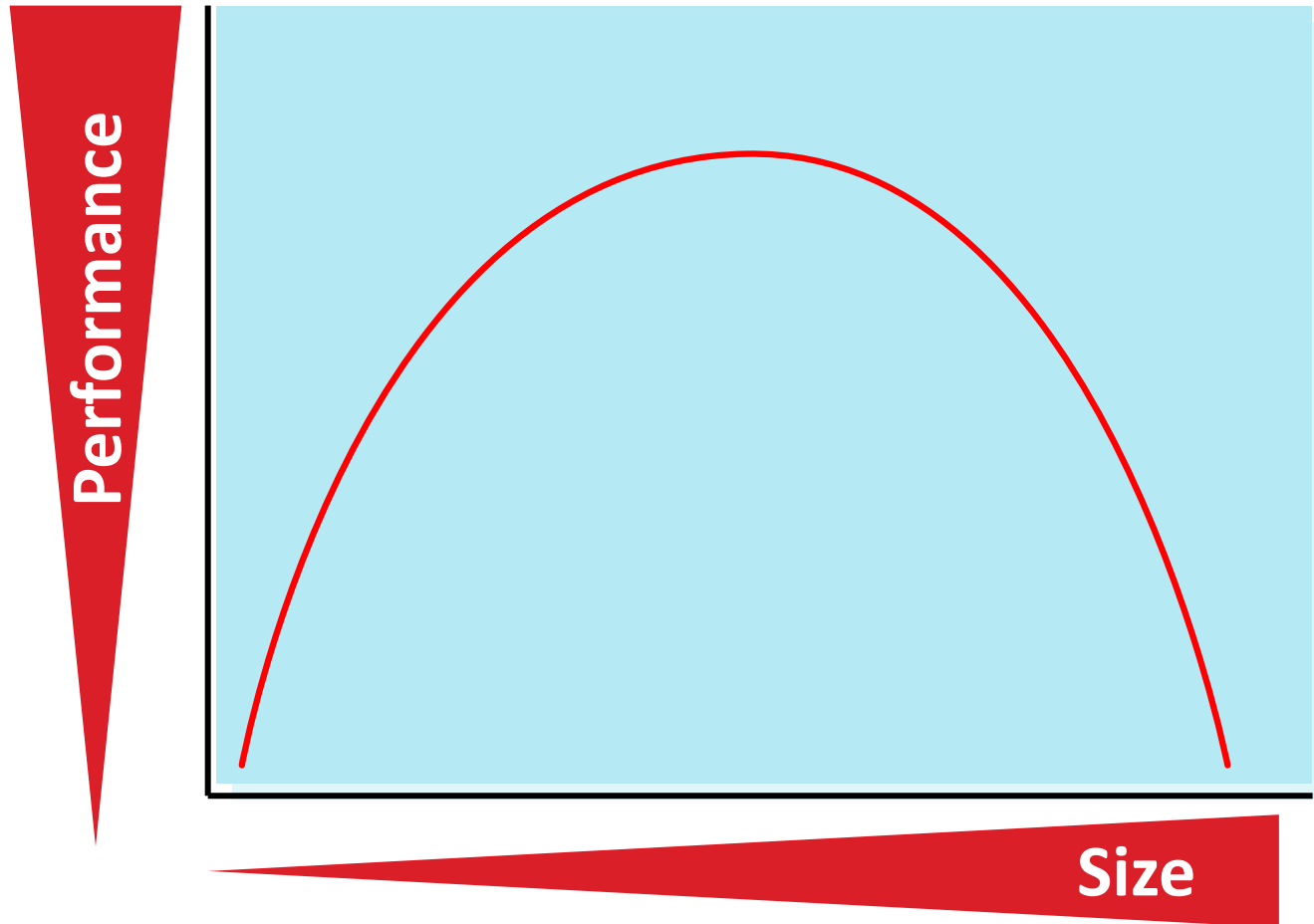- Have high levels of performance

Timothy T Ludwig/Getty Images Sport/Getty Images

How:

- All members attending meetings
- Rearranging work schedules
- Creating common workspaces
- Engaging in non-work activities

Team Size

Team Conflict

C-Type Conflict (Cognitive)

- Focuses on problems and issues
- Associated with improvements in team performance

A-Type Conflict (Affective)

- Emotional, personal disagreements
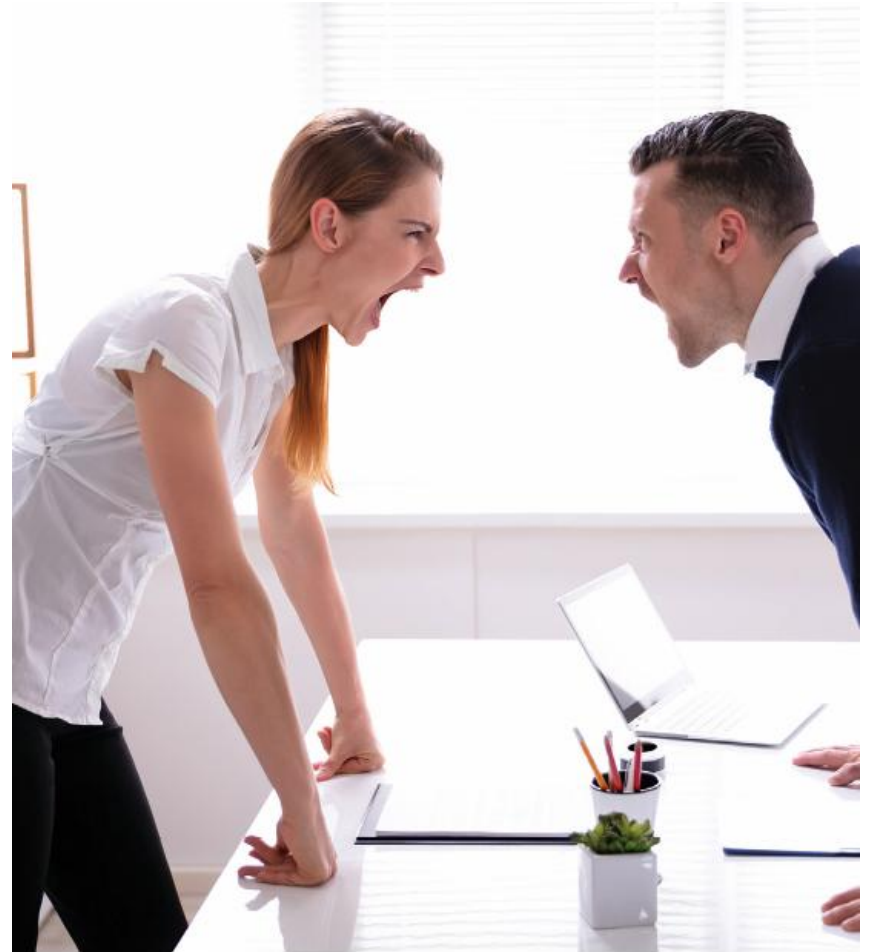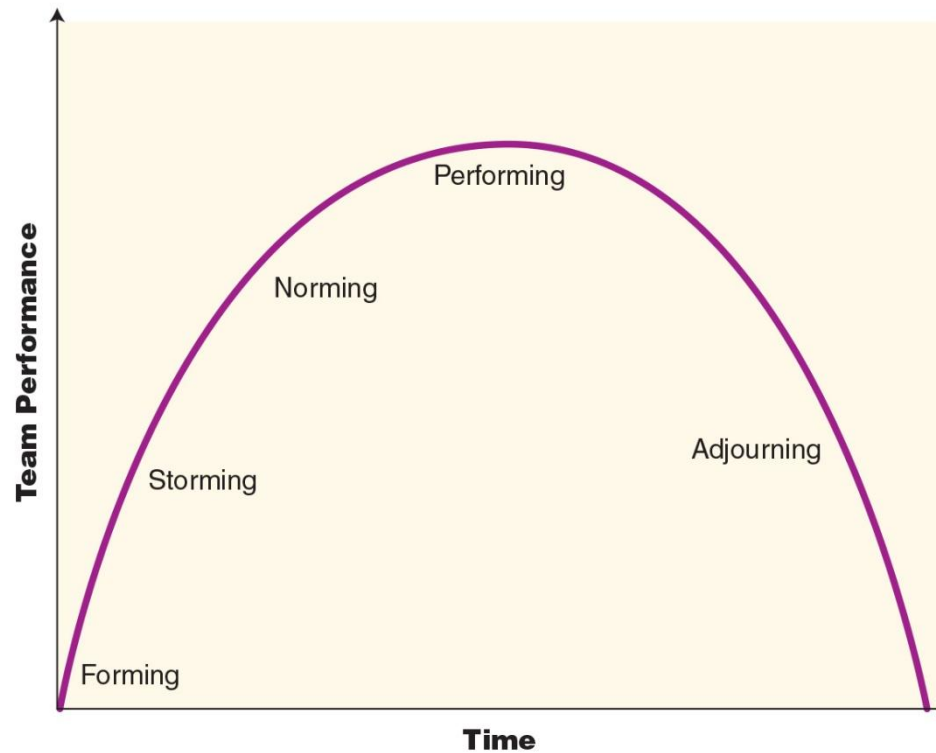- Associated with decreases in team performance

Exhibit 9.3
Stages of Team Development

Sources: J.F. McGrew, J.G. Bilotta, and J.M. Deeney, "Software Team Formation and Decay: Extending the Standard Model for Small Groups," *Small Group Research* 30, no. 2 (1999): 209–234; B.W. Tuckman, "Development Sequence in Small Groups," *Psychological Bulletin* 63, no. 6 (1965): 384–399.

Enhancing Work Team Effectiveness

Setting Team Goals and Priorities

Team Training

Effectiveness

Selecting Team Members
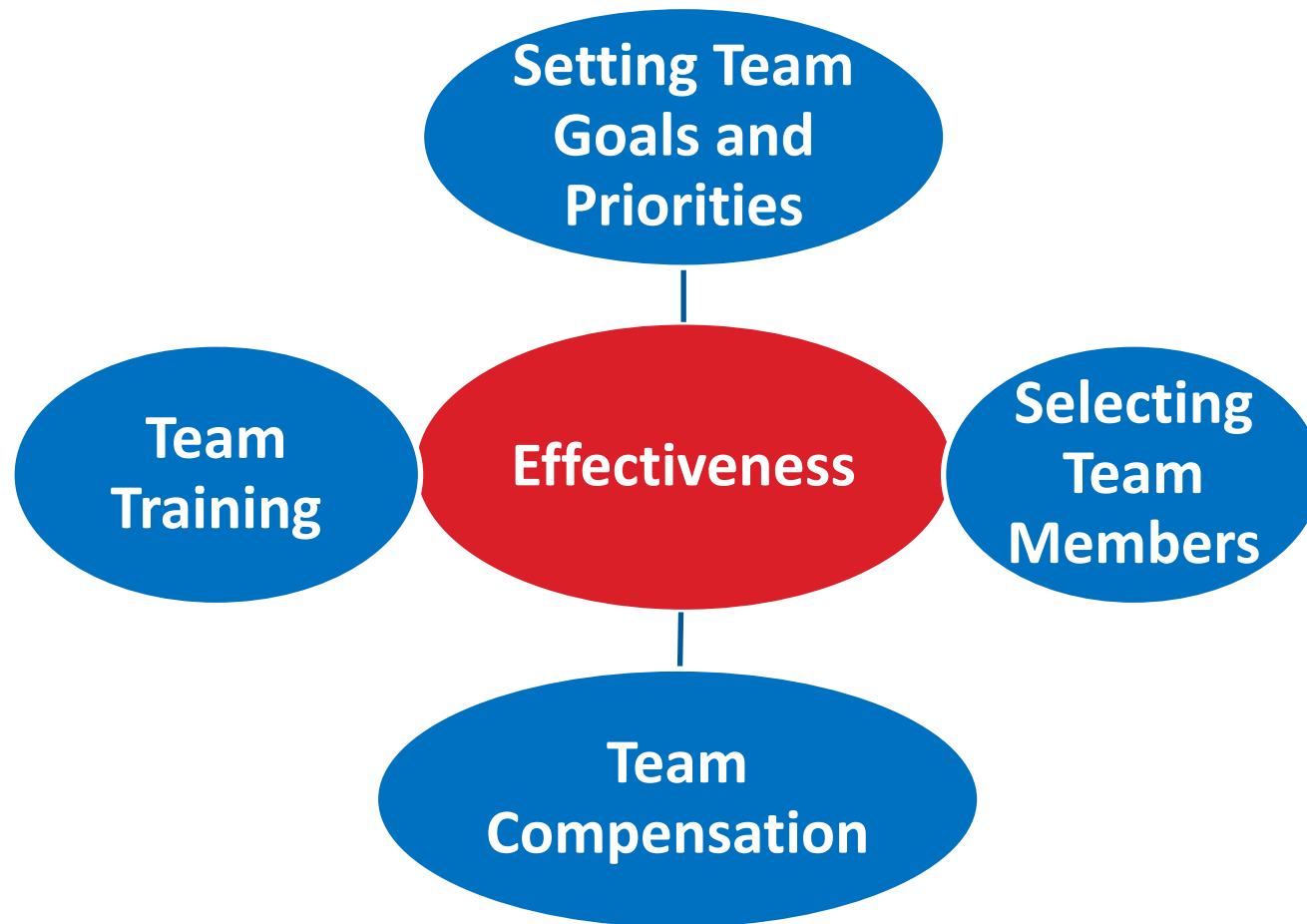
Team Compensation

Team Compensation and Recognition

- The level of reward **must match** the level of performance.

- Methods of compensating team participants:
    - Skill-based pay
    - Gainsharing
    - Non-financial rewards