

Groups and Organizations

Boundless Bois

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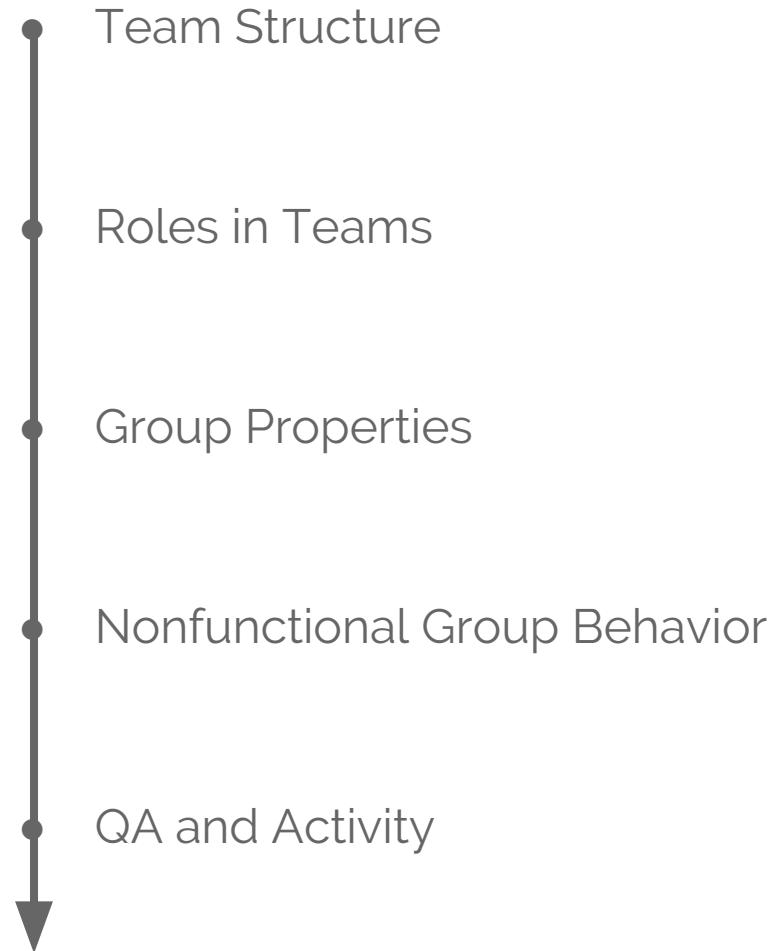
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Presentation Roadmap



The 4 Team Structures

Dominant structures observed by
Kim Clark and Steven Wheelwright
(Katz Chapter 16)

- 1. Functional teams**
- 2. Lightweight teams**
- 3. Heavyweight teams**
- 4. Autonomous teams**

Functional Teams

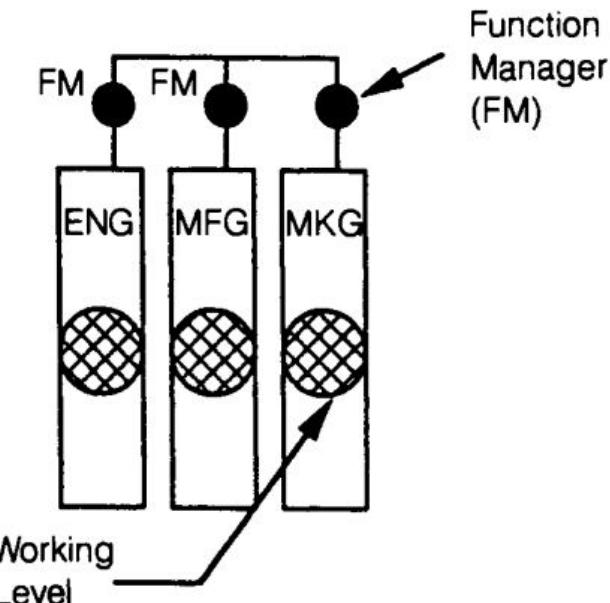
- Individuals are grouped by discipline (function)
- All work is done under a Function Manager
- Detailed specifications are agreed upon by all teams at the start and updated through occasional meetings
- Responsibilities pass from group to group over time

- **Strengths**

- Responsibility is usually assigned
- Work is evaluated, judged, and rewarded by the same people who make career path decisions
- Creates high knowledge expertise for one project

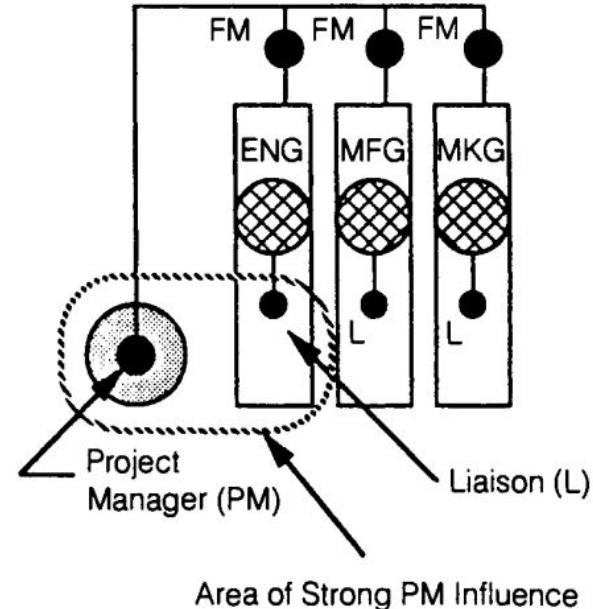
- **Weaknesses**

- Tasks created at the start when not everything is known
- Individual performance over success of project
- Difficult for members to diversify skill set for other projects



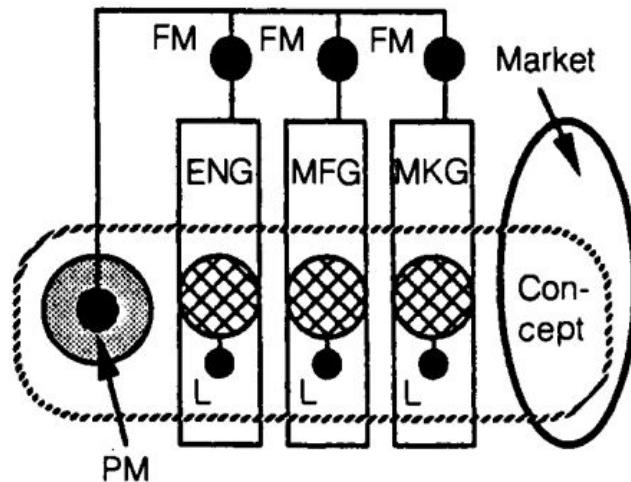
Lightweight Teams

- Like a Functional Team Structure, but one person is a liaison to a Project Manager
- The Project Manager is a “lightweight”
 1. Holds little influence or status in organization
 2. Doesn’t control key resources, responsibility still that of the functional manager
- The Project Managers duties include: confirm schedules, update time lines, and expedite across groups
- Strengths and weaknesses are the same as the Functional Team Structure, but also improves communication and timelines



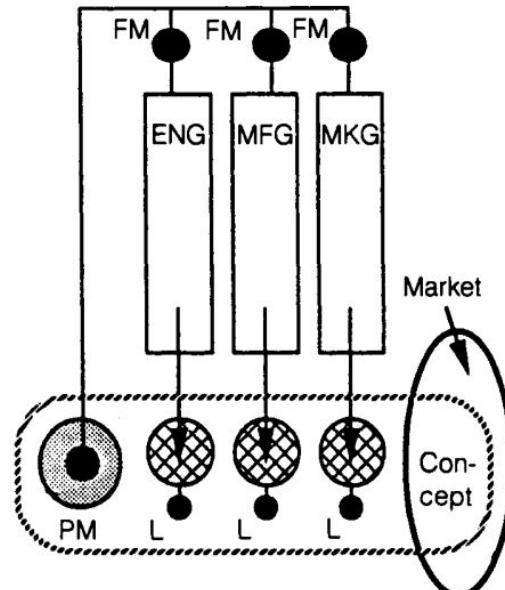
Heavyweight Teams

- Project Managers have direct access to and responsibility for those involved in the project
- The Project Manager is a “heavyweight”
 1. They are senior managers and have significant pull within the organization
 2. They have primary influence over Functional Managers within the group



Autonomous(Tiger) Teams

- Individuals from all areas are assigned and located on a team
 - The Project Manager is a “heavyweight” and the sole evaluator for individuals
 - Not required to follow existing organizational practices and procedures, but are allowed to create their own
-
- **Strengths**
 - Focus, everything is done for the success of a project
 - Normally a birthplace for new business
 - **Weaknesses**
 - More likely to expand beyond project bounds without using existing resources along the way
 - Difficult for project leaders to change course mid-project due to the freedom given to individuals



Roles in Teams

Task-Related Roles

Relates to accomplishing group goals

- Planner
- Organizer
- Evaluator
- Coordinator
- Information-seeker

Maintenance-Related Roles

Relates to the development and well-being of the group

- Mediator
- Facilitator
- Observer
- Communicator
- Consensus-seeker

Individual-Related Roles

Relates to negatively affecting the group

- Player
- Blocker
- Aggressor
- Dominator
- Recognition-seeker

Example of Team Roles: Belbin Roles



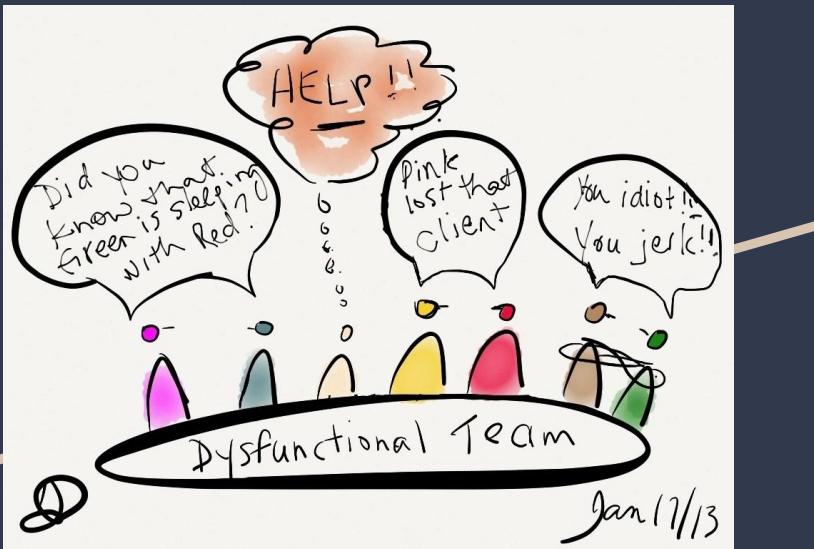
Group Properties

Groups can be distinguished based on 5 dimensions

5 Dimensions of Groups:

- **Primary and secondary**
What are member relations based on?
- **Formal and informal**
How did the group form?
- **Heterogeneous and homogeneous**
How diverse is the group?
- **Interacting and nominal**
How does the group meet?
- **Temporary and permanent**
What happens when the group's task is complete?

Non-Functional Group/Team Behavior



Factors that limit team effectiveness:

- Being aggressive
- Blocking
- Self-confessing
- Competing
- Seeking sympathy
- Special pleading
- Horsing around
- Seeking recognition
- Withdrawal

Q&A

Activity: Sudoku Race

Team 1: Functional

Team 2: Functional

Team 3: Lightweight

Team 4: Lightweight

Team 5: Heavyweight

Team 6: Heavyweight

Team 7: Autonomous

Team 8: Autonomous

Functional: The Team manager fills in answers based on any team member's suggestions.

Lightweight: The Team manager sits alone and fills in answers, while the rest of the team members send a liaison to tell the manager what to fill in.

Heavyweight: Similar to a functional team, except there is also a heavyweight manager who needs to okay the last three recorded numbers before the team can continue writing answers.

Autonomous: Each team member takes a turn writing down an answer while the team manager evaluates their performances. Afterwards, the manager will rank each team member.

Sudoku Rules: Fill in the numbers 1-9 exactly once in every row, column, and 3x3 square, so that every square is filled in completely.

1	6	8				9		2
			3		1			
3			6	2				
			9			1		6
	1				3	7		
4	3	5					9	
			8	2	6			
			9	5		2	3	
2	6		3		7			

1	6	8	4	5	7	9	3	2
5	7	2	3	9	1	4	6	8
9	3	4	6	2	8	5	1	7
8	2	9	7	4	3	1	5	6
6	5	1	2	8	9	3	7	4
7	4	3	5	1	6	2	8	9
3	9	5	8	7	2	6	4	1
4	1	7	9	6	5	8	2	3
2	8	6	1	3	4	7	9	5