

## Lecture 41:

### Hill Model of Team Leadership

- The model shows the relationship between leadership decisions, actions, and team effectiveness.

### Leadership Decisions

#### 1. Should I monitor the team or take action?

- Monitor to diagnose/analyze problems OR take immediate action
- Effective leaders determine if/what interventions are needed

#### 2. Should I intervene to meet task or relational needs?

- Task needs: Getting job done, making decisions, solving problems, adapting to change, making plans, achieving goals
- Relational needs: Developing positive climate, solving interpersonal problems, satisfying members' needs, developing cohesion

#### 3. Should I intervene internally or externally?

- Internally: Conflicts between members, unclear goals
- Externally: Organization not providing proper team support

### Leader Actions

#### Internal Task Actions:

- Goal focusing
- Structuring for results
- Facilitating decision making
- Training in task skills
- Maintaining standards

#### Internal Relational Actions:

- Coaching interpersonal skills
- Collaborating and involving
- Managing conflict/power
- Building commitment
- Satisfying individual needs
- Modeling ethical practices

#### External Environmental Actions:

- Advocating/representing team
- Negotiating for resources
- Sharing environmental info
- Buffering from distractions
- Assessing team effectiveness
- Networking/forming alliances

### Team Effectiveness (Larson & LaFasto)

- Clear, elevating goals
- Results-driven structure
- Competent team members
- Unified commitment
- Collaborative climate

- Standards of excellence
- External support/recognition
- Principled leadership

#### Components of Effectiveness

- Task performance
- Group process
- Individual satisfaction

#### Indicators of Effective Teams

- Norms, cohesiveness, composition
- Structure, creativity
- Leadership, org support

#### Applications of Hill Model

- Helps leader decide to monitor or act
- Determine internal vs. external action
- Choose appropriate leadership skills

#### Research Paper Summary

- Studied emotional intelligence (social skills, motivation, empathy) and transformational leadership
- Positive association between EI components and transformational leadership
- Increases team effectiveness with subordinates

#### Case Study Analysis

- Virtual team struggling with overload, lack of organization
- Likely lacking clear structure, unified commitment, collaborative climate
- Leader should intervene with internal task and relational actions
- Specific actions: Goal focusing, structuring roles/procedures, facilitating decision making

#### **Lecture 42:**

#### Does Your Team Need Training? Symptoms of Ineffective Teams:

- Loss of production
- Increase in grievances/complaints
- Evidence of hostility/conflicts
- Confusion about assignments/relationships
- Decisions misunderstood or not enacted
- Apathy and lack of interest
- Lack of initiative/problem solving
- Ineffective meetings
- High dependency on leader

#### Offsite Training Methods:

- Lecturing

- Audio Video Techniques
- Role Plays
- Field Trips
- Case Studies
- Business Games
- Simulations

### Lecturing

- Trainer communicates verbally to audience
- Can reinforce credibility, be personalized
- Efficient to present lots of material
- Downsides: One-way, limited attention span, trainer dependent

### Audio-Visual Techniques

- Videos, slides, overheads
- Show procedures, examples, real-life experiences
- Allow review, watching multiple times
- Downsides: Too much content, drama can distract

### Simulations

- Educate in an exciting, memorable way
- Teach production, process, management, interpersonal skills
- Allow learning without risk

### Case Studies

- Study real cases from multiple perspectives
- Encourages open-mindedness, analytical thinking
- Downsides: Preparation time, dominant voices

### Role Plays

- Act out roles related to human relations topics
- Develops applying knowledge, desired changes
- Downsides: Going off-topic, not adhering to objectives

### Business Games

- Gather info, make decisions, mimic competition
- Develop business success skills
- Enable teamwork
- Downside: Can't teach factual info

### Field Trips

- Journey to provide real-life situations
- Utilize senses, create enthusiasm

- Downsides: Time consuming, transportation, risk

#### Pros & Cons of Offsite Training

- Improve trust, cooperation, communication
- Build self-confidence, teamwork
- Cons:
  - Revert to old behaviors
  - Team turnover dilutes experience
  - Risk of harm/injury

#### Offsite for Team Development

- Experiential activities for teamwork/leadership
- Build through physical challenges
- Emphasis on teamwork and self-confidence

#### Team Building Games

- "Two Truths and a Lie" - bonding, communication
- "Game of Possibilities" - creative thinking, resource use
- "Diversity Tree" - respect diversity
- "Each One Teach One" - understand talents/needs
- "Recall and Share" - reinforce learning

#### Research Paper Summary

- Studied teamwork attitudes and team performance in outdoor training
- Positive teamwork attitudes associated with team support, potency, remaining
- But team performance in training not related to viability constructs
- Need to research causality, role of facilitators

#### Case Study: Training the Underrated Checklist

- Checklists used for complex procedures (aviation)
- Checklist by Dr. Pronovost prevented infections, saved lives
- But faced resistance from doctors resenting being told what to do
- Overcame by bringing groups together focused on patient health

#### Book Recommendation

- Team Games for Trainers by Carolyn Nilson
- Contains 100 interactive team games/activities
- Create effective teams through games

#### **Lecture 43:**

##### Team Processes

- Activities and interactions within teams that contribute to goals
- Include: Interactions among members, with surroundings, individual actions impacting team
- Process Gain: Getting more than expected from capabilities

- Process Loss: Getting less than expected from capabilities

#### Process Losses

- Coordination loss - Time/energy lost to coordination
- Production blocking - Waiting on others to do their part
- Motivation loss - Not working as hard as could

#### Types of Team Processes

- Three major categories: Transition, Action, Interpersonal

#### Transition Processes

1. Analyzing mission/purpose
2. Setting goals
3. Planning strategy

#### Action Processes

1. Assessing progress
2. Checking systems functioning
3. Helping/backing up teammates
4. Coordinating efforts

#### Interpersonal Processes

1. Anticipating/managing conflict
2. Boosting motivation/confidence
3. Managing emotions

#### Definition of Team Coaching

- Help members use resources to accomplish work (Hackman & Wageman)
- Improve performance through reflection (Clutterbuck)
- Develop collaborative leadership and performance (Chuck & Cindy)

#### Team Coaching Model

- Foundation: Establish objectives, dynamics, timeline
- Diagnostic: 1-on-1 meetings, assessments
- Kickoff: Contracts, metrics, focus areas
- Coaching Sessions: Ideal 6-8 members, monthly for 6 months
- Assessment: Measure progress, plan for sustaining

#### Main Differences

- More long-term than one-off team building
- Emergent/coachee-led vs. facilitator/consultant-led
- Focus on building skills/capacity

#### Hackman & Wageman's Aims

##### 1. Coaching Functions

- Motivational: Effort, commitment
- Consultative: Strategy, problem-solving

- Educational: Skills development
2. Timing: Match functions to life cycle phase
  3. Match to Team Tasks
  4. Ensure proper Team Design/Support

#### Coaching Roles (Reich)

1. Consultant - Addressing urgent needs
2. Supervisor - Due to authority
3. Instructor - Guidance on knowledge
4. Facilitator - Specialized services
5. Mentor - Voluntary support

#### Clutterbuck on Team Coaching

- Improve specific performance aspects
- Help teams develop faster
- Support culture/behavior change

#### Case Study: NHS Team

- Issues: Tension, lack of identity/norms
- Approach: Appreciative Inquiry, MBTI, 360 feedback
- Outcomes: Better confidence, communication, responsibility

#### Research Paper Summary

- Studied effect of team coaching on innovation
- Found coaching --> commitment --> support for innovation --> team innovation
- Highlights coaching's role in motivating and guiding innovation

#### Book Recommendation

- The Practitioner's Handbook of Team Coaching
- Explores fundamental team coaching issues/complexities
- Enhances understanding and practice

#### **Lecture 44:**

#### Effective Team Decision Making Process

- Teams are effective for problem solving due to complementary skills
- Rational Model Steps:
  1. Recognize the problem
  2. Define the problem
  3. Gather information
  4. Develop alternatives (brainstorming, NGT, Delphi)
  5. Select best alternative
  6. Implement
  7. Evaluate outcome

#### Brainstorming

- Generate as many ideas as possible
- Be creative, build on others' ideas
- Defer judgment, quantity breeds quality

#### Nominal Group Technique (NGT)

- Face-to-face but individual ideation first
- Round-robin idea presentation
- Clarify, then private ranking

#### Delphi Technique

- No face-to-face, use questionnaires
- Experts give anonymous feedback in rounds
- Continues until consensus

#### Leader-Centered Model

- Leader initiates, instructs, controls
- Focused on task, rationality
- Seeks input but makes final call

#### Team-Centered Model

- Team empowered to decide
- Leader facilitates, models behaviors
- Attentive to feelings, needs, interactions

#### Creative Decision Process

1. Problem identification
2. Immersion (gather info)
3. Incubation (set aside)
4. Illumination (insight)
5. Verification/application

#### Bounded Rationality

- Limits options to manageable set
- Satisficing - accept first meeting criteria

#### Intuitive Model

- Decisions based on experience/feelings

#### Decision Errors/Biases

- Heuristics, overconfidence, gratification
- Anchoring, selective perception
- Framing, availability, representation

- Sunk costs, self-serving, hindsight

## Conflict

- Opposing interests/goals
- Sources: Values, interdependence, stress, ambiguity
- People vs Issue focused

## Conflict and Performance

- Relationship is curved (some conflict leads to higher performance)

## Conflict Management Summary

- Potential > Cognitive > Affective > Behavior > Outcome

## Diagnosing Conflict

- People vs Issue focused
- Sources: Personal, Information, Roles, Environment

## Conflict Management Approaches

- Continuum from uncooperative/assertive to cooperative/unassertive
- Avoidance, competition, compromise, accommodation, collaboration

## Collaborative Problem Solving

- Establish superordinate goals
- Separate people from problem
- Focus on interests, not positions
- Invent options for mutual gain
- Use objective criteria
- Define success as real gains

## Case Study: Computerized Decisions

- Over-reliance on computer models criticized
- Advantages: Data processing, no emotion/biases, speed
- Disadvantages: No intuition, creativity, cannot question assumptions

## Research Paper Summary

- Examined collaborative modeling for team decision making
- Offered 5 imperatives to develop shared mental models
- Improves ability to work together on tasks/goals

## Book Recommendation

- Moving Out of the Box: Team Decision Making Tools



- Presents 5 decision profiles from consensus to command
- Guidance on facilitating effective discussions

## **Lecture 45:**

### **1. Virtual Teams**

- Definition: Two or more people working together to achieve common goals, with at least one member in a different location/time
- Communicate and coordinate at least partially through electronic media

### **2. Definitions of Virtual Teams**

- Gassmann & Von Zedtwitz (2003): Group interacting through interdependent tasks guided by common purpose across locations via ICT
- Leenders et al. (2003): Individuals collaborating on a project while geographically/temporally distributed
- Powell et al. (2004): Groups brought together by IT to accomplish organizational tasks while dispersed

### **3. Physical vs Virtual Teams**

- Interactions: Physical allows sharing work/non-work info, virtual has minimal informal exchange
- Resources: Physical increases opportunity for allocation, virtual needs compatible tech infrastructure
- Environment: Physical has constraints outside collocated team, virtual can't easily share ideas/dilemmas
- Control: Physical allows monitoring, virtual has limited authority
- Culture: Physical has similar backgrounds, virtual has varied cultures/expertise
- Technology: Physical has minimal incompatibility, virtual needs compatibility negotiation

### **4. Advantages of Virtual Teaming**

- Reduced relocation/travel costs
- Access to talent regardless of location
- More freedom and cohesion for individuals
- Flexibility and responsiveness
- Enables global collaboration

### **5. Disadvantages of Virtual Teaming**

- Lack of physical interaction
- Need for structured formal processes
- Project management challenges due to distance
- Technology/culture differences and lack of trust
- Technophobia in some employees

### **6. E-Leadership**

- Leading through technology-mediated human interactions
- New approach needed for virtual work environments
- Facilitates social influence and organizational changes through ICT

## 7. Challenges for Virtual Team Leaders

- Geography and isolation
- Communication effectiveness
- Compatible technology access
- Security policies across sites
- Motivation of remote members
- Building trust across distances
- Relationship building for group dynamics

## 8. Building Trust in Virtual Teams

- Extremely important but difficult to build
- Types: Deterrence, Calculus, Knowledge, Identification-based trust
- Strategies: Clear objectives, open communication, virtual socializing

## 9. New Management Mindsets for Virtual Teams

- Environments can enable high-quality interaction
- Evaluate management/interaction strategies, not just tech
- Understanding collaboration process, not just using tech
- Using technology in a people-oriented way

## 10. Making Virtual Teams Work

- Early face-to-face meeting if possible
- Clarify tasks/processes, not just goals/roles
- Communication charter with virtual meeting norms
- Leverage reliable communication technologies
- Build rhythm of virtual team interactions
- Create "virtual water cooler" for informal bonding
- Foster shared leadership
- Conduct regular 1-on-1 coaching sessions

## 11. Case Study: Trusting Unseen Team Members

- Trust is critical for team success but harder in virtual settings
- Strategies: Document interactions, recognize contributions
- Trust especially important for teams with varied skills/roles

## 12. Research Paper Summary

- Studies virtual teams and technology utilization
- Findings: Need to understand human impact of virtual work
- Practical tips to manage subtle differences