



Week 13



ensia The National School of
Artificial Intelligence
المدرسة الوطنية العليا للذكاء الاصطناعي

DECEMBER 19, 2023



الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

• ٤٨٤٨ | : ٥ : ٨ : ٨ : ١ : ٤ : ٨ : ١ : ٥ : ٨ : ٤ : ٥ : ٥ : ١ : ٥



المدرسة الوطنية العليا للذكاء الاصطناعي

National High School of Artificial Intelligence

(ENSIA)

Academic Year
2023-2024
[Y2-S1]

YOUR MANAGEMENT COURSE

Introduction to
BUSINESS

Introduction to Business / NNSAI (ENSIA) 2023-2024 / Instructor: Prof. Oukil



PART 4: LEADING

Chapter 14

WORKING IN TEAMS

Prepared by
Argie Butler
Texas A&M University



Learning Goals



1. Explain the importance of **work teams**;
2. Identify **5 types** of **work teams**;
3. State the meaning and **determinants of team effectiveness**;
4. Describe the **internal team processes** that can affect team performance;
5. Explain how **to diagnose and remove barriers to poor team performance**.



Work Teams and Other Org. Groups

❑ **Group:** two or more individuals who come into personal and meaningful contact on a continuing basis.



❑ **Informal group:** a small number of individuals who frequently participate together in activities and share feelings for the purpose of meeting their mutual needs.



➤ May support, oppose, or have no interest in organisational goals, rules, or higher authority

❑ **Work team:** a small number of employees with complementary skills who collaborate on a project, are committed to a common purpose, and are jointly accountable for performing tasks that contribute to achieving an organization's goals.





Examples of Terms for **Work Teams**

Empowered Teams	Autonomous work groups	Crews
Self-managing teams	Cross-functional teams	Quality circles
Project teams	Task forces	High-performance teams
Emergency response teams	Committees	Councils

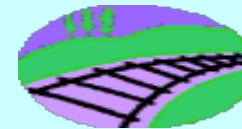


Why Organisations Use Work Teams?

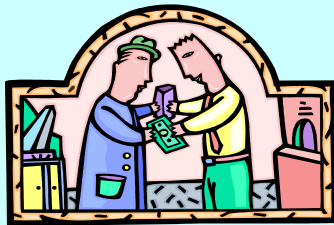
> Enhance innovation
and creativity



> Improve speed of
product development
and other tasks



> Increase quality of
goods and services



> Reduce costs

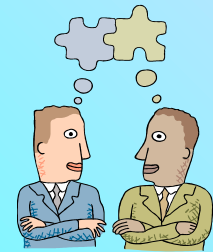




5 Common Types of Work Teams

1-Problem-solving work team: consists of employees from different areas of an organisation whose goal is to consider how something can be done better.

➤ **Quality circle**: (also called a **TQM team**) employees who meet regularly to identify, analyse, and propose solutions to various types of workplace problems.



➤ **Task force**: a team formed to accomplish a specific, highly important goal for an organisation.



(continued)



2- Functional work team: members from a **single department** who have the common goal of considering issues and solving problems within their area of responsibility and expertise.



3- Multidisciplinary work team: employees from **various functional areas** and sometimes several organisational levels who collectively work on **specific tasks**.

➤ Also called cross-functional teams



(continued)



4- Self-managing work team: employees who have nearly complete responsibility and authority for working together to make an entire product or deliver an entire service.

Examples
of
decision
areas
for a
self-
managing
team

Participates in selection of new members	Trains new members
Evaluates own team performance	Communicates directly with customers
Sets own operational goals and monitors progress within broader organizational goals	Schedules own work and members' vacations
Designs work processes	Decides on team leadership (which may rotate among members)



5- Virtual work team : consists of members meeting and carrying out **tasks without everyone being physically present** in the same place or even at the same time.



- May have occasional face-to-face meetings.
- Communicate through e-mail, electronically mediated groupware, voice mail, videoconferencing, and other technologies.
- May be functional, problem solving, multidisciplinary, or self-managing.



A Framework for Team Effectiveness:

Effectiveness Criteria

Effectiveness criteria are used to measure the outcomes achieved by individual members and the team as a whole

Team Processes	Team Performance	Team Preparedness For Future	Satisfaction of Individual Members
<ul style="list-style-type: none">▪ Cohesiveness▪ Trust▪ Managing conflict▪ Collective Decision making	<ul style="list-style-type: none">▪ Innovation▪ Quality▪ Speed▪ Cost	<ul style="list-style-type: none">▪ Trust in team▪ Ability to adapt to change	<ul style="list-style-type: none">▪ With team process▪ With team members▪ With own development



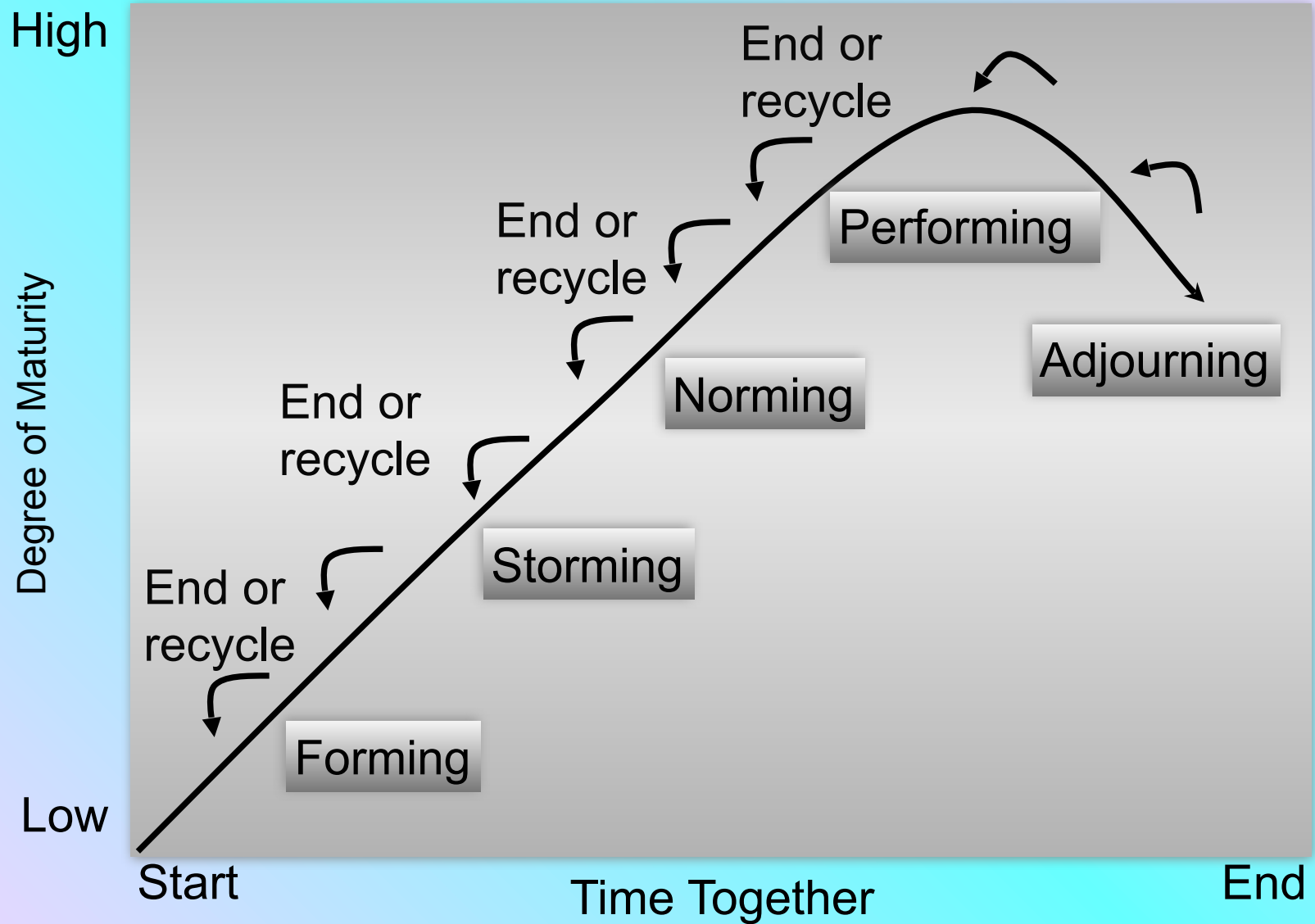
Internal Team Processes

- ❑ ITP involves development of the work team over A) time, B) personal feelings, and C) behavioural norms.
- ❑ Overall, work teams development takes place with 2 continuums :
 - *1) a continuum of maturity, which ranges from low or immature (e.g., inefficient and ineffective) to high or mature (e.g., efficient and effective), AND*
 - *2) a continuum of time being together, which ranges from start (e.g., the first team encounter) to end (e.g., the point at which the team adjourns).*



Internal Team Processes:

Development of Work Teams through A) TIME





Internal Team Processes: Development Stages

❖ Forming stage: work team focuses on orientation to its goals and procedures.

- ✓ Members may be anxious about the team and what they are supposed to do.



❖ Storming stage: begins when competitive or strained behaviours emerge.

- ✓ May involve resistance and impatience with the lack of progress.
- ✓ Frustration, anger, and defensive behaviour may appear.



(continued)



Internal Team Processes: Development Stages (cont'd)



- ❖ Norming stage: members become increasingly positive about the team as a whole, the other members as individuals, and what the team is doing.

✓ Sometimes too much “we-ness”, harmony, and conformity occurs.



- ❖ Performing stage: members usually have come to trust and accept each other and are focused on accomplishing their goals.



✓ Diversity of viewpoints supported and encouraged.



(continued)

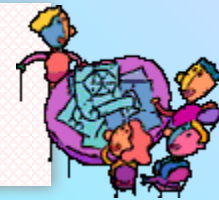


Internal Team Processes: Development Stages

❖ Performing stage (cont'd):

(cont'd)

✓ Members willing to risk presenting wild ideas without fear;



✓ Careful listening and accurate feedback occurs;



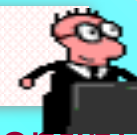
✓ Clear and shared goals;



✓ Consensus, but not conformity, sought;



✓ Minimal internal politics.



(continued)



Internal Team Processes: Development Stages (cont'd)

❖ Adjourning stage: terminating task behaviours and disengaging from relationships.

- ✓ Isn't always planned and may be abrupt.
- ✓ Planned adjourning recognition for participation and achievement.



❖ Some teams are ongoing.

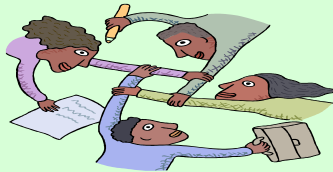


Internal Team Processes:

B) Feelings That Often Influence effectiveness and Cohesiveness

Throughout the mentioned stages, members experience a variety of emotions and feelings (EMOTONAL CLIMATE)
The 4 feelings most likely to influence work team effectiveness are:

Trust: members have confidence in each other



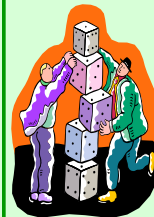
Openness: members interested in what others have to say



Freedom: members act out of a sense of responsibility to the team



Interdependence: members feel obligation to coordinate and work together to achieve common goals





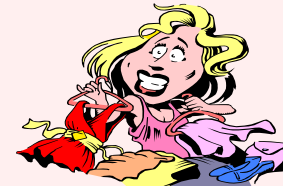
Internal Team Processes

C) Behavioural Norms

❑ Rules of behaviour that are widely shared and enforced by members of a work team.

❑ Norms may specify:

- How much work to do;
- How customers should be treated;
- Importance of high quality;
- What members should wear;
- What kinds of jokes are acceptable;
- How members should feel about the organisation;
- How they should deal with their managers, and so on.





Internal Team Processes:

Performance Norms

❑ **Free rider:** a team member who isn't contributing fully to team performance but still shares in team rewards.



❑ **Groupthink:** an agreement-at-any-cost mentality that results in ineffective work team decision making and may lead to poor solutions; Likelihood increases when:

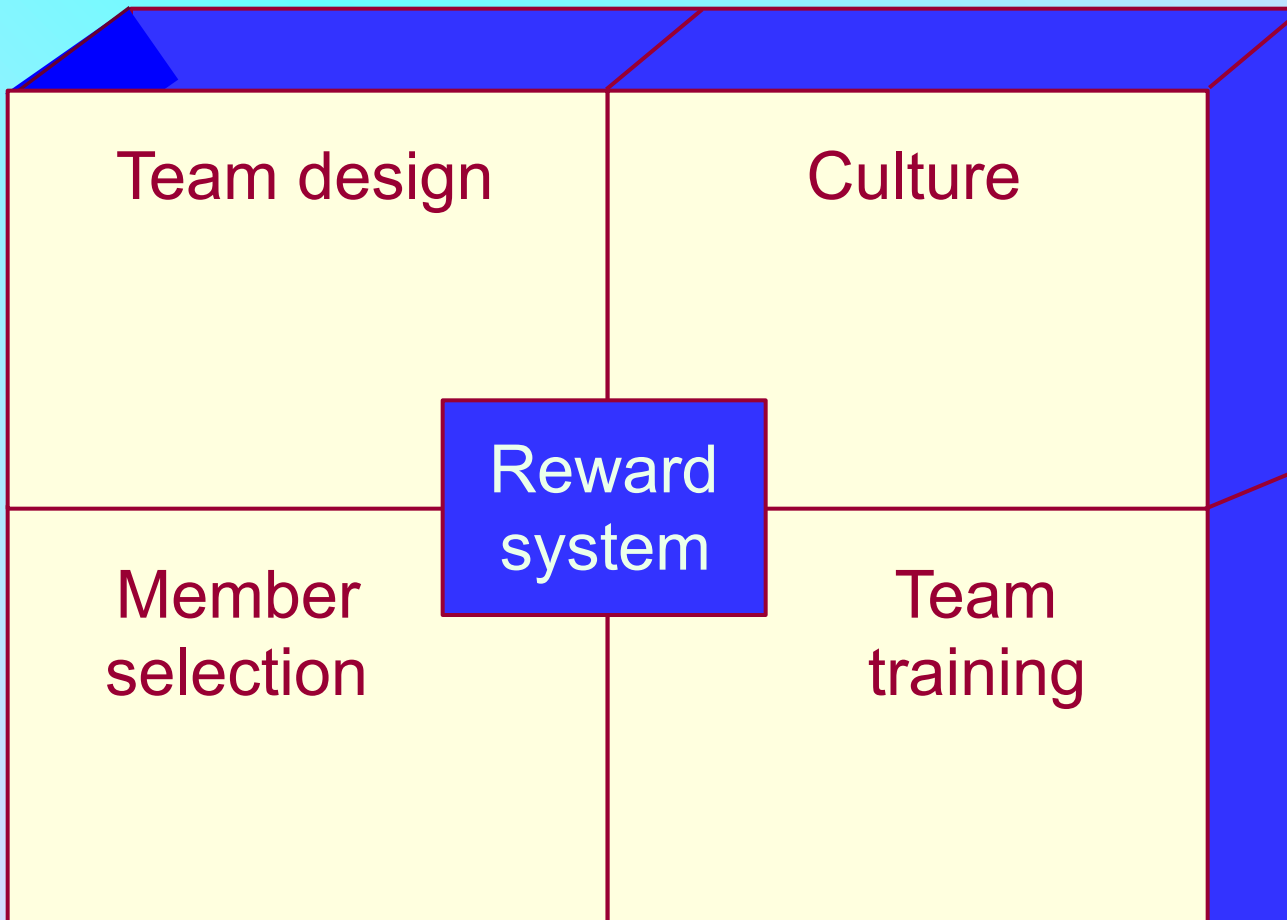
- Peer pressure to conform is great;
- A highly directive leader presses for a particular interpretation of the problem and course of action;
- Need exists to process a complex and unstructured issue under crisis conditions;
- Group is isolated.





Causes of Poor Team Performance

- ❖ Internal Processes
- ❖ External System:





Causes of Poor Team Performance: Team Design

□ Team Size

- For innovative decision making, ideal work team is probably **between five and nine members.**

- If large teams required, consider use of sub-teams.



(continued)



Causes of Poor Team Performance: Team Design



❑ Team proximity:

- Proximity to other work teams and members of the organisation.
- Team members' proximity to each other.

Note that ideal proximity among teams depends on work being done;

That virtual teams often create special challenges.



Causes of Poor Team Performance: Culture

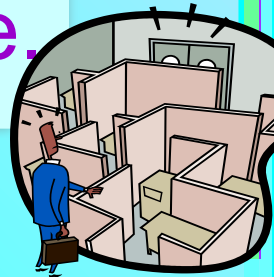
❖ Differences in societal cultures.



❖ Language differences.



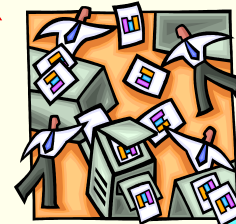
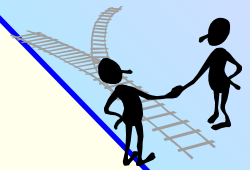
❖ Weak or poor organisational culture.





Causes of Poor Team Performance: Team Member Selection

- ❑ Incompatible personality traits among members.
- ❑ Traits of agreeableness and conscientiousness needed.
- ❑ Communication and teamwork competencies needed.





Causes of Poor Team Performance: Team Training

☐ Poor or no team training;



☐ Leadership development for managers or team leaders needed;

☐ Team training needed for:

- how to manage meetings;
- how to support disagreement;
- how to commit to a decision;
- how to use group-based technologies





Causes of Poor Team Performance:

Reward System

➤ Choices in Designing Reward Systems for Work Teams:

- ✓ How can non-monetary rewards be used to recognise excellent team performance?
- ✓ What portion of a person's total monetary rewards should be linked to performance of the team (versus the performance of the individual or the business unit)?
- ✓ If rewards are to be linked to results, which effectiveness criteria should be used to evaluate team results? Individual results?



(continued)



THANK YOU



Downloaded from
Creative Commons

<https://creativecommons.org/licenses/by/4.0/>



Attribution

CC BY 4.0 International