**Managing Multiple Teams**

**TEAM MEMBERS:**

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**REVIEW 1**

**1.Why it is important to study the selected topic? (500-600 Words- 5 Marks)**

According to Elton Mayo's (1933) trials with the Hawthorne group, the idea of a team first came into being in the early 1930s. Working conditions that would foster a sense of cohesion, sense of identity, and unity that came with meaningful communication and social interactions with the group members were the foundation of what began as a research on a group of people working together (Dyer, J.L. 1984). The study provided insights into the role of leaders in that they assumed a personal stake, encouraged a sense of deservingness regarding individual success, and displayed a sense of pride regarding the group's accomplishment. At this nascent stage, research point to a convergent paradigm shift of a work process from a single person at the top to a group of people with blended skills pushed to a common objective and performance outcomes for which they regard themselves jointly responsible (Katzenbach and Smith, 1993). Tasks were performed that fully matched the socio-technical model of leadership competencies ( Carlock, R.S., 2012). The leader was given the responsibility for creating a sense of identification through activities and processes that strengthened a sense of shared identity, unified to achieve the desired results in an environment of pleasant interpersonal relationships with team members. The group's progress was wisely monitored as the leader helped the group build methods, activities, and working protocols, demonstrating the technical tasks (Dyer, J.L. 1984). Even at this early stage, it was clear that the leader's responsibility for team building was centred on cultivating motivation to raise morale and technical competencies to facilitate output. But in the sport’s arena (Wiki.org, 2016), the 1990s gave team building the appearance of an efficient organisational plan. The definition of teamwork at this time was best encapsulated in the words of Michael Jordan, a five-time NBA world champion. “Talent win games but teamwork and intelligence wins’ championships.”

Many firms have had to quickly learn how to manage multiple teams in various places as a result of COVID-19. Team leadership and management are two facets of the same concept. Organizing teams to achieve a common objective is referred to as managing multiple teams. On the other side, team leadership uses various leadership philosophies and methods to inspire groups to accomplish their goals. The culture of a company plays a key role in developing effective leaders and workers. Additionally, it encourages them to cooperate to accomplish a shared objective.

A positive workplace environment also encourages performance, produces favourable results, and aids employees in making swift adjustments to market trends and rivals' business plans.

Employee engagement is boosted when working in a team because of the efficient communication, ongoing encouragement, and regular feedback from the team leader.

In addition, the following variables affect employee engagement:

• A thriving corporate culture

• Confidence in peers and leaders

• How business executives view their workforce as a vital resource

All of this is possible with the right team management.

By encouraging people to work more effectively, team management increases productivity. Collaboration and open communication among staff members and managers boost output and organisational objectivity.

Other benefits of team management include:

* Reduces staff churn
* Fosters collaboration
* Encourages learning

**2. What has been done in the broader area of the selected research topic? (500-600 Words- 5 Marks)**

There have been numerous study papers written on the subject of managing various teams, and according to the literature journals that have been published, the discussion has mainly centred on the importance of motivation and leadership for team effectiveness. The literature map covered ideas, concepts, common themes among the seven papers, types of methodology, and findings that may or may not have validated the importance of leadership and motivation in creating self-managed productive teams.

The requirements of the course required the selection of the aforementioned literature. The necessary studies for review included a study of mediating variables of emotional intelligence relative to job motivation (Othman, A.K., Hazman, S.A., and Ahmad, J. 2009); empowering leadership, conflict resolution; cross level forces in encouragement and demoralisation in work teams (Chen,G., Payal, N.S.,Edinger, S.,Shapiro,D., and Jiing, L.F. 2011); and team member's cognitive abilities ( Chou, H.W., Yu,H.L., and Shywan,B.C.2012).

This author substituted the fourth article aggregate output from effective information sharing through collaborative networks (Duragbo, C. 2014). In order to fulfil the necessary debate, three additional articles were chosen. This included a working paper on the function of leadership, leadership style, and team growth stages (Carlock, R.S. 2012), a conceptual paper on models of international and technology-mediated team management, and the importance of the trust element for high-performing team work ( Hakanen, M., and Soudunsaari, A. 2012).

The first two papers that were to be reviewed all made use of a survey-questionnaire-based quantitative research design ( (Othman, A.K Hazman, S.A. and Ahmad, J. 2,009; Chen,G. et. al 2011). Service providers made up the sample population for the former, and undergraduate students in the United States and the People's Republic of China made up the latter for cross-cultural mediating factors. In the third paper (Chou, H.W., Yu, H.L., and Shywan, B.C. 2012), undergraduate students from Taiwan University participated in a combined experimental-field study with the addition of a ten-week game experiment using a simulation to gauge team behaviour and collective efficacy. All three publications used conventional and psychometric evaluation scales coupled with the appropriate statistical measurements for internal consistency and validity to measure the dependent and independent variables.

Then, in order to validate or not validate hypotheses, regression and correlation statistics were used to demonstrate a substantial relationship to the intervening variables.

An interpretivist study by the author (Duragbo, C. 2014) in light of the rise of socially influenced collaborative networks served as the replacement paper. The other three publications (Carlock, R.S. 2012; Resnicks, M.L. 2011; Hakanen, M., and Soudunsaari, A. 2012) all provided theoretical and explanatory analysis of the theories and concepts that the previous three empirically studied investigations had relied on. Torraco (2005) asserted that a literature review was appropriate to conduct when conflicting opinions were expressed on a given subject, such as the work process as an individual undertaking versus group performance, changes in theoretical direction, such as trends in virtual team management models, cross-functional and cross-cultural influences on team leadership (Dyer, W.G. and Dyer, J.H. 2013), and managing information flow through collaborative networks (Duragbo, C. (2014).

**3. What is the need of doing additional research on the selected topic? (500-600 Words- 5 Marks)**

The promotion of teambuilding at work is one advantage of management of teams. It is crucial for the entire team that the correct individual, performing the right task in accordance with their personality features and educational background.It is simpler to eliminate communication and talent gaps on teams when employees complement one another.The team manager can quickly assign projects to team members for maximum efficiency by fully using the special talents of each employee. which results in timely project completion and happy customers.

The improvement in employee performance and organisational productivity also serves as more evidence of the significance of team management. It goes without saying that a good team can accomplish more than one brain can. both in time and in quality. Each employee is better able to concentrate on work when they have clear deliverables and responsibilities. This is particularly true if those obligations are directly tied to their area of expertise and level of interest. Working in teams is a unique method to make the most of each member's strongest traits. Additionally, productive teamwork enables members to assist one another when needed. As a result, even if some team members miss deadlines, the remainder of the group steps in to save the day.

The chance for everyone to learn from and consider alternative viewpoints is one of the advantages of cooperation for a business. For instance, in the long run, new hires will undoubtedly learn from more seasoned personnel. Additionally, when individuals with diverse talents work together, they are able to share skills they did not previously possess. Working as a team allows members to discuss fresh ideas and put existing ones to the test, as opposed to working alone on a project. This method ultimately results in the development of solutions that are more effective for the successful completion of a project.

Increased employee satisfaction is a crucial factor in recognising the significance of team management. When people work together to create a powerful team, they also come to rely on one another and develop bonds with one another. This camaraderie fosters a supportive environment at work, which is crucial for both the employees' productivity and psychological health. Reduced unnecessary friction among team members is another goal of effective team management. A well-established sense of trust between them has the delightful "side effect" of improving staff relations.

We inevitably come to the conclusion that collaboration is a major factor in improved performance. Targets must be met on schedule by an organisation, and this is very challenging to do without cooperation. Individuals cannot readily do tasks or make decisions on their own. Even if it goes against common sense, people can benefit from working in a team. When working in a team, employees are more fulfilled and perform better. Therefore, the organisation as a whole benefits when each individual performs at their peak! A sound team management technique will greatly improve everyone's performance, knowledge, and ability to produce excellent results!

Therefore, management of multiple teams is something that is mandatory in a workplace whether a big organization or a small business and has to be given importance. This is because a business comprises of different sectors in which people are employed and are expected to work together as a team. Hence, the leader has to possess good team management skills for effective functioning of the business.

**4. What is the purpose and contribution of the selected research in the existing literature? (500-600 Words- 5 Marks)**

Building trust among team members is one strategy for tackling fundamental trust issues in teams. A team leader can foster trust by getting team members to consult one another for advice and ask questions in order to become more familiar and at ease with sharing vulnerable information. You might ask, "Could you teach me how to do this?" or say, "You are better than me at this." in this context. However, the team leader must first be vulnerable in order to build vulnerability-based trust inside the team. The rest of the team won't follow if the team leader isn't willing to show vulnerability.

Team members can give feedback to one another during appraisals, or they can give the team leader suggestions. In addition, performance reviews foster an atmosphere where there is no hierarchy of command and team members are free to be open and honest with one another. This enables individual team members to evaluate their own performance and strive to improve by correcting their errors. This works well because the group may give each other constructive criticism as well as provide the leader advice on how to become a better leader. Each team member will comprehend how they may work to better after reading their evaluations, helping the team achieve its goals. Performance appraisals, peer appraisals, and 360-degree feedback are the most often used types of appraisals.

Simple teamwork and communication exercises make up team-building activities. The major goals of team-building exercises are to foster more trust among team members and to help them get to know one another better. In order to select or create effective team-building exercises, it is best to decide whether your group requires an event or an experience. An event is typically enjoyable, quick, and simple for amateurs to complete. Results from team building exercises are richer and more profound. Teams that are expanding or evolving should have annual experiences led by a professional.

When a team has realistic goals to complete and the confidence to complete those goals, team effectiveness results. Because team members must compromise on ideas and information in order to complete tasks, communication is a key component of team effectiveness. Reliability and trust are other components of efficacy. When a group successfully navigates the "storming" stage of Bruce Tuckman's stages of group formation, trust is built, which increases team cohesion and effectiveness. Effectiveness enables cohesion and the capacity to resolve conflict if there is one. More responsibility rests on management teams in particular since they must guide and oversee other teams. A top priority for the team or teams engaged is effectiveness. Management teams are only successful in as much as they are achieving a high degree of performance by a significant business unit or an entire firm, unlike non-managerial teams, where the focus is on a set of team responsibilities. Support from more senior leaders can help teams get perspective on how to behave and make decisions, which increases their effectiveness.

**REVIEW 2**

**DEFINITIONS**

A team integrates the knowledge, abilities, and perspectives of its members to produce results at a basic level. By increasing productivity, boosting employee happiness, and lowering absenteeism, teamwork provides substantial organisational benefits (Smith 2001). A team can be defined as “a group composed of a small number of people, with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable” (Katzenbach & Smith 1999, 45). Through the coordination of effort, teamwork creates beneficial synergy (Robbins & Judge 2011). The idea of individuals working together to achieve common goals is an ancient one, and the Great Pyramid of Giza, which dates back to 2650 BC, has some of the first signs of collaboration. Over a 20-year period, 100 000 labourers constructed the Great Pyramid. Also “early hunters, clans and tribes worked cooperatively as teams for food, safety and the protection of their young.” (Galbraith & Webb 2013.)

Sometimes, working groups, wherein, they place more emphasis on individual goals than team goals and are only accountable for their own outcomes, are mistaken for teams (Katzenbach & Smith 1993). According to Hackman (1990, 493), “A mixed model, in which people are told they are a team but are treated as individual performers with their own specific jobs to do, sending mixed signals to members is likely to confuse everyone, and in the long run, probably is untenable…”

Effective teams were the main focus of Trimble's research (1997).  Teams that were effective did their work in a superior manner by connecting purpose and performance. Trimble described “Members of effective teams exhibit group orientated behaviours, resulting in cooperation, commitment, and participation of team members.”

**FACTORS**

With the expansion of teams and businesses, core leaders will need to assume additional responsibility. Gaining more control over a wider range of business activities than you previously did might feel both intimidating and thrilling. But because of the expanded reach, you'll definitely schedule a lot more meetings and chats.

It might be difficult to keep all projects afloat and on track when numerous specialist teams are engaged on a range of tasks at once. To make sure that company goals are met, it takes hard work and teamwork. How to ensure your teams execute well without taking up your entire day is the crucial question for success. Whether you are in charge of two teams or twenty, effective communication is always a must.

**Communication - the human element**

Understanding how to manage multiple personalities becomes essential when you are in charge of several teams. Knowing how your key players behave, think, and are motivated will enable you to modify your working methods, standards, and interpersonal interactions with them.

Knowing your teams involves more than just finding out that Joe enjoys action movies. It entails developing a deeper comprehension of the type of workplace, working style, and coaching that best suits that individual. For instance, someone who is competitive and ambitiously motivated might perform best when given specific, attainable goals. To encourage my competitive team members to do even better, I frequently set stretch goals for them.

Most importantly, keep in mind that not every team or team member you are managing will respond well to a certain management approach or solution. You'll have to invest the time and energy to determine what motivates each team and manage them accordingly. Building a method or procedure for interacting with and inspiring each team will be more advantageous as you manage more teams.

**Identifying Leadership**

Because there is so much going on when managing several teams, it may be challenging to pinpoint specific strengths and flaws. The best course of action is to select essential team members who will serve as your on-the-ground eyes and ears. These individuals may be identified by titles that come easily, such as team leads or sales managers. If there isn't already a natural point of contact on one of your teams, choose a candidate who is enthusiastic, self-driven, shows a lot of promise, and will be forthright with you about the team's good and poor aspects.

Effective communication with these important parties makes sure that everyone receives the same information and that it is understood correctly. You can save valuable time that would otherwise be spent drafting countless emails and making pointless calls or travels if you can establish a communication plan and a core team to help spread the message.

Every now and again, it's a good idea to join a call that one of your important players is hosting. By demonstrating this support, you may demonstrate to the entire team that you are curious about what they are working on and how they are progressing. Even if you don't have to participate in these calls, make an effort to listen carefully so you may write a follow-up email to every participant thanking them for their efforts and addressing any questions they had.

**Collaborating for Success**

When you oversee several teams, you have the exceptional chance to connect teams that ordinarily operate separately. You should "sell" collaborative initiatives as chances to strengthen networks and ties inside the organisation as the manager of numerous teams.

Giving your employees the resources and tools, they need to succeed can help them work together. Establishing a culture of collaboration through shared papers is among the best things you can do. Work together on documents, presentations, and worksheets with Office 365. Everyone will save some email storage space and have the opportunity for a lot more seamless engagement and idea sharing if they can work side by side and observe changes immediately.

Many businesses have flexible intranets that allow for the creation of new groups and pages. Consider setting up an intranet page for each of your teams so they can interact, exchange photos, obtain team-building tips, and stay updated on what the rest of the company is up to. The nicest part for you as the manager in this situation is that you won't need to monitor the page or its users; instead, they'll be posting and conversing on their own, and you'll only serve as a facilitator and coordinating person for their collective interaction.

**Networking outside the team**

Managers that oversee several teams must make sure that everything is connected. This involves fostering cross-communication and keeping team members engaged in conversation. More than just checking the workplace engagement box, hosting networking events, cross-functional meetings, and team outings is important. Teams can develop relationships by being allowed to socialise.

More importantly, team networking offers them the chance to form relationships that will improve their ability to communicate and work together on projects. Teams can support each other in innovating and finding original solutions to issues that have an impact on the entire company when they are aware of what the other teams in their bigger group are working on. Don't undervalue the importance of a group gathering, despite the fact that it could look a bit patronising.

Thus, overseeing numerous teams requires a combination of leadership, delegation, and comprehension of the nuances of effective and constant communication. As you continue to manage larger groups, having a greater understanding of individual motivators will help you better grasp succession planning and scalability. Smaller teams can ultimately come together and succeed for your group and the company as a whole via mutual trust, respect, and teamwork.

**VARIABLES AND RELATIONSHIPS**

The four main groups of variables were (1) team characteristics, (2) organisational culture, (3) inter-organizational interactions, and (4) external environment. This study was creative in establishing links between work performance and optimal practises, hence supporting their adoption. The development of organisational cultures that encourage a stronger emphasis on the external environment and the integration of tactics that improve external focus, service effectiveness, and innovation are recommended.

Team dynamics impact how well a project is done. Depending on the study, team size may have a favourable or negative effect on how well a job is done. Teams' diversity in professional backgrounds also has an impact. Diverse expertise and skill sets may enhance teamwork and productivity, but too much variety may lead to conflict. There hasn't been any analysis of the relationship between work performance and the time allocated for evaluation. The team may enter a new phase of development as a result of acquiring new information and abilities, which are directly linked to adaptability and proactiveness. Hence, we formulate **Hypothesis 1 that it could positively influence work performance in multiple teams.**

While we are aware that analytical approaches can increase team effectiveness, their impact on work performance, particularly when utilising evidence-based procedures, has not been studied. For instance, numerous studies have indicated that implementing analytical pathways improves the effectiveness of diverse teams. Wholey et al. found that numerous teams with a positive dynamic, including strong work role performance, were more likely to consistently apply evidence-based methods. We propose **Hypothesis 2, which states that the use of more analytical approaches will be positively associated with work performance in multiple teams.** This is because teams that rely on a variety of effective analytical approaches may adapt more readily to different clients and may also be knowledgeable and proactive.

According to studies, corporate culture and job performance are related. An organization's organisational culture is "a set of guiding principles" that affects both operational procedures and employee behaviour. Attitudes among employees or teams may be positively or negatively impacted by organisational culture. Organizational cultures according to four archeotypes are normally classified along two axes: flexibility/stability in work techniques, and internal/external focus of the organisation. The four archetypes are: 1) clan/family (flexibility-internal focus), 2) adhocracy/entrepreneurial (flexibility-external focus), 3) market/rational (stability-external focus), and 4) hierarchy/bureaucratic (stability–internal focus). But multiple cultures could coexist in the same organisation. The literature indicates that a clan culture places the most value on collaboration and member participation in decision-making. Job satisfaction, which is the most significant result for professionals in terms of both work performance and team effectiveness, has also been found to be more strongly connected with clan culture.  Satisfied workers are less likely to quit their job or experience burnout, and they are also more likely to perform well and cooperate with other team members. Hence, we propose **Hypothesis 3, which states that clan culture will be positively associated with work performance in multiple teams.**

Although teams communicate both inside and outside of their organisations, there hasn't been a comprehensive evaluation of these relationships in the research on work performance. The restructuring of services, which requires more interaction and integration across teams from many organisations, makes this issue more and more important. According to studies, interactions with the outside world improve work effectiveness but can also lead to conflict. Increased connection, especially when it is positive, helps teams and professionals build trust, which is a key component in how well workers perform at their jobs. Integration of new administrative and analytical approaches, such as network-wide strategic planning, service agreements, staff-sharing programmes, and the employment of liaison officers, has emerged as a constructive driver for organisational coherence. Interdisciplinary training boosts the efficiency of teams, according to studies. Better integration also guarantees ongoing services, which are crucial in complicated situations where a long-term commitment is required. We propose **Hypothesis 4, which states that integrative techniques will be favourably related to work performance across numerous teams**, taking into account the significance of external team relations.

Finally, few studies have addressed the interaction between teams and their environments.  Organizations and teams are shaped by their external environment, whether it is political, social, or geographical. Given the need for sufficient financing and resources, **Hypothesis 5 suggests that funding per capita for multiple teams will be positively associated with work performance.**

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| **No** | **Title** | **Aim/Purpose** | **Design/Methodology** | **Findings** | **Authors-Journal-Publisher** |
| **1** | Adaptive Framework to Manage Multiple Teams  Using Agile Methodologies | Regarding how to accomplish long-term corporate goals inside the agile software engineering framework, agile methodologies are mute. | In light of these issues facing the software industry, an innovative, learning-based adaptive framework for agile approaches is offered. | Software companies will benefit from the proposed framework's assistance in achieving long-term organizational goals. The suggested framework is expected to boost employee satisfaction by enhancing their technical proficiency and interpersonal communication skills through cutting-edge learning and knowledge-sharing activities. | Qureshi, M., & Kashif, M. (2017). Adaptive Framework to Manage Multiple Teams Using Agile Methodologies. International Journal of Modern Education & Computer Science, 9(1). |
| **2** | Multiple Team  Membership: An  Integrative Review | With many employees operating in a multi-team environment, multiple team membership (MTM) has become a critical topic across a number of disciplines. Although MTM research is often regarded as being in its beginning  stages, there has been a recent uptick of research | In order to effectively advance research, academics need to integrate the literature at this stage so they can see the most urgent problems and start to detect broad trends. | MTM impacts the majority of employees in knowledge-based industries  (O’Leary et al., 2011) and has received an abundance of recent scholarly attention. This review integrates the extant literature on MTM, provides insights into emerging themes, and highlights opportunities for future research. | Margolis, J. (2020). Multiple team membership: An integrative review. Small Group Research, 51(1), 48-86. |
| **3** | Managing Team Innovation in the Research and Development (R&D) Organization: Critical Determinants of Team Effectiveness | In this experiment, the primary factors influencing team innovation performance (also known as "outcomes") were assessed. Results for the team included the generation of new knowledge, the reduction of development time, the enhancement of the team's image, learning, and the development of capabilities, growth satisfaction, and overall effectiveness. | 13 questions in total, each with various subparts, were derived from scales that had already been scientifically tested. Participants who worked in a pharmaceutical R&D organization and were a part of a team responsible for medication development were eligible. Using 5- to 7-point Likert-type scales, survey participants were asked to express how much they agreed or disagreed with the statement. All analyses, including factor analyses, reliability tests, and multivariate regression, were carried out using IBM SPSS v22. | While there were positive correlations between team outcomes (the dependent variable) and the tested independent variables (autonomy, coaching, climate, proactive personality, empowering leadership, and trans active memory systems [TMSs]), TMSs and leader and peer coaching were the most effective predictors found through multivariate regression analysis. | Krishna, R., He, H. Managing Team Innovation in the Research and Development (R&D) Organization: Critical Determinants of Team Effectiveness. Ther Innov Regul Sci 49, 877–885 (2015). |
| **4** | The Myth of Self-Managing Teams: A Reflection on the Allocation of Responsibilities between Individuals, Teams and the Organisation | These days, ideas like employee involvement and empowerment are becoming more and more crucial. Teams are given official authority in several of these concepts. Does this imply that teams have been handed normative accountability for their actions? We shall discuss the distinction between holding someone accountable and accepting responsibility in this essay. | To analyze the accountability and responsibility of teams, a framework is developed. In this approach, the development of a collective consciousness and organizational elements that affect how much potential there is for teams to act responsibly are significant. | It demonstrates how teams can handle obligations that an isolated group of people could never handle. Two hypothetical situations involving self-managing teams in manufacturing facilities are analyzed using the framework. The authors address the consequences for self-managing team theory and practice as well as the distribution of accountability across individuals, teams, and organizations. | de Leede, J., Nijhof, A.H.J. & Fisscher, O.A.M. The Myth of Self-Managing Teams: A Reflection on the Allocation of Responsibilities between Individuals, Teams and the Organization. Journal of Business Ethics 21, 203–215 (1999). |
| **5** | Multiple Team Memberships and Employee Well-Being: Exploring Polychronicity and Support as Moderators | To investigate the relationship between multiple team membership (MTM) and stress, engagement, demands as an underlying mediator, polychronicity and instrumental support as moderators, and employee well-being to better understand the effects of MTM. | An online survey about MTM experiences was completed by participants who worked full-time. | Results showed MTM predicted greater stress through increased demands, but individuals higher on polychronicity were less likely to experience these negative consequences. Interestingly, demands related positively to engagement, suggesting those associated with MTM may be beneficial. | Finuf, K.D., Sachdev, A.R. & Grossman, R. Multiple Team Memberships and Employee Well-Being: Exploring Polychronicity and Support as Moderators. Occup Health Sci 6, 183–205 (2022). |
| **6** | Margolis, J. (2020). Multiple team membership: An integrative review. Small Group Research, 51(1), 48-86. | Teams must communicate in order to produce software products in large-scale software engineering. The issue for managers is to structure the job such that teams and individuals can communicate effectively. This covers a wide range of decisions, such as allocating work among teams working at various locations and buildings, as well as work methods and tools for coordinating work, as well as more delicate concerns like assuring effective teams. | In this case study, the authors concentrate on inter-team communication by taking into account the physical, mental, and cognitive distances between the teams as well as other variables and approaches that may influence this communication. Within a major development organization, information was gathered for ten test teams in two phases: (1) using interactive posters to measure the cognitive and psychological distance across teams, and (2) five focus group sessions where the results of the measurement were discussed. | Their research can help managers evaluate and enhance communication in sizable development organizations. The results can also shed light on potential causes for scaling difficulties in development organizations, particularly agile ones that prioritize verbal communication over written documentation. | Bjarnason, E., Gislason Bern, B. & Svedberg, L. Inter-team communication in large-scale co-located software engineering: a case study. Empir Software Eng 27, 36 (2022). |
| **7** | Multiple Team Membership: a Theoretical Model of its Effects on Productivity and Learning for Individuals and Teams | The purpose of this study is to show how carefully balancing the number and variety of team memberships can enhance both productivity and learning. | The model describes how the number and variety of multiple team memberships drive different mechanisms, yielding distinct effects. | Organizations use multiple team membership to enhance individual and team productivity and learning, but this structure creates competing pressures on attention and information, which make it difficult to increase both productivity and learning. | O'leary, M. B., Mortensen, M., & Woolley, A. W. (2011). Multiple team membership: A theoretical model of its effects on productivity and learning for individuals and teams. Academy of Management Review, 36(3), 461-478. |
| **8** | A Literature Review to Leading and Motivating  Effective Teams | This discussion took on a literature review of seven articles on leading and motivating effective teams. The flow of discussion was focused on the role of leadership and motivation for team effectiveness. | The choice of the aforementioned literature was mandated by the Course requirements. The required studies for review included a study of mediating variables of emotional intelligence relative to job motivation; empowering leadership, conflict resolution; cross level forces in encouragement and demoralization in work teams | This literature review highlighted the significant role of creating shared goals, mission and vision as the bedrock of team building organizational strategy. The goal of the team serves as the compass for all team’s tasks, processes and team building strategies. | Marina J. Navarro  Argosy University Online  Dr. Roger K. Oden  July 24, 2016 |
| **9** | Leading multiple teams: Average and relative external leadership influences on team empowerment and effectiveness | External leaders continue to be an important source of influence even when teams are empowered, but it is not always clear how they do so. Extending research on structurally empowered teams, we recognize that teams’ external leaders are often responsible for multiple teams. | A multilevel approach is being adopted to model external leader influences at both the team level and the external leader level of analysis. In doing so, the influence of general external leader behaviors (i.e., average external leadership) from those that are directed differently toward the teams that they lead are distinguished. | Analysis of data collected from 451 individuals, in 101 teams, reporting to 25 external leaders, revealed that both relative and average external leadership related positively to team empowerment. In turn, team empowerment related positively to team performance and member job satisfaction. | Luciano, M. M., Mathieu, J. E., & Ruddy, T. M. (2014). Leading multiple teams: Average and relative external leadership influences on team empowerment and effectiveness. Journal of Applied Psychology, 99(2), 322. |
| **10** | Project view IM: a tool for juggling multiple projects and teams | According to earlier study, juggling several projects might cause stress and poor attention management. Team members may find it easier to manage numerous projects and teams if Instant Messenger (IM) underwent a minor overhaul. | The Project View IM IM plug-in, which was used to accomplish this redesign, is described in this document (PVIM). PVIM uses automatic project status logging to display team members and active project-related files. | Participants in a pilot evaluation experiment who collaborated on two projects with various partners found PVIM and IM to be equally useful and informative, but PVIM participants experienced reduced workload stress. | Scupelli, P., Kiesler, S., Fussell, S. R., & Chen, C. (2005, April). Project view IM: a tool for juggling multiple projects and teams. In CHI'05 extended abstracts on Human factors in computing systems (pp. 1773-1776). |